



SPECIAL MEETING
BRECKENRIDGE TOWN COUNCIL
RETREAT
Tuesday, September 12, 2017; 12:00 PM
Council Chambers

ESTIMATED TIMES:

12:00-12:30pm	I. LUNCH	
12:30-12:45pm	II. INTRODUCTION/ OVERVIEW Economic Trending	4
12:45-2:15pm	III. 2018 RESERVED FUNDS REVIEW Water Housing Open Space Golf Child Care Internal Service Other Funds	13
2:15-2:30pm	IV. BREAK	
2:30-3:45pm	V. 2018 GOVERNMENT SERVICE FUNDS REVIEW Excise General Marketing Special Projects Parking/ Transportation	30
3:45-5:30pm	VI. CAPITAL DECISIONS CIP Plan Parking/ Transportation Golf Water	55
5:30-5:45pm	VII. BREAK	
5:45-6:45pm	VIII. FUNDING DECISIONS BTO BCA BHA CHILDCARE	104
6:45-7:00pm	IX. OTHER MATTERS	117

Note: Public hearings are not held during Town Council Work Sessions/Retreats. The public is invited to attend the Work Session/Retreat and listen to the Council's discussion. However, the Council is not required to take public comments during Work Sessions/Retreat. At the discretion of the Council, public comment may be allowed if time permits and, if allowed, public comment may be limited. The Town Council may make a Final Decision on any item listed on the agenda, regardless of whether it is listed as an action item. The public will be excluded from any portion of the Work Session/Retreat during which and Executive Session is held.

Approval of Open Space Acquisitions
Council Goals for 2018

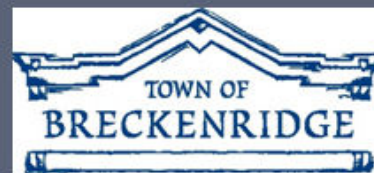
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Proposed Annual Budget

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Potential Parking Garage Model
Model available at Peekaboo toys

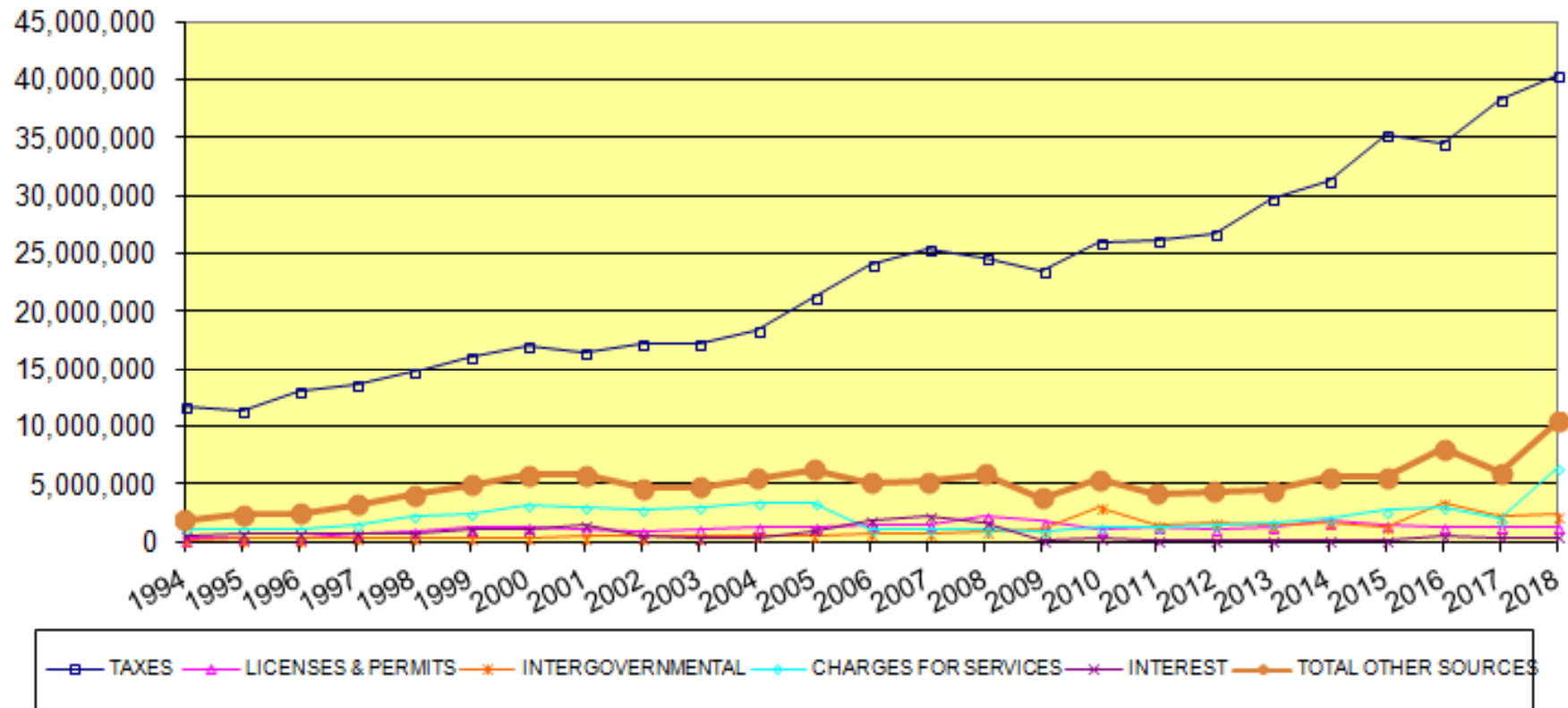


Town of Breckenridge,
Colorado

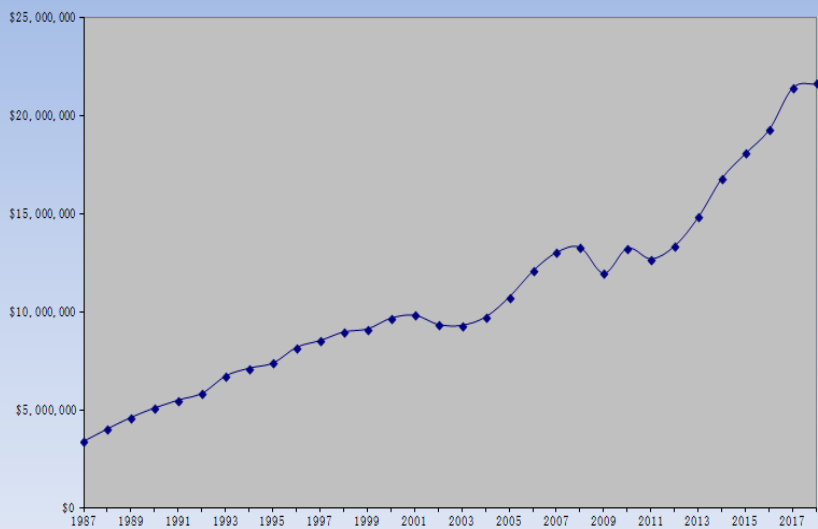


2018
BUDGET RETREAT
Economic Trending

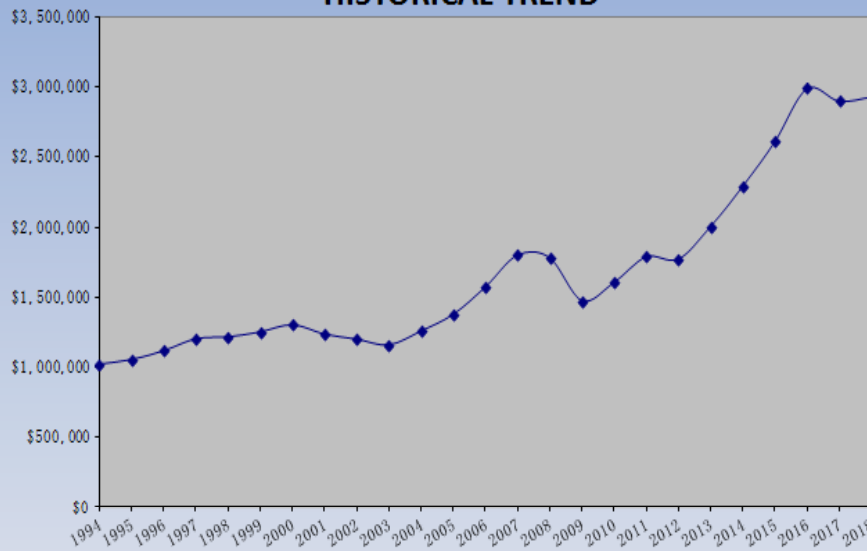
GENERAL GOVERNMENT MAJOR REVENUES BY SOURCE



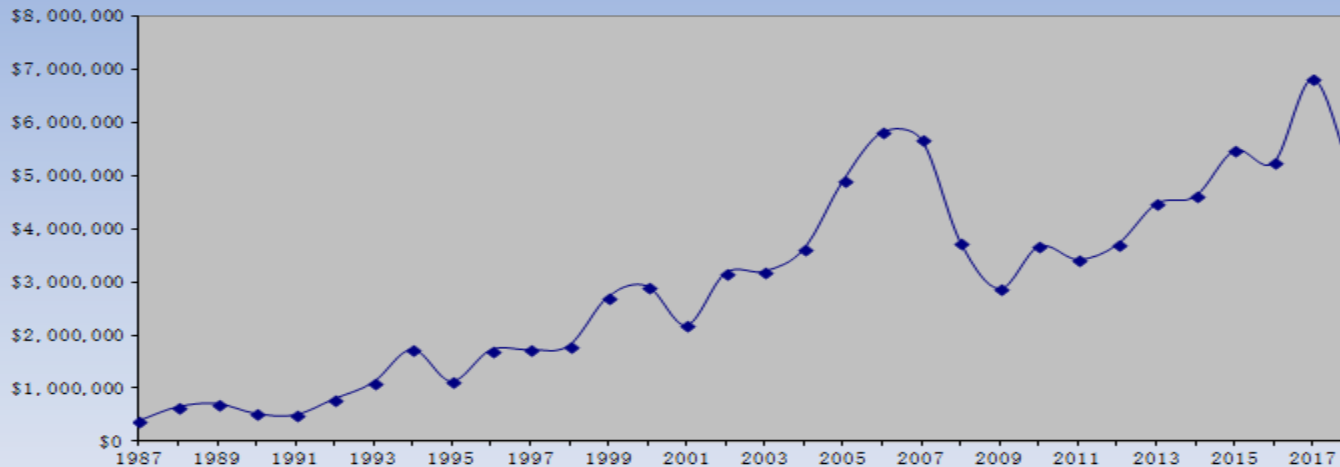
SALES TAX COLLECTIONS, HISTORICAL TREND

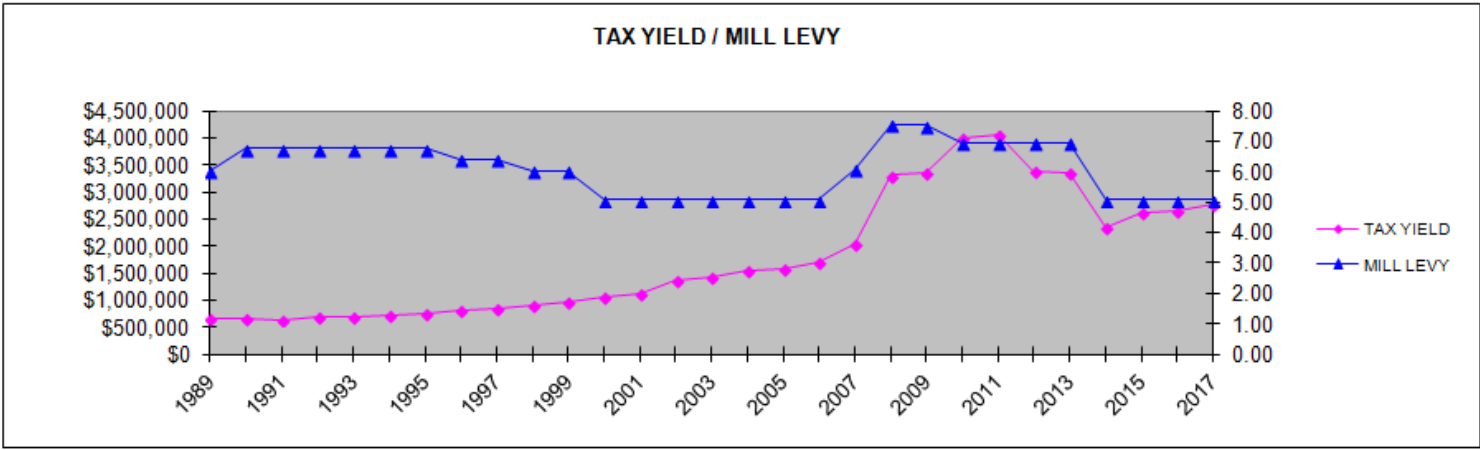
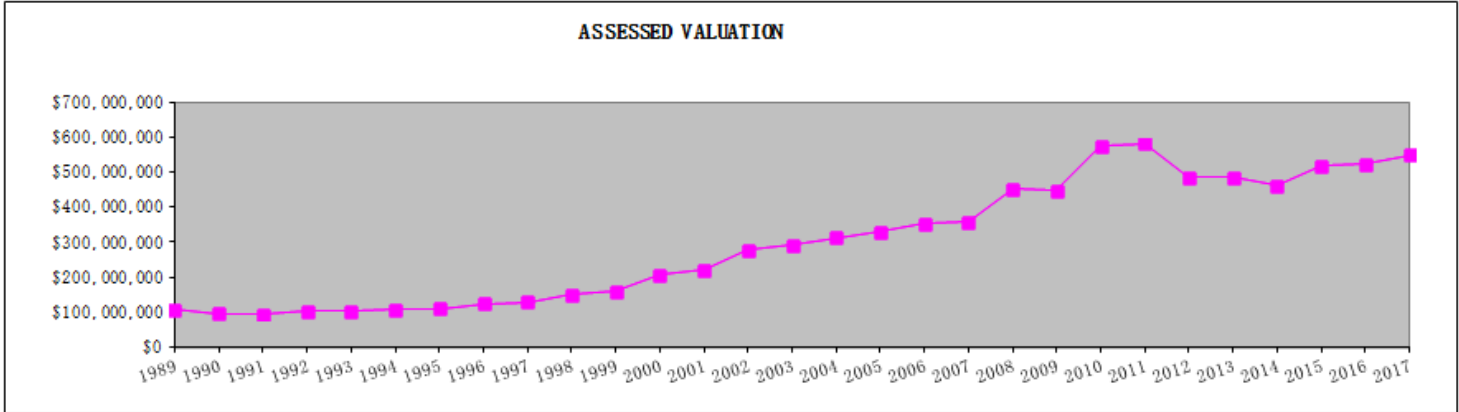


ACCOMMODATIONS TAX COLLECTIONS, HISTORICAL TREND



REAL ESTATE TRANSFER TAX COLLECTIONS, HISTORICAL TREND





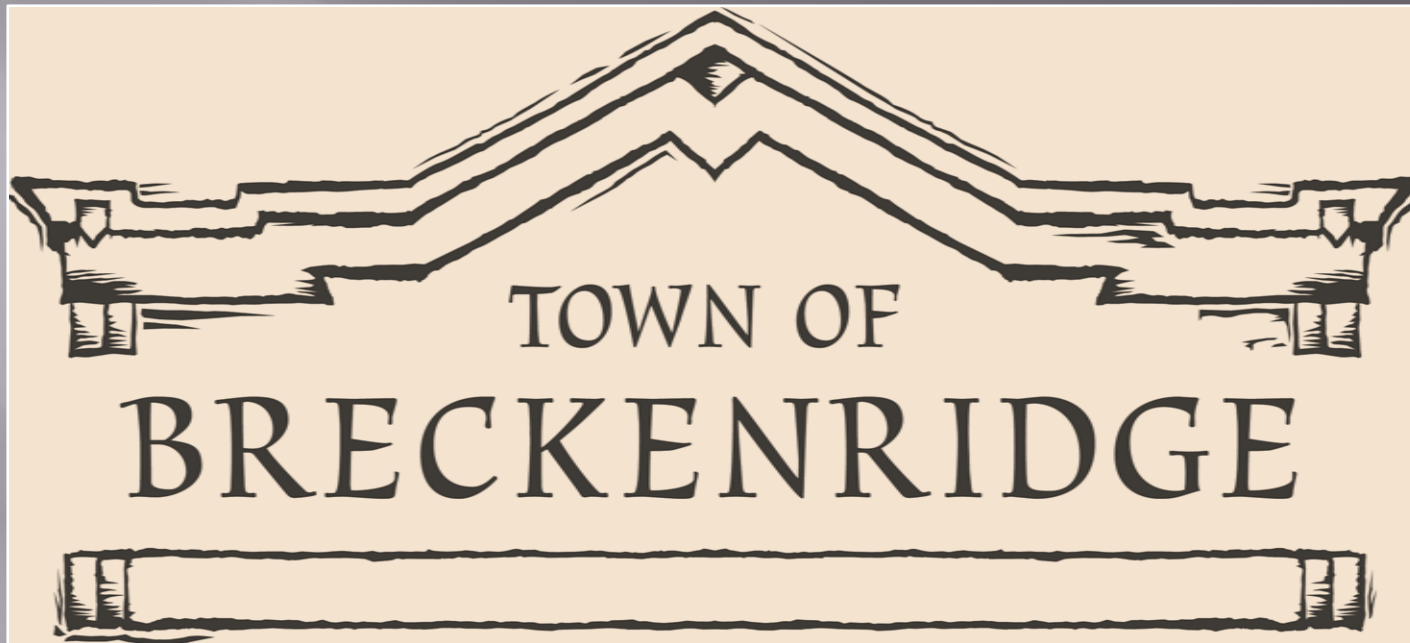
**TOWN OF BRECKENRIDGE, COLORADO
PROPERTY TAX RATES
ALL DIRECT AND OVERLAPPING GOVERNMENTS**

Fiscal Year	Town of Breckenridge	Summit County	Summit School District	Colorado Mtn. College	Red, White & Blue Fire	Colorado River Water Con.	Middle Park Water Con	Breckenridge San District	Total
1995	6.420	12.537	33.110	3.997	5.626	0.383	0.135	-	62.208
1996	6.420	12.564	29.257	3.785	5.625	0.343	0.127	-	58.121
1997	6.030	11.513	26.120	3.944	5.246	0.307	0.110	-	53.270
1998	6.030	11.469	25.597	3.539	4.500	0.309	0.108	-	51.552
1999	5.070	13.101	22.008	3.655	4.500	0.282	0.093	-	48.709
2000	5.070	12.953	21.842	3.997	4.800	0.283	0.093	-	49.038
2001	5.070	12.159	26.428	3.997	5.200	0.253	0.078	-	53.185
2002	5.070	12.081	26.554	3.997	6.200	0.255	0.078	-	54.235
2003	5.070	12.166	27.216	3.997	7.200	0.255	0.078	-	55.982
2004	5.070	12.144	23.832	3.997	7.200	0.252	0.078	-	52.573
2005	5.070	12.404	22.910	3.997	7.200	0.230	0.075	-	51.886
2006	6.070	12.364	22.848	3.997	8.500	0.221	0.075	-	54.075
2007	7.052	11.491	22.090	3.997	8.500	0.191	0.062	-	53.383
2008	7.514	11.448	22.291	3.997	8.500	0.198	0.062	-	54.010
2009	6.939	11.448	22.291	3.997	8.500	0.198	0.062	-	53.435
2010	6.943	11.448	22.291	3.997	8.500	0.198	0.062	-	53.439
2011	6.945	12.595	18.364	3.997	8.500	0.188	0.056	-	50.645
2012	6.945	12.796	20.202	3.997	9.000	0.228	0.056	-	53.224
2013	6.945	12.824	20.031	3.997	9.098	0.242	0.056	-	53.193
2014	5.070	12.789	20.275	3.997	9.013	0.254	0.056	-	51.454
2015	5.070	12.789	20.275	3.997	9.013	0.254	0.056	-	51.454
2016	5.070	12.789	20.275	3.997	9.013	0.254	0.056	-	51.454
2017	5.070	12.789	20.275	3.997	9.013	0.254	0.056	-	51.454

Note: All numbers shown are Mill Levies (amounts assessed per \$1,000 in valuation).
Source: Summit County Assessor's Office.

TOWN OF BRECKENRIDGE
DEBT SERVICE BY YEAR

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	TOTAL
2007 COPs											
Excise Fund - Child Care Facility	\$ 271,665	\$ 269,665	\$ 267,465	\$ 270,065	\$ 267,265	\$ 269,265	\$ 270,550	\$ 271,420	\$ 271,875	\$ 271,675	\$ 5,376,080
2016 COPs	\$ 845,300	\$ 850,300	\$ 849,850	\$ 853,950	\$ 852,950	\$ 856,750	\$ 854,500	\$ 851,800	\$ 848,650	\$ 586,850	\$ 8,947,623
Excise/Affordable Housing Funds 2005 COP retirement-Huron Landing Housing project											
83 CO. WATER BOARD											
Water Fund-Blue River District (1)	\$ 60,624	\$ 60,624	\$ 60,624	\$ 60,624	\$ 60,624	\$ 60,624	\$ -	\$ -	\$ -	\$ -	\$ 1,273,104
	\$ 1,177,589	\$ 1,180,589	\$ 1,177,939	\$ 1,184,639	\$ 1,180,839	\$ 1,186,639	\$ 1,125,050	\$ 1,123,220	\$ 1,120,525	\$ 858,525	\$ 12,341,166



2018
BUDGET RETREAT
Funds Review

Fund Categories

Reserved Funds:

Water (Utility)
Golf, Housing,
Open Space, Child Care

Internal Service :

IT, Garage, Facilities,
Health Benefits

Other Funds :

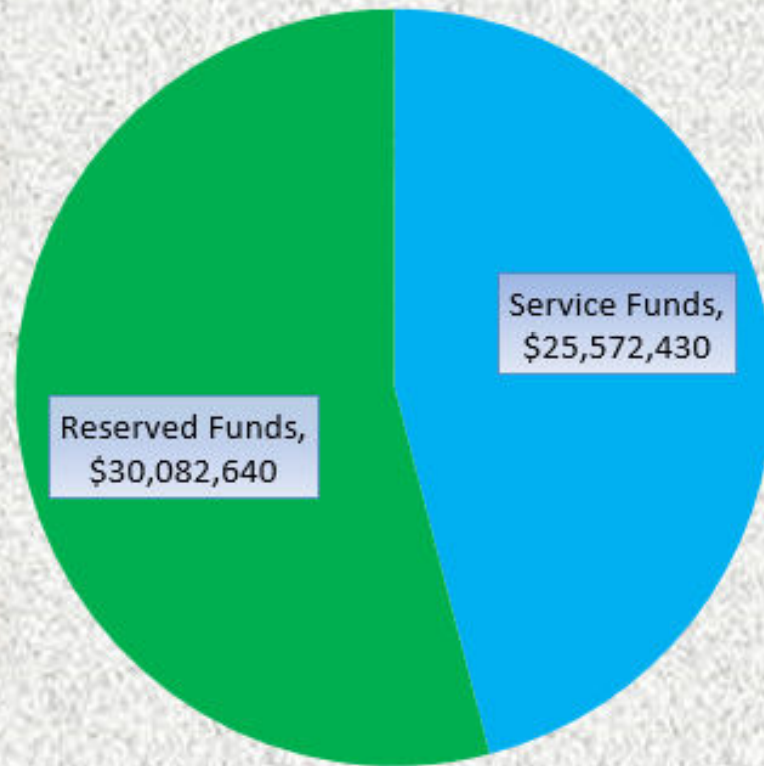
Marijuana, Cemetery,
Con. Trust

Government Services &

Programs Funds:

General Fund
Excise
Capital
Marketing
Special Projects
Parking &
Transportation

2018 Beginning Fund Balances Summary





Reserved Funds

- Water (Utility)
- Golf
- Housing
- Open Space

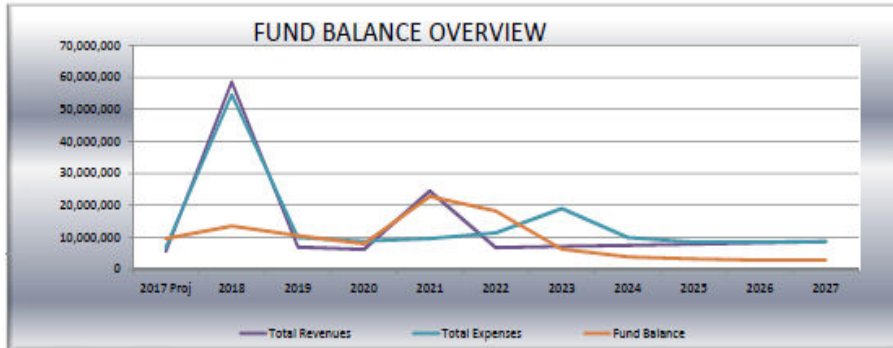
Water Fund Summary

	2016 ACTUAL	2017 BUDGET	2017 PROJ.	2017 BUDGET	2018 BUDGET
FUND BALANCE, BEGINNING OF YEAR	8,250,533	10,846,313	10,846,313	10,846,313	9,552,364
TOTAL REVENUE	5,672,339	58,525,798	5,503,924	58,525,798	58,503,621
TOTAL EXPENDITURES	3,076,559	65,778,257	6,797,873	65,778,257	54,528,946
FULLY APPROPRIATED FD BALANCE					
EXCESS / (DEFICIT)	2,595,780	(7,252,459)	(1,293,949)	(7,252,459)	3,974,675
FUND BALANCE	10,846,313	3,593,854	9,552,364	3,593,854	13,527,039

- 2018 Assume Funding of SRF Loan and \$50M spend on Second Water Plant
- 2017 Projected contains \$8.3M in Capital Projects
- Tarn Dam repairs are in the CIP and Pro Forma

- Water Pro Forma -

	2017 Proj	2018 Bud	2019	2020	2021	2022	2023	2024	2025	2026	2027	NOTES
Rent Inc Comm.	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Rent Inc Residential	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Rent Comm.	557,171	573,121	601,777	631,866	663,459	696,632	731,464	768,037	806,439	846,761	889,099	
Rent Residential	2,637,868	2,713,379	2,849,048	2,991,500	3,141,075	3,298,129	3,463,036	3,636,187	3,817,997	4,008,897	4,209,341	
Water Rents	\$ 3,195,039	\$ 3,286,500	\$ 3,450,825	\$ 3,623,366	\$ 3,804,535	\$ 3,994,761	\$ 4,194,499	\$ 4,404,224	\$ 4,624,436	\$ 4,855,657	\$ 5,098,440	
PIF Increase	10%	20%	10%	10%	10%	10%	10%	10%	10%	10%	10%	
PIF rate - In Town	\$ 7,703	\$ 9,244	\$ 10,168	\$ 11,185	\$ 12,304	\$ 13,534	\$ 14,887	\$ 16,376	\$ 18,014	\$ 19,815	\$ 21,797	
PIFs	1,700,000	1,375,045	1,462,260	1,555,361	1,654,716	1,760,612	1,873,636	1,994,386	2,123,341	2,260,993	2,408,168	20% then 10% ann. Rate Incr. after 2017, combined with new users. Out of Town rate 125% of In Town
W.S.M.F. % Inc	0%	50%	33%	0%	0%	0%	0%	0%	0%	0%	0%	Doubles to \$8/cycle by 2018 then no inc.
W.S.M.F. / cycle	\$ 4	\$ 6	\$ 8	\$ 8	\$ 8	\$ 8	\$ 8	\$ 8	\$ 8	\$ 8	\$ 8	
W.S.M.F.	265,529	406,566	549,013	558,094	567,984	578,691	590,224	602,590	615,798	629,856	644,821	
PIFs + W.S.M.F.	1,965,529	1,781,611	2,011,273	2,113,455	2,222,700	2,339,303	2,463,860	2,596,976	2,739,139	2,890,849	3,052,988	
Other	343,301	435,780	1,440,394	445,064	449,790	454,573	459,414	464,314	469,274	474,154	478,272	Transfers, Investment Income
Loan Proceeds	-	53,000,000	-	-	18,000,000	-	-	-	-	-	-	20 year term, 2.0% rate
Total Revenue	\$ 5,503,869	\$ 58,503,891	\$ 6,902,492	\$ 6,181,885	\$ 24,477,025	\$ 6,788,638	\$ 7,117,774	\$ 7,465,515	\$ 7,832,849	\$ 8,220,659	\$ 8,629,701	
General Services	1,875,481	1,961,780	2,020,634	2,681,253	2,761,690	2,844,541	2,929,877	3,017,774	3,108,307	3,201,556	3,297,603	3% annual, 2018 Incr. for new plant ops
Gen Fund X-fer	95,319	98,179	101,124	104,158	107,282	110,501	113,816	117,230	120,747	124,370	128,101	
Other	142,071	148,987	151,638	154,368	157,181	160,077	162,437	165,310	168,275	171,336	174,494	Transfers, water rights/legal
	2,112,871	2,208,946	2,273,396	2,939,779	3,026,153	3,115,119	3,146,130	3,240,514	3,337,730	3,437,861	3,540,997	
Capital	4,685,002	52,320,000	4,286,500	1,741,250	2,444,000	4,116,000	11,723,000	2,482,000	1,000,000	1,000,000	990,000	2018 plant expenditure
Debt Service Plant			3,228,293	3,228,293	3,228,293	3,228,293	3,228,293	3,228,293	3,228,293	3,228,293	3,228,293	20 year term, 2.0% rate
Debt Service Dam				914,163	914,163	914,163	914,163	914,163	914,163	914,163	914,163	30 year term, 3% rate
Debt Issuance Exp.			100,000									
Total Expenses	\$ 6,797,873	\$ 54,528,946	\$ 9,888,189	\$ 8,823,486	\$ 9,612,610	\$ 11,373,576	\$ 19,011,587	\$ 9,864,971	\$ 8,480,186	\$ 8,580,318	\$ 8,673,454	
Change	\$ (1,294,004)	\$ 3,974,945	\$ (2,985,697)	\$ (2,641,601)	\$ 14,864,415	\$ (4,584,938)	\$ (11,893,813)	\$ (2,399,456)	\$ (647,337)	\$ (359,659)	\$ (43,753)	
Fund Balance	\$ 9,552,309	\$ 13,527,254	\$ 10,541,556	\$ 7,899,956	\$ 22,764,370	\$ 18,179,432	\$ 6,285,619	\$ 3,886,163	\$ 3,238,826	\$ 2,879,167	\$ 2,835,414	



Affordable Housing Summary

	2014 ACTUALS	2015 ACTUALS	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 BUDGET
FUND BALANCE, BEGINNING OF YEAR	13,096,683	14,292,651	13,752,041	15,867,278	15,867,278	15,104,844
TOTAL REVENUE	2,402,322	4,035,889	13,182,167	24,272,012	23,953,080	20,037,998
TOTAL EXPENDITURES	1,206,354	4,576,499	11,066,930	26,278,732	24,715,513	23,782,895
TRANSFER TO CHILD CARE FUND	813,864	2,376,000				
EXCESS / (DEFICIT)	1,195,968	(540,610)	2,115,237	(2,006,720)	(762,433)	(3,744,897)
FUND BALANCE, END OF YEAR	14,292,651	13,752,041	15,867,278	13,860,558	15,104,844	11,359,947

- 2017 Revenue includes \$10.5M transfer from General Fund – Timing on Blue 52
- 2018 Expenditures include return of \$10.5M to General Fund
- 2018 revenues include sales of Blue 52 units

Housing Fund Pro Forma

	2017 Proj	2018 Budget	2019	2020	2021	2022	2023
Beg Fund Bal	\$ 6,270,882	\$ 5,508,449	\$ 1,763,554	\$ 1,138,348	\$ 1,485,066	\$ 1,828,506	\$ 2,167,459
Revenue							
Sales Tax	542,454	496,225	501,187	506,199	511,261	516,374	521,537
Impact Fee	475,000	400,000	350,000	325,000	325,000	325,000	325,000
5A Revenue/Fund Loan	12,986,076	2,529,595	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Corum Pmts	69,000	69,000	69,000	69,000	69,000	69,000	69,000
Pinewood Land Lease	51,093	30,000	30,000	30,000	30,000	30,000	30,000
Buy Downs (Sheppard Cr)	650,000	-	-	-	-	-	-
PW2-tax credit rebates, dev fee, rent	3,565,734	243,378	240,000	240,000	240,000	240,000	240,000
Huron Landing	390,800	441,000	441,000	441,000	441,000	442,000	442,000
PW Bond Loan Interest	8,376	-	-	-	-	-	-
Blue 52 sale/rental proceeds	5,000,000	15,536,802	-	-	-	-	-
Denison Commons	65,000	200,000	200,000	200,000	200,000	200,000	200,000
Block 11	351	-	-	-	-	-	-
Programs	117,500	77,000	52,000	52,000	52,000	52,000	52,000
Other	31,696	15,000	15,000	15,000	15,000	15,000	15,000
Total Revenue	23,953,080	20,038,000	4,398,187	4,378,199	4,383,261	4,389,374	4,394,537
Available	30,223,962	25,546,449	6,161,741	5,516,547	5,868,327	6,217,880	6,561,997
Expenses							
Buy-downs (Sheppard Cr. / Acquisitions	802,325	-	-	-	-	-	-
Pinewood Items	-	-	-	-	-	-	-
Block 11-McCain-Future Projects	62,123	8,500,000	4,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Huron Landing	4,782,956	580,700	582,000	582,000	582,000	584,000	584,000
Blue 52 (50 TH/18 Rental)	15,914,198	3,771,645	-	-	-	-	-
Denison Commons	2,330,799	-	-	-	-	-	-
Other-SCHA, DPA, Staff	675,443	10,815,033	320,474	328,138	336,032	344,163	352,538
Town programs - Transition Units	147,665	115,517	120,919	121,343	121,789	122,258	125,752
Total Expenses	24,715,513	23,782,895	5,023,393	4,031,481	4,039,821	4,050,421	4,062,290
Transfer to Child Care/C.C. exp.	-	-	-	-	-	-	-
Total Exp	24,715,513	23,782,895	5,023,393	4,031,481	4,039,821	4,050,421	4,062,290
Inc./(Dec)	(762,433)	(3,744,895)	(625,206)	346,718	343,440	338,953	332,247
Fund Balance	5,508,449	1,763,554	1,138,348	1,485,066	1,828,506	2,167,459	2,499,707

NOTES:

Between 2015 and 2023 development of PW2, Huron Landing, Denison Commons and Blue 52 (119 rentals and 52 townhomes)
 Other expenses vary annually due to anticipated employee loans and down payment assistance
 Other revenue varies annually due to anticipated employee loan repayments
 2015 projected other project expense includes \$382,270 to support 80%AMI units at Lincoln Park (San District Fees)
 Assumes loan to fund of \$10.5m in 2017 and repaid in 2018

Open Space Summary

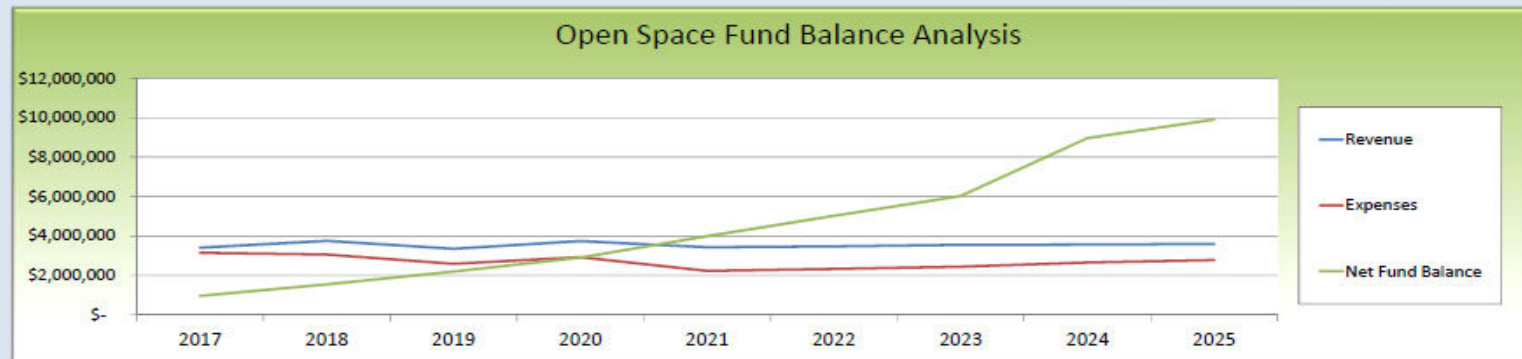
	2014 ACTUALS	2015 ACTUALS	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 BUDGET
FUND BALANCE, BEGINNING OF YEAR	729,119	1,435,212	161,571	947,876	947,876	1,208,154
TOTAL REVENUE	2,435,820	3,364,865	2,917,921	3,202,767	3,407,617	3,755,442
TOTAL EXPENDITURES	1,729,727	4,638,506	2,131,616	3,370,339	3,147,339	3,063,239
FULLY APPROPRIATED FUND BALANCE						
EXCESS / (DEFICIT)	706,093	(1,273,641)	786,305	(167,572)	260,278	692,203
FUND BALANCE, END OF YEAR	1,435,212	161,571	947,876	780,304	1,208,154	1,900,357

- Fund includes reserves for the Hoosier Bike Path and Wellington Oro Plant Capital
- Debt payments back to General Fund Expire in 2020

Open Space Fund Pro Forma

	2017	2018	2019	2020	2021	2022	2023	2024	2025
Beginning Fund Balance	\$ 947,875	\$ 1,208,153	\$ 1,900,356	\$ 2,659,829	\$ 3,479,440	\$ 4,676,190	\$ 5,820,415	\$ 6,940,014	\$ 7,848,526
Revenue									
Sales Tax	2,784,916	2,812,800	2,840,928	2,869,337	2,898,031	2,927,011	2,956,281	2,985,844	3,015,702
TDR Sales	340,000	343,400	346,834	350,302	353,805	357,343	360,917	364,526	368,171
Wellington Oro Plant	132,061	116,350	119,800	123,353	127,013	130,781	134,663	138,660	142,777
Grants	96,173	434,950	-	350,000	-	-	42,500	-	-
Other Income	54,467	47,942	43,085	50,619	51,198	60,959	61,582	73,111	72,954
Total Revenue	\$ 3,407,617	\$ 3,755,442	\$ 3,350,647	\$ 3,743,612	\$ 3,430,047	\$ 3,476,095	\$ 3,555,943	\$ 3,562,142	\$ 3,599,605
Available	\$ 4,355,492	\$ 4,963,595	\$ 5,251,004	\$ 6,403,441	\$ 6,909,487	\$ 8,152,285	\$ 9,376,357	\$ 10,502,155	\$ 11,448,131
Expenses									
Land Acquisitions	1,247,913	1,279,828	1,328,502	1,380,289	1,001,663	1,060,319	1,122,761	1,189,243	1,260,038
Habitat & River Restoration	875,500	810,000	255,000	500,000	150,000	150,000	150,000	150,000	150,000
Administration	405,833	420,340	432,950	445,938	459,317	473,096	487,289	501,908	516,965
Trails Const & Maintenance	350,500	375,500	394,225	414,261	435,699	458,638	483,183	509,445	537,547
Prof & Contracted Services	167,593	177,571	180,498	183,513	186,618	189,817	193,112	303,034	311,795
Historic Structures Stabilization	100,000	-	-	-	-	-	-	-	-
Total Expenses	3,147,339	3,063,239	2,591,175	2,924,001	2,233,297	2,331,870	2,436,344	2,653,629	2,776,344
Total Exp	\$ 3,147,339	\$ 3,063,239	\$ 2,591,175	\$ 2,924,001	\$ 2,233,297	\$ 2,331,870	\$ 2,436,344	\$ 2,653,629	\$ 2,776,344
Inc./Dec	260,278	692,203	759,473	819,611	1,196,750	1,144,225	1,119,599	908,512	823,261
Fund Balance	1,208,153	1,900,356	2,659,829	3,479,440	4,676,190	5,820,415	6,940,014	7,848,526	8,671,787
Wellington Oro Reserve	44,000	55,000	66,000	77,000	88,000	99,000	110,000	121,000	132,000
Hoosier Pass Recpath Fund	200,000	300,000	400,000	500,000	600,000	700,000	800,000	1,000,000	1,100,000
Net Fund Balance	\$ 964,153	\$ 1,545,356	\$ 2,193,829	\$ 2,902,440	\$ 3,988,190	\$ 5,021,415	\$ 6,030,014	\$ 8,969,526	\$ 9,903,787

NOTES:



Golf Fund Summary

	2015 ACTUALS	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 BUDGET
FUND BALANCE-ENDING	1,725,310	736,200	1,130,125	1,130,125	1,059,656
TOTAL REVENUE	2,203,822	2,646,633	2,644,906	2,621,543	2,628,331
TOTAL EXPENDITURES	3,192,932	2,252,709	2,690,512	2,692,012	3,179,221
EXCESS / (DEFICIT)	(989,110)	393,925	(45,606)	(70,469)	(550,890)
FUND BALANCE-ENDING	736,200	1,130,125	1,084,519	1,059,656	508,766

- 2017 Revenues were down slightly due to weather
- 2018 Includes capital expenses for the Clubhouse remodel

Golf Fund								
	2017 Projected	2018	2019	2020	2021	2022	2023	2024
Beg Fund Bal	\$ 1,130,125	\$ 1,059,656	\$ 508,750	\$ 774,035	\$ 935,000	\$ 1,203,595	\$ 1,417,833	\$ 1,532,781
Revenue								
gf/res/carts/range/gift cert	2,187,700	2,182,825	2,253,331	2,253,331	2,320,931	2,320,931	2,320,931	2,320,931
services, sales, lessons	394,000	395,000	406,850	419,056	431,627	444,576	457,913	471,651
int/rental/	11,500	15,500	35,502	35,502	35,502	35,502	35,502	35,502
Excise Trans.								
Nordic Reimbursement	25,000	32,300	32,300	32,300	32,300	32,300	32,300	32,300
renewable energy credit	3,343	2,706	2,706	2,706	2,706	2,706	2,706	2,706
sale of assets								
	2,621,543	2,628,331	2,730,689	2,742,895	2,823,066	2,836,015	2,849,352	2,863,090
Available	3,751,668	3,687,987	3,239,439	3,516,930	3,758,066	4,039,610	4,267,186	4,395,871
Expenses								
Ops	950,849	945,355	973,716	1,002,927	1,033,015	1,064,005	1,095,926	1,128,803
admin	194,005	190,025	195,726	201,598	207,645	213,875	220,291	226,900
equip maint	148,174	157,456	161,391	162,180	166,232	167,045	171,219	172,056
maint. program	748,834	791,385	815,127	839,580	864,768	890,711	917,432	944,955
	2,041,862	2,084,221	2,145,959	2,206,285	2,271,661	2,335,636	2,404,868	2,472,715
Capital								
Projects	10,000	35,000	10,000	10,000	10,000	10,000	10,000	10,000
landscape equip.	140,000	140,000	160,000	163,200	166,464	169,793	173,189	176,653
Cart Reserve and Acquisition	405,786	103,250	103,250	103,250	106,347	106,347	106,347	106,347
irrigation consultants	6,052							
irrigation /bunker construction	42,117	340,000						
clubhouse renovations	-	430,571		53,000			40000	40000
GPS units lease	46,195	46,195	46,195	46,195	-			
	650,150	1,095,016	319,445	375,645	282,811	286,140	329,536	333,000
Total Exp	2,692,012	3,179,237	2,465,404	2,581,930	2,554,472	2,621,776	2,734,404	2,805,715
Net	(70,469)	(550,906)	265,285	160,965	268,595	214,239	114,948	57,375
Fund Balance	1,059,656	508,750	774,035	935,000	1,203,595	1,417,833	1,532,781	1,590,157
Cart Reserve	-	103,250	206,500	309,750	416,097	109,444	215,791	322,138
2017 and 2021 Cart Purchase		-			(413,000)			
Gross Fund Balance	\$ 1,059,656	\$ 612,000	\$ 980,535	\$ 1,244,750	\$ 1,619,692	\$ 1,527,277	\$ 1,748,572	\$ 1,912,295

• 2018 has \$1.1M in capital

Childcare Fund Summary

	2015 ACTUALS	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 BUDGET
FUND BALANCE, BEGINNING OF YEAR	(2,148,768)	2,516,022	3,328,859	3,328,859	3,157,622
TOTAL REVENUE	3,098,278	1,555,135	601,325	598,825	442,825
TRANSFER FROM AFFORDABLE HOUSING	2,376,000				
TOTAL EXPENDITURES	809,489	742,297	869,268	770,062	959,335
EXCESS / (DEFICIT)	4,664,789	812,838	(267,943)	(171,237)	(516,510)
FUND BALANCE, END OF YEAR	2,516,022	3,328,859	3,060,916	3,157,622	2,641,112

- Current pro forma shows the fund is sustainable until 2021
- 2018 and Pro Forma Include \$150K annually for Teacher Salary Supplements

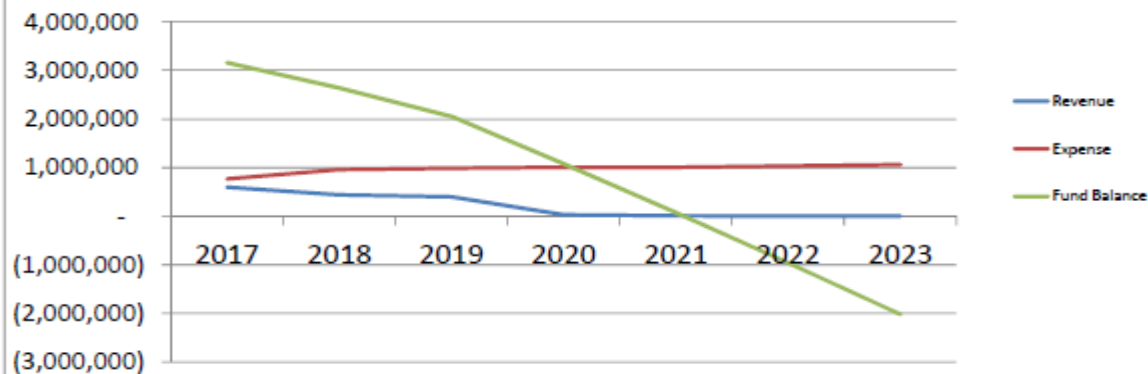
Childcare Fund Pro Forma

	2017	2018	2019	2020	2021	2022	2023
Beg Fund Bal	\$ 3,328,880	\$ 3,157,623	\$ 2,641,114	\$ 2,051,679	\$ 1,072,136	\$ 73,277	\$ (960,628)
Revenue							
Fund Balance Transfer	525,000	366,500	366,500	-	-	-	-
Corum Pmts.	-	-	-	-	-	-	-
Grants/Rental Income	27,500	30,000	30,000	30,000	10,000	-	-
Other	46,325	46,325	-	-	-	-	-
Misc	-	-	-	-	-	-	-
Total Revenue	598,825	442,825	396,500	30,000	10,000	-	-
Available	\$ 3,927,685	\$ 3,600,448	\$ 3,037,614	\$ 2,081,679	\$ 1,082,136	\$ 73,277	\$ (960,628)
Expenses							
Scholarships	680,646	680,465	700,879	721,906	743,563	765,870	788,846
Operations-staff & cmte	66,712	93,549	96,055	98,637	101,296	104,035	106,856
New Facility/Manager	-	-	-	-	-	-	-
Other/Projects	42,704	185,320	189,000	189,000	164,000	164,000	164,000
Fund Bal. Transfer	-	-	-	-	-	-	-
Total Expenses	770,062	959,334	985,935	1,009,543	1,008,859	1,033,905	1,059,702
Total Exp	\$ 770,062	\$ 959,334	\$ 985,935	\$ 1,009,543	\$ 1,008,859	\$ 1,033,905	\$ 1,059,702
Inc./Dec	\$ (171,237)	\$ (516,509)	\$ (589,435)	\$ (979,543)	\$ (998,859)	\$ (1,033,905)	\$ (1,059,702)
Fund Balance	\$ 3,157,623	\$ 2,641,114	\$ 2,051,679	\$ 1,072,136	\$ 73,277	\$ (960,628)	\$ (2,020,330)

NOTES:

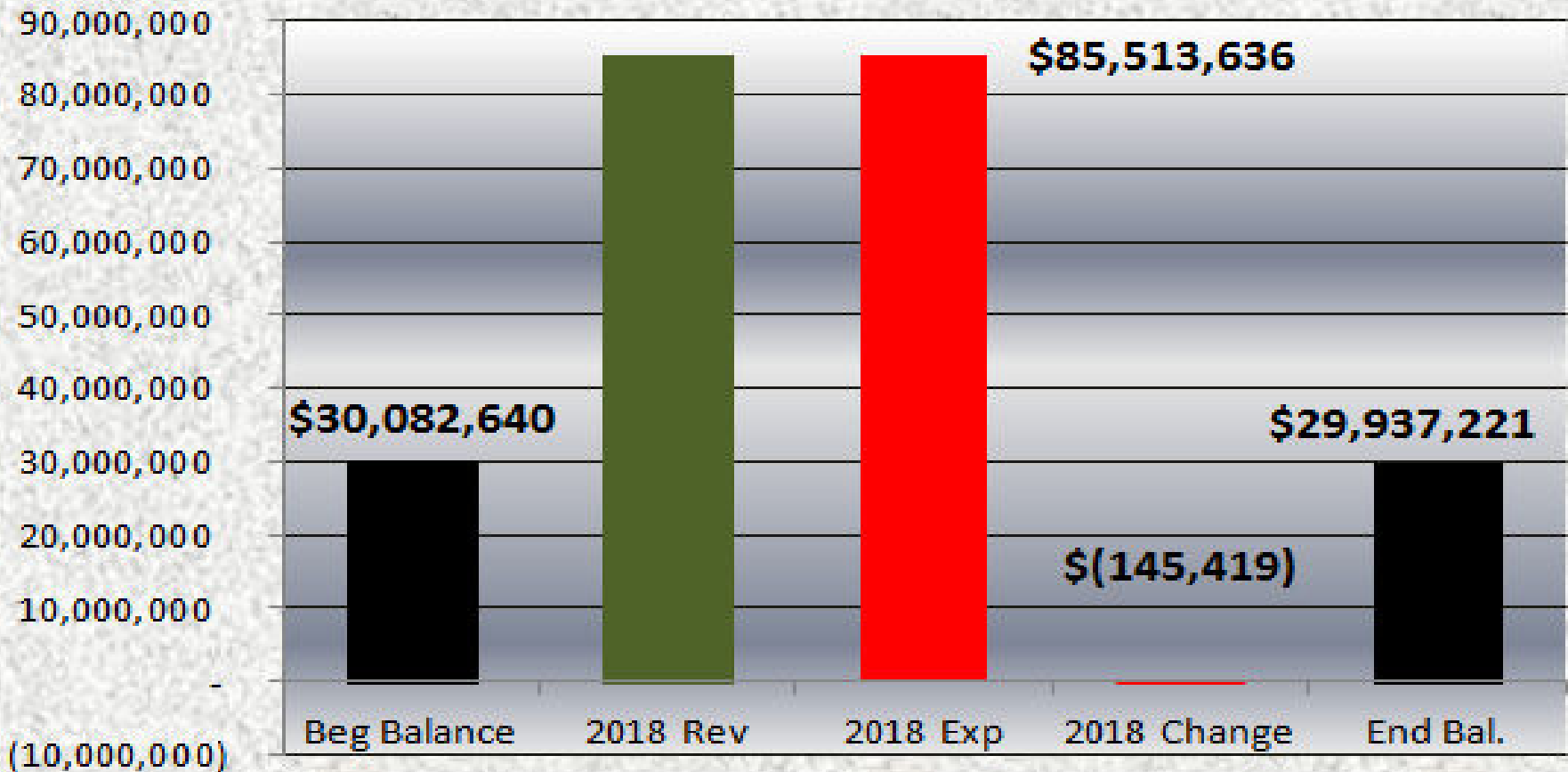
effective 2016 shifting back to ComDev staff allocation of .15SFE to 1.0 SFE ComDev
 effective 2015 added 1 FTE (contract) for program management
 effective 2017 ComDev Staff allocation of 1.05 SFE

Fund Balance Analysis

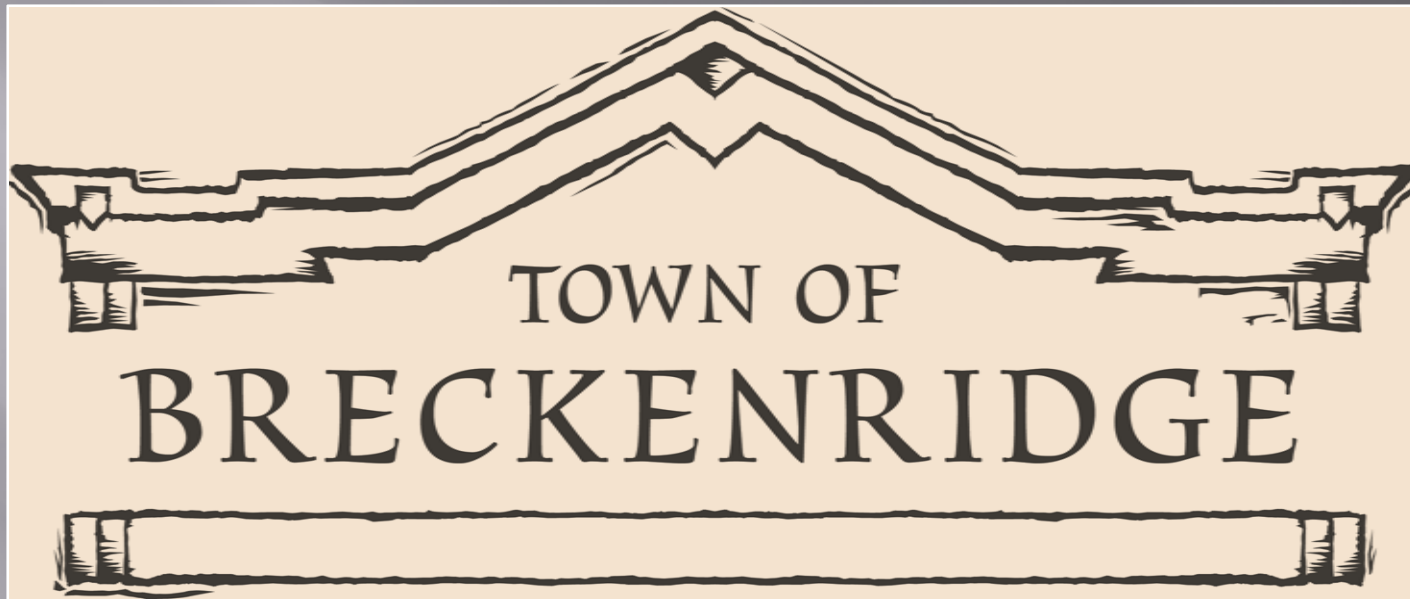


Reserved Funds - 2018 Budget

\$85,368,217



	Beg Balance	2018 Rev	2018 Exp	2018 Change	End Bal.
Water	9,552,364	58,503,621	54,528,946	3,974,675	13,527,039
Golf	1,059,656	2,628,331	3,179,221	(550,890)	508,766
Housing	15,104,844	20,037,998	23,782,895	(3,744,897)	11,359,947
Open Space	1,208,154	3,755,442	3,063,239	692,203	1,900,357
Child Care	3,157,622	442,825	959,335	(516,510)	2,641,112
	\$ 30,082,640	\$ 85,368,217	\$ 85,513,636	\$ (145,419)	\$ 29,937,221



Other Funds

- Marijuana
- Cemetery
- Conservation Trust

Marijuana Fund

	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 BUDGET
FUND BALANCE, BEGINNING OF YEAR	23,149	237,907	237,907	172,561
TOTAL REVENUE	572,071	543,075	685,168	691,617
TOTAL EXPENDITURES	357,313	746,540	750,514	602,224
EXCESS / (DEFICIT)	214,759	(203,465)	(65,346)	89,393
FUND BALANCE, END OF YEAR	237,907	34,442	172,561	261,954

- \$50K for Building Hope program - \$10K increase from 2017
- Other expenses for dedicated officer, staff time, detox fees, and training
- Transfer to Child Care Fund - \$366K in 2018

Cemetery Fund

	2016 ACTUALS	2017 BUDGET	2017 PROJECTED	2018 BUDGET
FUND BALANCE, BEGINNING OF YEAR	57,023	66,206	66,206	78,586
TOTAL REVENUE	15,933	21,300	17,380	21,300
TOTAL EXPENDITURES	6,750	4,500	5,000	4,500
EXCESS / (DEFICIT)	9,183	16,800	12,380	16,800
FUND BALANCE, END OF YEAR	66,206	83,006	78,586	95,386

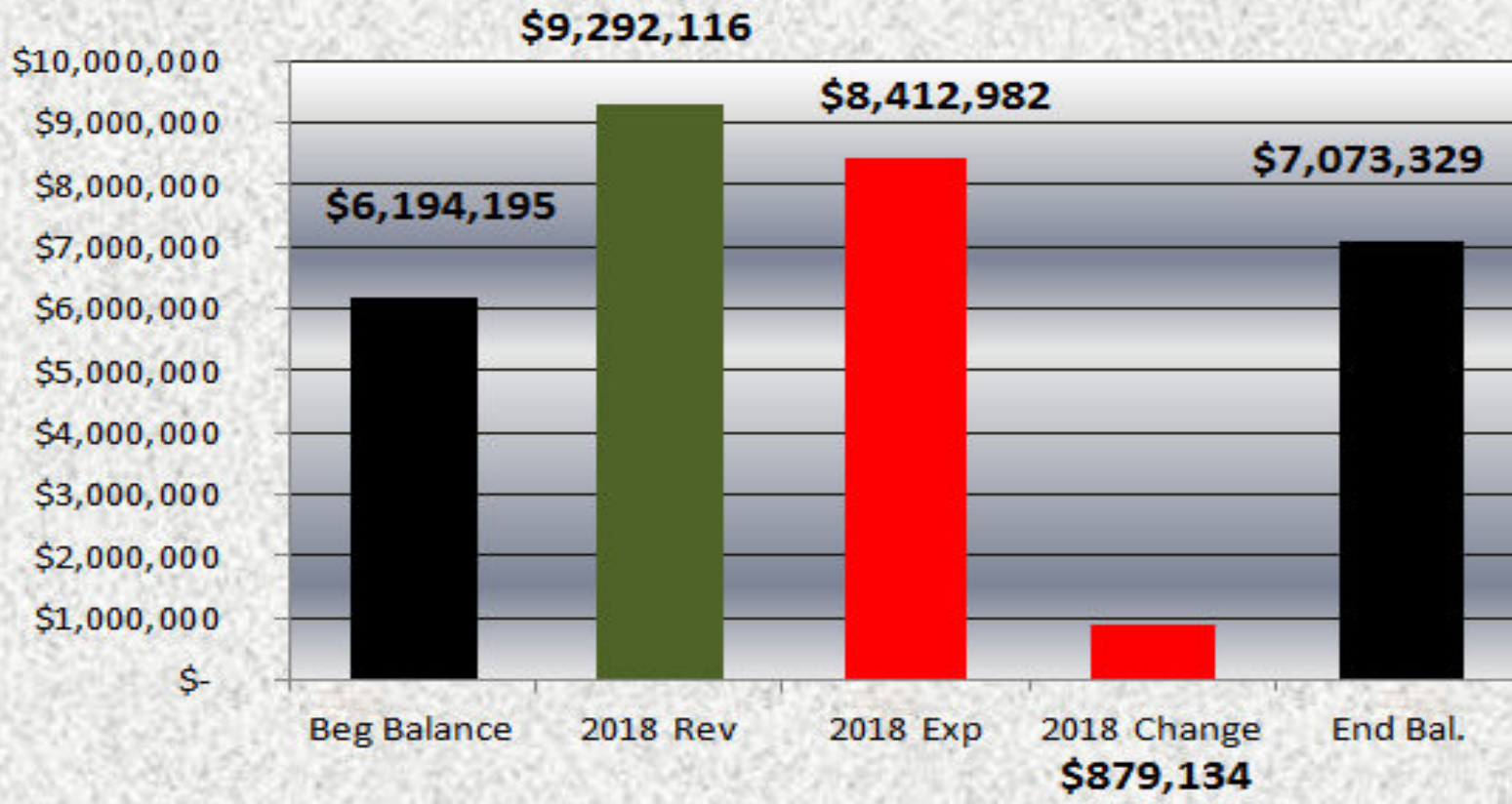
- This fund receives revenue from plot and burial fees. The charges for services are allocated to public works for work performed.

Conservation Trust Fund

	2016	2017	2017	2018
	ACTUALS	BUDGET	PROJECTED	BUDGET
FUND BALANCE, BEGINNING OF YEAR	1,992	12,486	12,486	12,486
TOTAL REVENUE	54,494	45,000	45,000	45,000
TOTAL EXPENDITURES	44,000	45,000	45,000	55,000
FULLY APPROPRIATED FUND BALANCE				
EXCESS / (DEFICIT)	10,494	-	-	(10,000)
FUND BALANCE, END OF YEAR	12,486	12,486	12,486	2,486

The Conservation Trust Fund receives and distributes the Great Outdoors Colorado (GOCO) funds allocated to the Town. The funds are used to construct outdoor Recreation facilities.

Internal Service/Other Funds - 2018 Budget



	Beg Balance	2018 Rev	2018 Exp	2018 Change	End Bal.
Garage	\$ 2,395,982	\$ 3,385,554	\$ 3,403,052	\$ (17,498)	\$ 2,378,484
IT	784,374	1,471,535	1,245,025	226,510	1,010,884
Facility	2,750,206	683,493	709,564	(26,071)	2,724,135
Health Benefits	-	2,993,617	2,393,617	600,000	600,000
MMJ	\$ 172,561	\$ 691,617	\$ 602,224	\$ 89,393	\$ 261,954
Cemetery	78,586	21,300	4,500	16,800	95,386
Con Trst	12,486	45,000	55,000	(10,000)	2,486
	\$ 6,194,195	\$ 9,292,116	\$ 8,412,982	\$ 879,134	\$ 7,073,329



Government Services & Programs

Funds:

- Excise
- General Fund
- Marketing
- Special Projects
- Parking & Transit
- Capital

**TOWN OF BRECKENRIDGE
2018 ANNUAL BUDGET
EXCISE TAX FUND ANALYSIS**

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 PROPOSED
FUND BALANCE, JANUARY 1	\$ 8,413,709	\$ 8,413,709	\$ 8,413,709	\$ 3,766,777
REVENUES				
Sales Tax	\$ 20,758,147	\$ 19,310,000	\$ 21,437,713	\$ 21,652,187
Cigarette Tax	\$ 55,140	\$ 47,590	\$ 49,955	\$ 42,960
Franchise Taxes	\$ 744,256	\$ 651,610	\$ 732,690	\$ 691,470
Real Est. Trans. Taxes	\$ 5,240,098	\$ 4,350,000	\$ 5,733,456	\$ 5,000,000
Accommodation Tax	\$ 2,992,963	\$ 2,873,500	\$ 2,903,418	\$ 2,932,500
Transfers	\$ -	\$ -	\$ -	\$ -
Investment Income	\$ 42,949	\$ 39,495	\$ 39,495	\$ 40,700
TOTAL REVENUES	\$ 29,833,553	\$ 27,272,195	\$ 30,896,727	\$ 30,359,817
TOTAL AVAILABLE	\$ 38,247,262	\$ 35,685,904	\$ 39,310,436	\$ 34,126,594

**TOWN OF BRECKENRIDGE
2018 ANNUAL BUDGET
EXCISE TAX FUND ANALYSIS**

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 PROPOSED
Transfer to General Fund	\$ 14,037,564	\$ 10,400,000	\$ 10,400,000	\$ 12,550,000
Transfer to Capital Projects	\$ 7,152,500	\$ 17,953,081	\$ 17,953,081	\$ 4,295,000
Transfer to Marketing Fund	\$ 748,241	\$ 718,340	\$ 725,854	\$ 733,110 *
Add'l Transfer to Marketing	\$ 500,004	\$ -	\$ -	\$ - **
Transfer to Housing Fund	\$ 2,499,996	\$ -	\$ -	\$ -
Transfer to Special Projects Fund	\$ 2,737,428	\$ 3,476,566	\$ 3,476,566	\$ 3,564,009
Transfer to Child Care Fund	\$ 1,307,004	\$ -	\$ -	\$ -
Transfer to Parking & Transp. Fund	\$ 1,352,500	\$ 2,450,143	\$ 2,450,143	\$ 2,000,000
Debt Service	<u>\$ 3,022,487</u>	<u>\$ 537,965</u>	<u>\$ 538,015</u>	<u>\$ 539,265</u>
TOTAL EXPENDITURES	<u>\$ 33,357,724</u>	<u>\$ 35,536,095</u>	<u>\$ 35,543,659</u>	<u>\$ 23,681,384</u>

*This represents continuation of the additional 0.5% transfer to Marketing Fund per Council decision.

**This is an additional transfer above and beyond the 0.5% transfer to Marketing

General Fund Summary

	2016 ACTUALS	2017 BUDGET	2017 PROJECTED	2018 BUDGET
FUND BALANCE, BEGINNING OF YEAR	25,279,887	27,522,592	27,522,592	16,322,121
TOTAL REVENUE	25,372,525	19,441,829	19,776,575	32,153,864
TOTAL EXPENDITURES	23,129,820	31,089,358	30,977,046	21,931,876
EXCESS / (DEFICIT)	2,242,705	(11,647,529)	(11,200,471)	10,221,988
FUND BALANCE, END OF YEAR	27,522,592	15,875,064	16,322,121	26,544,109

- Preliminary Property Tax Assessment is up 8%, or \$216K to General Fund
- 2017 Expenditures/2018 revenue account for \$10.5M transfer/payback with the Affordable Housing Fund.

General Fund 2017-18 Budget Comparison

General Fund Dept.	Expenses		Variance	Notes
	2017 proj	2018 bud		
General Government	\$ 533,627	\$ 535,163	0.3%	
Executive and Management	1,403,275	1,378,656	-1.8%	Transfer of 1 FTE to Muni Svc
Finance	872,170	886,166	1.6%	
Clerk and Municipal Services	340,800	461,178	35.3%	Transfer of 1 FTE from Admin/Granicus Software
Police	3,193,386	3,353,938	5.0%	CSO program added
Community Development	1,723,778	1,706,168	-1.0%	
Public Works - Gen. Services	463,018	598,855	29.3%	Asst. PW Director added for 2018
Public Works - Streets	2,218,756	2,325,293	4.8%	
Parks Maintenance	1,864,524	1,940,663	4.1%	
Facilities Maintenance	1,783,513	1,851,781	3.8%	
Engineering Admin	400,154	740,924	85.2%	Add'l FTE, Eng. Code revision
Recreation	4,888,857	5,149,923	5.3%	New Equipment/Other remodel costs
Committees	84,275	95,275	13.1%	Inc. to Green Team for LED sale/Water bot.
Contingencies	706,913	600,000	-94.6%	2017 GF loan to Housing
	\$ 20,477,046	\$ 21,023,983	2.6%	

- Wage increases average between 4-4.5%, with a maximum of 5.5%
- CSO program returned to Police

**TOWN OF BRECKENRIDGE
2017 ANNUAL BUDGET
MARKETING FUND ANALYSIS**

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 PROPOSED
FUND BALANCE, JANUARY 1	\$ 335,576	\$ 993,258	\$ 993,258	\$ 522,059
REVENUES				
Business License	\$ 762,196	\$ 716,700	\$ 752,271	\$ 759,801
Accommodation Tax	\$ 2,095,074	\$ 2,011,400	\$ 2,032,391	\$ 2,052,699
Sales Tax	\$ 383,127	\$ 375,100	\$ 389,888	\$ 393,790
Interest Income	\$ 2,411	\$ 1,824	\$ 1,824	\$ 1,883
Miscellaneous Income	\$ 9,418	\$ -	\$ -	\$ -
Transfer From Excise Fund (includes 0.5%)	\$ 748,241	\$ 718,340	\$ 725,854	\$ 733,110
Additional Transfer to Fund DMO	\$ 500,004	\$ -	\$ -	\$ -
US Pro Challenge Revenue	\$ -	\$ -	\$ 10,000	\$ -
				\$ -
TOTAL REVENUES	\$ 4,500,471	\$ 3,823,364	\$ 3,912,228	\$ 3,941,284
TOTAL AVAILABLE	\$ 4,836,046	\$ 4,816,622	\$ 4,905,486	\$ 4,463,343
EXPENDITURES				
Materials and Supplies	\$ -	\$ -	\$ 189	\$ -
Marketing-Community Fund	\$ -	\$ 100,000	\$ 250,046	\$ -
Charges for Services-DMO	\$ 3,837,650	\$ 4,125,115	\$ 4,125,115	\$ 4,569,616
Fixed Charges	\$ 5,139	\$ 8,077	\$ 8,077	\$ 8,668
TOTAL EXPENDITURES	\$ 3,842,789	\$ 4,233,192	\$ 4,383,427	\$ 4,578,284
FUND BALANCE, DECEMBER 31	\$ 993,258	\$ 583,428	\$ 522,059	\$ (114,941)

- 2017 Fund Balance Increase due to increased revenues
- 2018 reflects full BTO ask of \$4.6M
- Additional Excise transfer would be required at full ask

**TOWN OF BRECKENRIDGE
2018 ANNUAL BUDGET
SPECIAL PROJECTS FUND ANALYSIS**

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 PROPOSED
FUND BALANCE, JANUARY 1	\$ 441,316	\$ 37,120	\$ 37,120	\$ (41,680)
<u>REVENUES</u>				
Transfer from Excise	\$ 2,737,428	\$ 3,476,566	\$ 3,476,566	\$ 3,564,009
Reusable Bag Program	\$ 95,846	\$ 72,000	\$ 72,000	\$ 72,000
TOTAL REVENUES	<u>\$ 2,833,274</u>	<u>\$ 3,548,566</u>	<u>\$ 3,548,566</u>	<u>\$ 3,636,009</u>
TOTAL AVAILABLE	<u>\$ 3,274,590</u>	<u>\$ 3,585,686</u>	<u>\$ 3,585,686</u>	<u>\$ 3,594,329</u>
<u>EXPENDITURES</u>				
BHA Operations	\$ 530,000	\$ 450,000	\$ 500,000	\$ 490,000
BHA Capital Outlay	\$ 320,000	\$ 322,500	\$ 322,500	\$ 355,000
BHA Reserve	\$ -	\$ 50,000	\$ -	\$ 50,000
Fire Mitigation	\$ 22,346	\$ 15,000	\$ 15,000	\$ 15,000
Grants	\$ 407,940	\$ 395,000	\$ 395,000	\$ 300,000
Operations-Arts and Culture	\$ 1,917,621	\$ 2,314,866	\$ 2,314,866	\$ 2,324,009
Operations-Reusable Bag Program	\$ 39,562	\$ 70,000	\$ 80,000	\$ 55,000
TOTAL EXPENDITURES	<u>\$ 3,237,470</u>	<u>\$ 3,617,366</u>	<u>\$ 3,627,366</u>	<u>\$ 3,589,009</u>
FUND BALANCE, DECEMBER 31	<u>\$ 37,120</u>	<u>\$ (31,680)</u>	<u>\$ (41,680)</u>	<u>\$ 5,320</u>

- Reflects full BCA funding amount
- BHA budget for 2018 includes \$490K for ops and \$355K capital
- Please see Appendix 7 for partner Organization budgets

Parking & Transportation Fund Analysis

	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 BUDGET
FUND BALANCE, BEGINNING OF YEAR	-	906,536	906,536	1,274,756
TOTAL REVENUE	1,938,683	8,167,128	8,576,458	7,690,868
TOTAL EXPENDITURES	1,032,147	7,667,668	8,208,237	6,177,203
EXCESS / (DEFICIT)		499,460	368,221	1,513,665
FUND BALANCE, END OF YEAR	906,536	1,405,995	1,274,756	2,788,421

- Second full year for the Fund
- Revenues reflect full year of parking management revenue

**TOWN OF BRECKENRIDGE
2018 ANNUAL BUDGET
PARKING AND TRANSPORTATION FUND ANALYSIS**

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 PROPOSED
FUND BALANCE, JANUARY 1	\$ -	\$ 906,536	\$ 906,536	\$ 1,274,756
REVENUES				
Transfer from Excise	\$ 1,352,500	\$ 2,940,830	\$ 2,940,830	\$ 2,000,000
Lift Ticket Revenue	\$ 586,418	\$ 3,500,000	\$ 3,509,052	\$ 3,570,000
Transit Programs	\$ -	\$ 651,298	\$ 648,298	\$ 648,298
Parking Management	\$ -	\$ 1,075,000	\$ 1,477,823	\$ 1,472,570
Investment Income	\$ (235)	\$ -	\$ 455	\$ -
TOTAL REVENUES	\$ 1,938,683	\$ 8,167,128	\$ 8,576,458	\$ 7,690,868

- 2018 Excise transfer reflects \$2M funding level for Transit
- Lift Ticket Revenue reflects 2% increase (CPI)

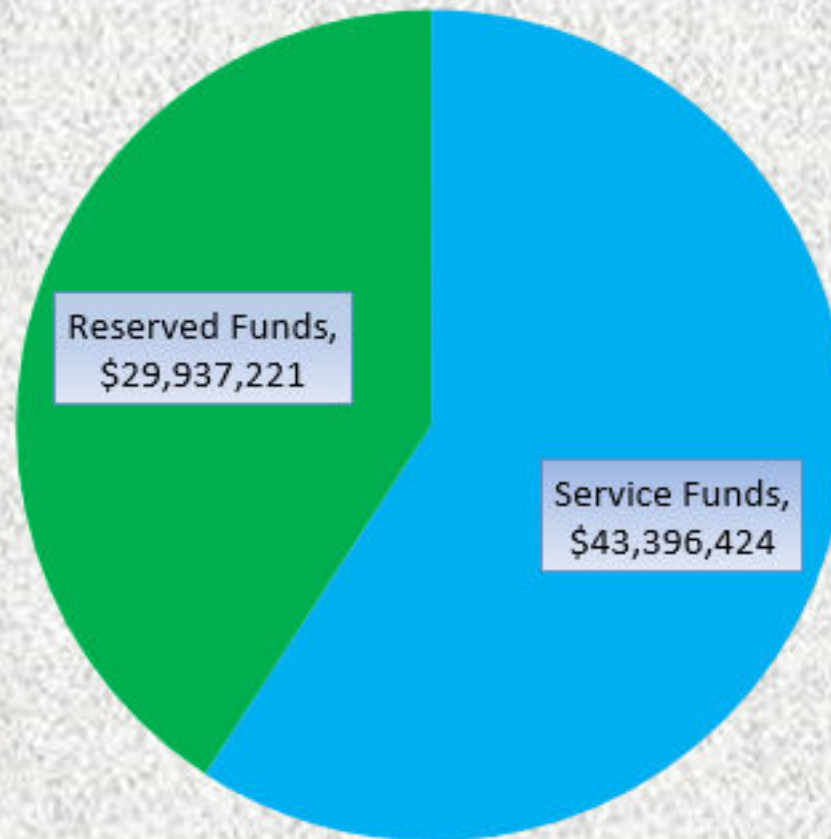
P&T Expense Analysis

P&T Fund Dept.	Expenses		Variance	Notes
	2017 proj	2018 bud		
Parking Management	\$ 1,024,995	\$ 636,971	-37.9%	
Transit Admin	203,856	383,071	87.9%	Asst. PW Director 50%
Transit Services	3,665,980	4,129,661	12.6%	Increased service levels
	<u>\$ 4,894,831</u>	<u>\$ 5,149,703</u>	<u>5.2%</u>	
Parking and Transportation		Other Funding	P&T Fund	
Transit Stop Shelters		0	150,000	
Pedestrian Corridor Improvements		0	300,000	
Four O'clock Pedestrian Improvements		0	140,000	
Parking Structure		0	?	
Bus Storage Expansion		0	?	
Sidewalk Master Plan Implementation		0	300,000	
River Walk Repairs		0	137,500	
TOTAL		0	1,027,500	

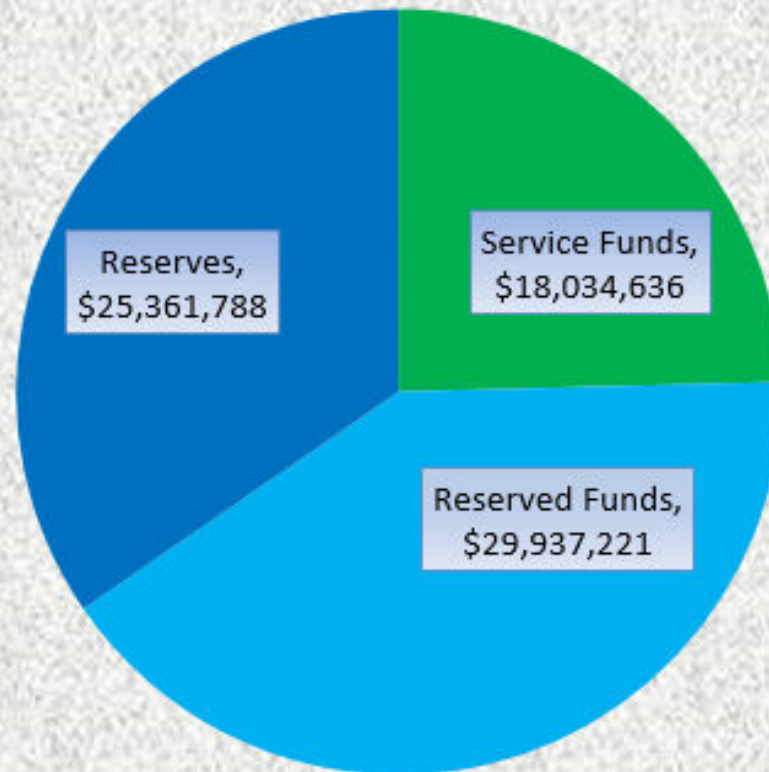
Appropriations to the 2017 Budget				
<u>Fund</u>		<u>Project</u>	<u>Rollover?</u>	<u>Amount</u>
General				
	Expense	Public Works Org. Assessment		40,000
		X-fer to Housing		6,500,000
			<i>General Fund Total</i>	\$ 6,540,000
Water				
	Revenue	Debt Proceeds - Second Water Plant		53,000,000
				\$ 53,000,000
	Expense	Second Water Plant		50,000,000
				\$ 50,000,000
Capital				
	Revenue	x-fer from Excise fund - Rec Center Remodel - Additional		2,900,000
		X-fer from Open Space for Swan/French Gulch proj.		223,000
		x-fer from Excise fund - Rec Center Remodel - Additional 2		6,600,000
				\$ 9,723,000
	Expense	Rec Center Remodel - Additional		2,900,000
		Rec Center remodel - Second Addition		6,600,000
		Parking District Fund Balance - Moved to P&T fund		490,687
				\$ 9,990,687
Excise				
	Expense	x-fer to Capital - Rec Center remodel		2,900,000
		x-fer to Capital - Rec Center remodel second		6,600,000
			<i>Excise Fund Total</i>	\$ 9,500,000
Affordable Housing				
	Revenue	X-fer from General Fund		6,500,000
				\$ 6,500,000
	Expense	DP1 Costs		6,500,000
			<i>Affordable Housing fund Total</i>	\$ 6,500,000
Open Space				
	Expense	2016 Swan River Restoration		143,000
		French Gulch Pond Filling (\$80k additional from County)		80,000
			<i>Open Space Fund Total</i>	\$ 223,000
Parking & Transportation				
	Revenue	Parking District Fund Balance - Moved from Capital fund		490,687
			<i>Parking & Transportation Fund Total</i>	\$ 490,687
<i>2016 Rollovers and 2017 Appropriations</i>				
<i>TOTAL REVENUE</i>				\$ 69,713,687
<i>TOTAL REVENUE NET OF TRANSFERS</i>				\$ 53,000,000
<i>TOTAL EXPENDITURES</i>				\$ 83,476,587
<i>TOTAL EXPENDITURES NET OF TRANSFERS</i>				\$ 66,788,687

Supplemental Appropriations to the 2017 Budget		
<u>Fund</u>	<u>Project</u>	<u>Amount</u>
General		
Expense		
	X-fer to Capital Fund - Rec Cardio Equip. (REC)	45,000
	Horse Carriage Purchase	25,000
	<i>General Fund Total</i>	<i>\$ 70,000</i>
Capital		
Revenue		
	Transfer from Rec Budget	45,000
	Transfer from Open Space	240,000
	Transfer from Excise	485,581
		<i>\$ 770,581</i>
Expense		
	Rec Cardio Equip. - Additional Amount	45,000
	Rec Cardio Equip. - Additional Amount	268,263
	Ice Rink Bleacher Heaters	36,000
	Fleet Garage Doors	131,318
	Morning Star Culvert	50,000
	Ox Bow Park	240,000
	<i>Capital Fund Total</i>	<i>\$ 770,581</i>
Excise		
	X-fer to capital	485,581
	<i>Excise Fund Total</i>	<i>\$ 485,581</i>
Affordable Housing		
Expense		
	BOEC Housing Contribution	364,000
	FIRC Housing Works Initiative	21,500
	<i>Affordable Housing Fund Total</i>	<i>\$ 385,500</i>
Open Space		
Expense		
	X-fer to Capital Fund Oxbow Park	240,000
	<i>Open Space Fund Total</i>	<i>\$ 240,000</i>
Parking and Transit		
Expense		
	Norris Design - Wayfinding Signage	4,250
	Roundabout Studies	20,000
	Warrior Mark Service	151,600
	<i>Parking and Transit Total</i>	<i>\$ 175,850</i>
	<i>Total Exp net of Transfers</i>	<i>\$ 1,401,931</i>

2018 Ending Fund Balances Summary



2017 Ending Fund Balances Summary



Reserves Analysis

	Projected Fund Balance 12/31/18	Required	Council Policy	TOTAL Reserves	Net Balance
General Fund	\$ 26,544,109	\$ (1,510,714)	\$ (7,310,625)	\$ (8,821,339)	\$ 17,722,769
Excise Fund	10,445,123	(267,465)	(12,544,587)	(12,812,052)	(2,366,929)
Capital	3,728,397	(3,728,397)	-	(3,728,397)	-
Marketing	(114,945)	-	-	-	(114,945)
Spec. Proj	5,319	-	-	-	5,319
Parking & Tran.	2,788,421	-	-	-	2,788,421
	\$ 43,396,424	\$ (5,506,576)	\$ (19,855,212)	\$ (25,361,788)	\$ 18,034,636
General Fund:	Operations, Medical, and TABOR reserves				
Excise Fund:	C.O.P. Debt Service Reserve (2 years), Capital Reserve				
Marketing:	Fund Balance reserved for marketing efforts				

	Capital Reserve Calculation			
	2019	2020	2021	Total
Capital	\$ 1,552,000	\$ 3,640,000	\$ 6,745,000	\$ 11,937,000
P&T	2,396,100	5,923,272	-	8,319,372
Base Funding	(2,750,000)	(2,750,000)	(2,750,000)	(8,250,000)
	\$ 1,198,100	\$ 6,813,272	\$ 3,995,000	\$ 12,006,372

2018 Revenue/Expenditure Analysis

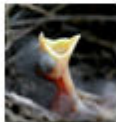


General \$ 9,103,864 Fees/Prop Tax	Excise \$ 30,359,730 Sales/Accom/RETT Taxes	REVENUE	Marketing \$ 3,208,170 Sales/Accom Taxes	P&T \$ 5,690,868 Lift Tax/Parking Transit Rev.
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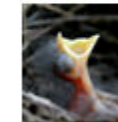


TOTAL REVENUE \$ 48,362,632

General 21,931,876 PD-PW-REC-CD 51%	Excise 539,265 DEBT SERVICE 1%	Capital 4,960,000 11%	EXPENDITURE	Marketing 4,578,284 BTO 11%	Special Proj 3,589,009 BCA-BHA 8%	P&T 6,177,203 TRANSIT-PARKING 1,462,000 * 18%
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TOTAL EXPENDITURE \$ 43,237,637



Est. Additional Capital Projects
\$2-3M
FUND BAL. CHANGE
\$ 2,124,995
\$ 3,124,995

* - Parking Structure Debt Service Estimate (\$20M borrow, 4% rate, 20 year term)

Capital Improvement Plan Summary for 2018

	A list			B List	Total of A & B Projects	Annual Impact on Operational Budget
	Other Funding	Capital Fund	Total cost			
Recreation						
Oxbow Park	580,000	1,050,000	1,610,000	0	1,610,000	13,000
Outdoor Hot Tub and Water Feature Replaceme	55,000	45,000	100,000	0	100,000	0
Indoor Ice Rink Lights*	0	150,000	150,000	0	150,000	0
Skate Park Shade Structure	0	70,000	70,000	0	70,000	0
Total	615,000	1,315,000	1,930,000	0	1,930,000	13,000

Public Works

Roadway Resurfacing	0	850,000	850,000	0	850,000	0
McCain Property Improvements- Roadway	50,000	900,000	950,000	0	950,000	0
Sawmill Culvert Repair	0	?	?	0	?	0
Ski Hill Wall Reconstruction	0	500,000	500,000	0	500,000	0
South Barton Drainage Design	0	150,000	150,000	0	150,000	0
Rec Center Parking Lot Fence	0	100,000	100,000	0	100,000	0
Carriage House Remodel	0	300,000	300,000	0	300,000	0
Warrior's Mark Paving and Turnaround	0	?	?	0	?	0
Town Facilities Energy Upgrades*	0	130,000	130,000		130,000	
Solar Connect Purchase*	0	50,000	50,000		50,000	
TOTAL	50,000	2,980,000	3,030,000	0	3,030,000	0

*100% Renewable Energy Project

GRAND TOTAL **665,000** **4,295,000** **4,960,000** **0** **4,960,000** **13,000**

Capital Funding Sources

	Other Funding	Capital Fund	Total Funds
Excise Fund Transfer	-	4,295,000	4,295,000
McCain Revenues	50,000		50,000
Open Space Fund (Oxbow Park)	210,000		210,000
GOCO Grant (Oxbow Park)	350,000		350,000
Conservation Trust Transfer	55,000		55,000
TOTAL	665,000	4,295,000	4,960,000

	A list			B List	Total of A & B Projects	Annual Impact on Operational Budget
	Other Funding	P&T Fund	Total cost			
Parking and Transportation						
Transit Stop Shelters	0	150,000	150,000	0	150,000	0
Pedestrian Corridor Improvements	0	300,000	300,000	0	300,000	0
Four O'clock Pedestrian Improvements	0	140,000	140,000	0	140,000	30,000
Parking Structure	0	?	?	0	?	?
Bus Storage Expansion	0	?	?	0	?	?
Sidewalk Master Plan Implementation	0	300,000	300,000	0	300,000	8,000
River Walk Repairs	0	137,500	137,500	0	137,500	0
Huron Rd/ SH9 Intersection Improvements	0	?	?	0	?	?
TOTAL	0	1,027,500	1,027,500	0	1,027,500	38,000

P&T Funding Sources

	Other Funding	P&T Fund	Total Funds
Lift Tax Agreement	-	1,027,500	1,027,500
Excise Fund Transfer	-	-	-
TOTAL	-	1,027,500	1,027,500

Five Year Capital Improvement Plan Summary 2018 to 2022

Capital Fund Projects

Recreation	2018	2019	2020	2021	2022	TOTAL
Oxbow Park	1,810,000	-	700,000	-	-	2,310,000
Outdoor Hot Tub and Water Feature Replacement	100,000	-	-	-	-	100,000
Skate Park Shade Structure	70,000	-	-	-	-	70,000
Outdoor Ice Rink Office Addition	-	-	50,000	-	-	50,000
TOTAL	1,780,000	-	750,000	-	-	2,530,000

Public Works	2018	2019	2020	2021	2022	TOTAL
Undergrounding of Overhead Utilities	-	200,000	-	200,000	-	400,000
Roadway Resurfacing	850,000	850,000	850,000	850,000	850,000	4,250,000
McCain Property Improvements- Roadway	950,000	950,000	43,000	43,000	43,000	2,029,000
Sawmill Culvert Repair	?	-	-	-	-	?
Blue River Crossing at Coyne Valley Road	-	-	2,200,000	-	-	2,200,000
Ski Hill Wall Reconstruction	500,000	-	-	-	-	500,000
Riverwalk Center Lobby Improvements	-	-	-	5,500,000	-	5,500,000
South Barton Drainage Design	150,000	-	-	-	-	150,000
Rec Center Parking Lot Fence	100,000	-	-	-	-	100,000
Carriage House Remodel	300,000	-	-	-	-	300,000
Child Care Facility #2	-	-	-	250,000	-	250,000
Warrior's Mark Paving and Turnaround	?	-	-	-	-	?
TOTAL	2,850,000	2,000,000	3,093,000	6,843,000	893,000	15,679,000

GRAND TOTAL **4,630,000** **2,000,000** **3,843,000** **6,843,000** **893,000** **18,209,000**

Capital Funding Sources

*Excise	3,965,000	1,552,000	3,640,000	6,745,000	795,000	16,697,000
McCain Rents	50,000	43,000	43,000	43,000	43,000	222,000
Open Space Funds (Oxbow Park)	210,000	-	105,000	-	-	315,000
GOCO Grant for Oxbow Park	350,000	350,000	-	-	-	700,000
Conservation Trust Transfer	55,000	55,000	55,000	55,000	55,000	275,000
Total	4,630,000	2,000,000	3,843,000	6,843,000	893,000	18,209,000

*Includes B List items.

Parking and Transportation Fund Projects

Park Avenue Corridor Improvements	-	3,500,000	4,150,000	2,950,000	-	10,600,000
Transit Stop Shelters	150,000	150,000	-	-	-	300,000
Pedestrian Corridor Improvements	300,000	100,000	100,000	100,000	100,000	700,000
Four O'clock Pedestrian Improvements	140,000	1,400,000	-	-	-	1,540,000
Village Road Pedestrian Improvements	-	300,000	3,000,000	-	-	3,300,000
F-lot Pedestrian Improvements	-	200,000	2,000,000	-	-	2,200,000
Parking Structure	?	-	-	-	-	?
Technology Upgrades	-	-	-	-	-	-
Bus Storage Expansion	?	-	-	-	-	?
Sidewalk Master Plan Implementation	300,000	250,000	250,000	250,000	250,000	1,300,000
River Walk Repairs	137,500	137,500	137,500	137,500	-	550,000
Huron Rd/ SH9 Intersection Improvements	?	-	-	-	-	?
Total	1,027,500	6,037,500	9,637,500	3,437,500	350,000	20,490,000

Parking and Transportation Funding Sources

Lift Tax Agreement	3,570,000	3,641,400	3,714,228	3,788,513	3,864,283	18,578,423
Excise Fund Transfer	-	2,396,100	5,923,272	-	-	8,319,372
Total	3,570,000	6,037,500	9,637,500	3,788,513	3,864,283	26,897,795

100% Renewable Energy Capital Improvement Plan Summary 2018 to 2022

Project	2018	2019	2020	2021	2022	TOTAL
Indoor Ice Rink Lights	150,000	-	-	-	-	150,000
Ball Field LED Lights	-	?	-	-	-	?
Town Facilities Energy Upgrades	130,000	100,000	100,000	90,000	85,000	505,000
Solar Connect Purchase	50,000	40,000	30,000	20,000	20,000	160,000
Small Scale Wind & Hydro Power	0	0	50,000	50,000	50,000	150,000
TOTAL	330,000	140,000	180,000	160,000	155,000	965,000

Funding Sources	2018	2019	2020	2021	2022	TOTAL
Excise	330,000	140,000	180,000	160,000	155,000	965,000
TOTAL	330,000	140,000	180,000	160,000	155,000	965,000

Water Fund Five Year Capital Improvement Plan Summary 2018 to 2022

Project	2018	2019	2020	2021	2022	TOTAL
2nd Water Pant	50,000,000	0	0	0	0	50,000,000
Water Main Replacement	70,000	70,000	70,000	130,000	450,000	790,000
Goose Pasture Tarn Dam Repairs	1,000,000	0	0	18,000,000	0	19,000,000
Bulk Water Station	75,000					75,000
Water Tank Rehabilitation	950,000	241,500	316,250	0	0	1,507,750
Technology Upgrades	225,000	225,000	225,000	355,000	1,374,000	2,404,000
Water Meter Improvements	0	0	1,000,000	1,000,000	0	2,000,000
TOTAL	52,320,000	536,500	1,611,250	19,485,000	1,824,000	75,776,750

Funding Sources	2018	2019	2020	2021	2022	TOTAL
Utility Fund Revenue/Reserves	2,320,000	536,500	1,611,250	19,485,000	1,824,000	25,776,750
Loan for 2nd Water Plant*	50,000,000	0	0	0	0	50,000,000
TOTAL	52,320,000	536,500	1,611,250	19,485,000	1,824,000	75,776,750

Golf Fund Five Year Capital Improvement Plan Summary 2018 to 2022

Project	2018	2019	2020	2021	2022	TOTAL
Course Equipment	140,000	160,000	163,200	166,464	169,793	799,457
Course Improvements	35,000	10,000	10,000	10,000	10,000	75,000
Cart Replacement	103,250	103,250	103,250	413,000	106,347	829,097
Irrigation & Bunker Replacement	340,000	0	0	0	0	340,000
Clubhouse Improvements	430,370	0	53,000	0	0	483,370
TOTAL	1,048,620	273,250	329,450	589,464	286,140	2,526,924

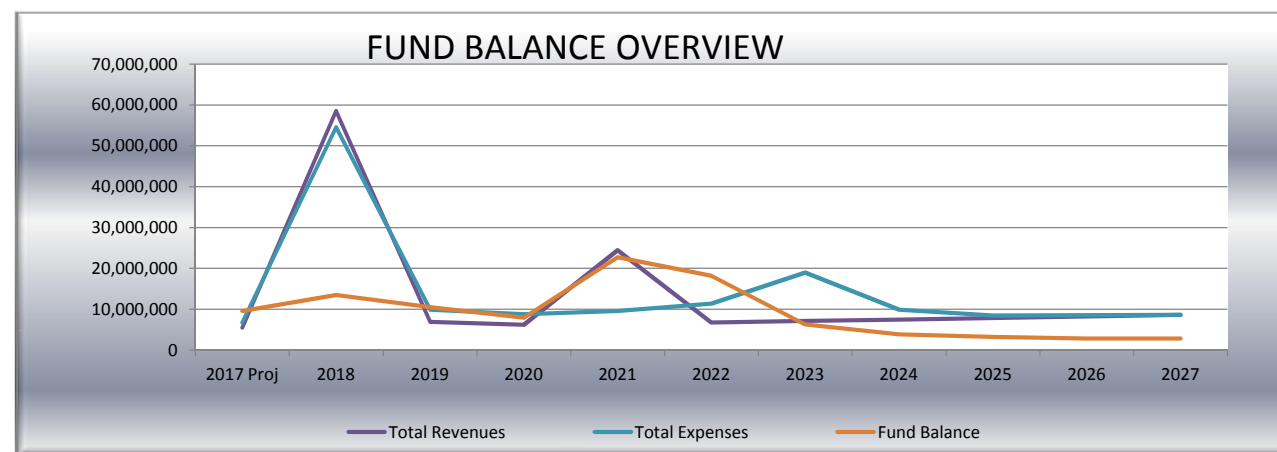
Funding Sources	2018	2019	2020	2021	2022	TOTAL
Golf Fund Reserves	1,048,620	273,250	329,450	589,464	286,140	2,526,924
TOTAL	1,048,620	273,250	329,450	589,464	286,140	2,526,924

Funding decisions

- Partner Organization Funding Levels
 - Breckenridge Creative Arts
 - Breckenridge Heritage Alliance
 - Breckenridge Tourism Office
- MJ Fund additional - \$10K for Building Hope
- Child Care Program - \$150K Additional Annual Funding for Teacher Salary Supplements

- Water Pro Forma -

	2017 Proj	2018 Bud	2019	2020	2021	2022	2023	2024	2025	2026	2027	NOTES
Rent Inc Comm.	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Rent Inc Residential	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Rent Comm.	557,171	573,121	601,777	631,866	663,459	696,632	731,464	768,037	806,439	846,761	889,099	
Rent Residential	2,637,868	2,713,379	2,849,048	2,991,500	3,141,075	3,298,129	3,463,036	3,636,187	3,817,997	4,008,897	4,209,341	
Water Rents	\$ 3,195,039	\$ 3,286,500	\$ 3,450,825	\$ 3,623,366	\$ 3,804,535	\$ 3,994,761	\$ 4,194,499	\$ 4,404,224	\$ 4,624,436	\$ 4,855,657	\$ 5,098,440	
PIF Increase	10%	20%	10%	10%	10%	10%	10%	10%	10%	10%	10%	
PIF rate - In Town	\$ 7,703	\$ 9,244	\$ 10,168	\$ 11,185	\$ 12,304	\$ 13,534	\$ 14,887	\$ 16,376	\$ 18,014	\$ 19,815	\$ 21,797	
PIFs	1,700,000	1,375,045	1,462,260	1,555,361	1,654,716	1,760,612	1,873,636	1,994,386	2,123,341	2,260,993	2,408,168	20% then 10% ann. Rate Incr. after 2017, combined with new users. Out of Town rate 125% of In Town
W.S.M.F. % Inc	0%	50%	33%	0%	0%	0%	0%	0%	0%	0%	0%	Doubles to \$8/cycle by 2018 then no inc.
W.S.M.F. / cycle	\$ 4	\$ 6	\$ 8	\$ 8	\$ 8	\$ 8	\$ 8	\$ 8	\$ 8	\$ 8	\$ 8	
W.S.M.F.	265,529	406,566	549,013	558,094	567,984	578,691	590,224	602,590	615,798	629,856	644,821	
PIFs + W.S.M.F.	1,965,529	1,781,611	2,011,273	2,113,455	2,222,700	2,339,303	2,463,860	2,596,976	2,739,139	2,890,849	3,052,988	
Other	343,301	435,780	1,440,394	445,064	449,790	454,573	459,414	464,314	469,274	474,154	478,272	Transfers, Investment Income
Loan Proceeds	-	53,000,000	-	-	18,000,000	-	-	-	-	-	-	20 year term, 2.0% rate
Total Revenues	\$ 5,503,869	\$ 58,503,891	\$ 6,902,492	\$ 6,181,885	\$ 24,477,025	\$ 6,788,638	\$ 7,117,774	\$ 7,465,515	\$ 7,832,849	\$ 8,220,659	\$ 8,629,701	
General Services	1,875,481	1,961,780	2,020,634	2,681,253	2,761,690	2,844,541	2,929,877	3,017,774	3,108,307	3,201,556	3,297,603	3% annual, 2018 incr. for new plant ops
Gen Fund X-fer	95,319	98,179	101,124	104,158	107,282	110,501	113,816	117,230	120,747	124,370	128,101	
Other	142,071	148,987	151,638	154,368	157,181	160,077	102,437	105,510	108,675	111,936	115,294	Transfers, water rights/legal
	2,112,871	2,208,946	2,273,396	2,939,779	3,026,153	3,115,119	3,146,130	3,240,514	3,337,730	3,437,861	3,540,997	
Capital	4,685,002	52,320,000	4,286,500	1,741,250	2,444,000	4,116,000	11,723,000	2,482,000	1,000,000	1,000,000	990,000	2018 plant expenditure
Debt Service Plant			3,228,293	3,228,293	3,228,293	3,228,293	3,228,293	3,228,293	3,228,293	3,228,293	3,228,293	20 year term, 2.0% rate
Debt Service Dam				914,163	914,163	914,163	914,163	914,163	914,163	914,163	914,163	30 year term, 3% rate
Debt Issuance Exp.	-	-	100,000	-	-	-	-	-	-	-	-	
Total Expenses	\$ 6,797,873	\$ 54,528,946	\$ 9,888,189	\$ 8,823,486	\$ 9,612,610	\$ 11,373,576	\$ 19,011,587	\$ 9,864,971	\$ 8,480,186	\$ 8,580,318	\$ 8,673,454	
Change Fund Balance	\$ (1,294,004)	\$ 3,974,945	\$ (2,985,697)	\$ (2,641,601)	\$ 14,864,415	\$ (4,584,938)	\$ (11,893,813)	\$ (2,399,456)	\$ (647,337)	\$ (359,659)	\$ (43,753)	
Fund Balance	\$ 9,552,309	\$ 13,527,254	\$ 10,541,556	\$ 7,899,956	\$ 22,764,370	\$ 18,179,432	\$ 6,285,619	\$ 3,886,163	\$ 3,238,826	\$ 2,879,167	\$ 2,835,414	



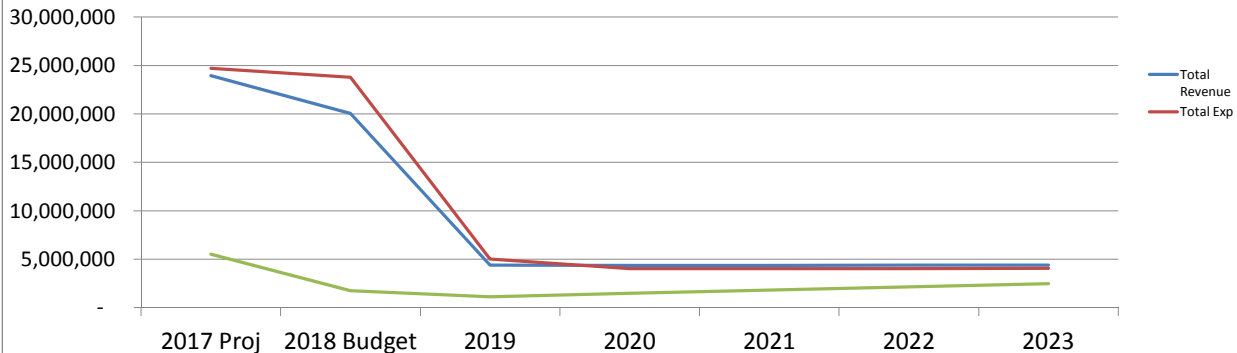
Housing Fund Pro Forma

	2017 Proj	2018 Budget	2019	2020	2021	2022	2023
Beg Fund Bal	\$ 6,270,882	\$ 5,508,449	\$ 1,763,554	\$ 1,138,348	\$ 1,485,066	\$ 1,828,506	\$ 2,167,459
Revenue							
Sales Tax	542,454	496,225	501,187	506,199	511,261	516,374	521,537
Impact Fee	475,000	400,000	350,000	325,000	325,000	325,000	325,000
5A Revenue/Fund Loan	12,986,076	2,529,595	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Corum Pmts	69,000	69,000	69,000	69,000	69,000	69,000	69,000
Pinewood Land Lease	51,093	30,000	30,000	30,000	30,000	30,000	30,000
Buy Downs (Sheppard Cr)	650,000	-	-	-	-	-	-
PW2-tax credit rebates, dev fee, rent	3,565,734	243,378	240,000	240,000	240,000	240,000	240,000
Huron Landing	390,800	441,000	441,000	441,000	441,000	442,000	442,000
PW Bond Loan Interest	8,376	-	-	-	-	-	-
Blue 52 sale/rental proceeds	5,000,000	15,536,802	-	-	-	-	-
Denison Commons	65,000	200,000	200,000	200,000	200,000	200,000	200,000
Block 11	351	-	-	-	-	-	-
Programs	117,500	77,000	52,000	52,000	52,000	52,000	52,000
Other	31,696	15,000	15,000	15,000	15,000	15,000	15,000
Total Revenue	23,953,080	20,038,000	4,398,187	4,378,199	4,383,261	4,389,374	4,394,537
Available	30,223,962	25,546,449	6,161,741	5,516,547	5,868,327	6,217,880	6,561,997
Expenses							
Buy-downs (Sheppard Cr. / Acquisitions)	802,325	-	-	-	-	-	-
Pinewood items	-	-	-	-	-	-	-
Block 11-McCain-Future Projects	62,123	8,500,000	4,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Huron Landing	4,782,956	580,700	582,000	582,000	582,000	584,000	584,000
Blue 52 (50 TH/18 Rental)	15,914,198	3,771,645	-	-	-	-	-
Denison Commons	2,330,799	-	-	-	-	-	-
Other-SCHA, DPA, Staff	675,443	10,815,033	320,474	328,138	336,032	344,163	352,538
Town programs - Transition Units	147,665	115,517	120,919	121,343	121,789	122,258	125,752
Total Expenses	24,715,513	23,782,895	5,023,393	4,031,481	4,039,821	4,050,421	4,062,290
Transfer to Child Care/C.C. exp.	-	-	-	-	-	-	-
Total Exp	24,715,513	23,782,895	5,023,393	4,031,481	4,039,821	4,050,421	4,062,290
Inc./(Dec)	(762,433)	(3,744,895)	(625,206)	346,718	343,440	338,953	332,247
Fund Balance	5,508,449	1,763,554	1,138,348	1,485,066	1,828,506	2,167,459	2,499,707

NOTES:

Between 2015 and 2023 development of PW2, Huron Landing, Denison Commons and Blue 52 (119 rentals and 52 townhomes)
 Other expenses vary annually due to anticipated employee loans and down payment assistance
 Other revenue varies annually due to anticipated employee loan repayments
 2015 projected other project expense includes \$382,270 to support 80%AMI units at Lincoln Park (San District Fees)
 Assumes loan to fund of \$10.5m in 2017 and repaid in 2018

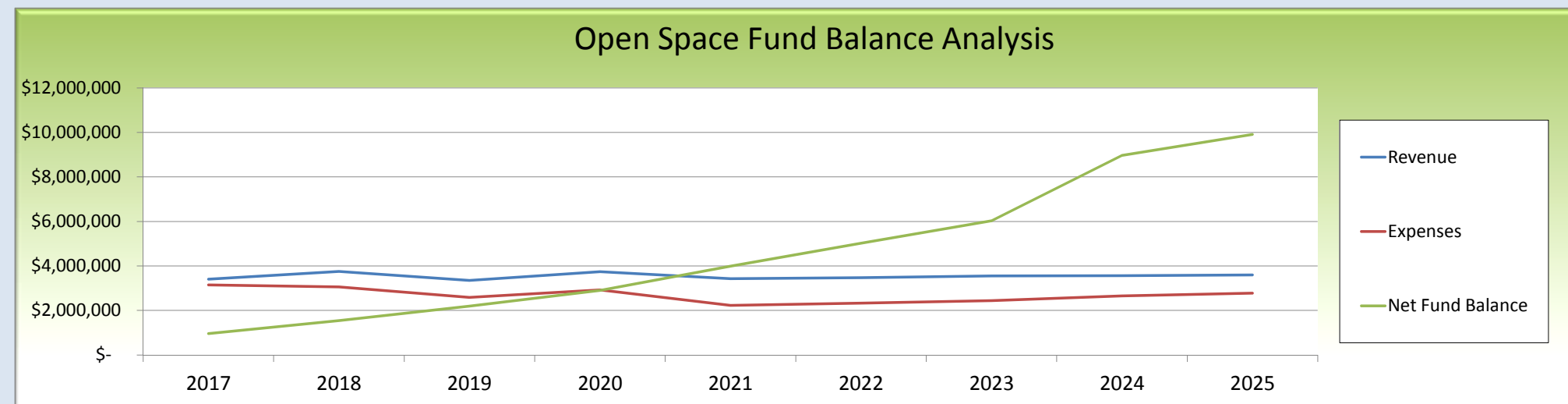
Fund Balance Analysis



Open Space Fund Pro Forma

	2017	2018	2019	2020	2021	2022	2023	2024	2025
Beginnng Fund Balance	\$ 947,875	\$ 1,208,153	\$ 1,900,356	\$ 2,659,829	\$ 3,479,440	\$ 4,676,190	\$ 5,820,415	\$ 6,940,014	\$ 7,848,526
Revenue									
Sales Tax	2,784,916	2,812,800	2,840,928	2,869,337	2,898,031	2,927,011	2,956,281	2,985,844	3,015,702
TDR Sales	340,000	343,400	346,834	350,302	353,805	357,343	360,917	364,526	368,171
Wellington Oro Plant	132,061	116,350	119,800	123,353	127,013	130,781	134,663	138,660	142,777
Grants	96,173	434,950	-	350,000	-	-	42,500	-	-
Other Income	54,467	47,942	43,085	50,619	51,198	60,959	61,582	73,111	72,954
Total Revenue	\$ 3,407,617	\$ 3,755,442	\$ 3,350,647	\$ 3,743,612	\$ 3,430,047	\$ 3,476,095	\$ 3,555,943	\$ 3,562,142	\$ 3,599,605
Available	\$ 4,355,492	\$ 4,963,595	\$ 5,251,004	\$ 6,403,441	\$ 6,909,487	\$ 8,152,285	\$ 9,376,357	\$ 10,502,155	\$ 11,448,131
Expenses									
Land Acquisitions	1,247,913	1,279,828	1,328,502	1,380,289	1,001,663	1,060,319	1,122,761	1,189,243	1,260,038
Habitat & River Restoration	875,500	810,000	255,000	500,000	150,000	150,000	150,000	150,000	150,000
Administration	405,833	420,340	432,950	445,938	459,317	473,096	487,289	501,908	516,965
Trails Const & Maintenance	350,500	375,500	394,225	414,261	435,699	458,638	483,183	509,445	537,547
Prof & Contracted Services	167,593	177,571	180,498	183,513	186,618	189,817	193,112	303,034	311,795
Historic Structures Stabilization	100,000	-	-	-	-	-	-	-	-
Total Expenses	3,147,339	3,063,239	2,591,175	2,924,001	2,233,297	2,331,870	2,436,344	2,653,629	2,776,344
Total Exp	\$ 3,147,339	\$ 3,063,239	\$ 2,591,175	\$ 2,924,001	\$ 2,233,297	\$ 2,331,870	\$ 2,436,344	\$ 2,653,629	\$ 2,776,344
Inc./(Dec)	260,278	692,203	759,473	819,611	1,196,750	1,144,225	1,119,599	908,512	823,261
Fund Balance	1,208,153	1,900,356	2,659,829	3,479,440	4,676,190	5,820,415	6,940,014	7,848,526	8,671,787
Wellington Oro Reserve	44,000	55,000	66,000	77,000	88,000	99,000	110,000	121,000	132,000
Hoosier Pass Recpath Fund	200,000	300,000	400,000	500,000	600,000	700,000	800,000	1,000,000	1,100,000
Net Fund Balance	\$ 964,153	\$ 1,545,356	\$ 2,193,829	\$ 2,902,440	\$ 3,988,190	\$ 5,021,415	\$ 6,030,014	\$ 8,969,526	\$ 9,903,787

NOTES:



Golf Fund

	2017 Projected	2018	2019	2020	2021	2022	2023	2024
Beg Fund Bal	\$ 1,130,125	\$ 1,059,656	\$ 508,750	\$ 774,035	\$ 935,000	\$ 1,203,595	\$ 1,417,833	\$ 1,532,781
Revenue								
gf/res/carts/range/gift cert	2,187,700	2,182,825	2,253,331	2,253,331	2,320,931	2,320,931	2,320,931	2,320,931
services, sales, lessons	394,000	395,000	406,850	419,056	431,627	444,576	457,913	471,651
int/rental/	11,500	15,500	35,502	35,502	35,502	35,502	35,502	35,502
Excise Trans.								
Nordic Reimbursement	25,000	32,300	32,300	32,300	32,300	32,300	32,300	32,300
renewable energy credit	3,343	2,706	2,706	2,706	2,706	2,706	2,706	2,706
sale of assets								
	2,621,543	2,628,331	2,730,689	2,742,895	2,823,066	2,836,015	2,849,352	2,863,090
Available	3,751,668	3,687,987	3,239,439	3,516,930	3,758,066	4,039,610	4,267,186	4,395,871
Expenses								
Ops	950,849	945,355	973,716	1,002,927	1,033,015	1,064,005	1,095,926	1,128,803
admin	194,005	190,025	195,726	201,598	207,645	213,875	220,291	226,900
equip maint	148,174	157,456	161,391	162,180	166,232	167,045	171,219	172,056
maint. program	748,834	791,385	815,127	839,580	864,768	890,711	917,432	944,955
	2,041,862	2,084,221	2,145,959	2,206,285	2,271,661	2,335,636	2,404,868	2,472,715
Capital								
Projects	10,000	35,000	10,000	10,000	10,000	10,000	10,000	10,000
landscape equip.	140,000	140,000	160,000	163,200	166,464	169,793	173,189	176,653
Cart Reserve and Acquisition	405,786	103,250	103,250	103,250	106,347	106,347	106,347	106,347
irrigation consultants	6,052							
irrigation /bunker construction	42,117	340,000						
clubhouse renovations	-	430,571		53,000			40000	40000
GPS units lease	46,195	46,195	46,195	46,195	-			
	650,150	1,095,016	319,445	375,645	282,811	286,140	329,536	333,000
Total Exp	2,692,012	3,179,237	2,465,404	2,581,930	2,554,472	2,621,776	2,734,404	2,805,715
Net	(70,469)	(550,906)	265,285	160,965	268,595	214,239	114,948	57,375
Fund Balance	1,059,656	508,750	774,035	935,000	1,203,595	1,417,833	1,532,781	1,590,157
Cart Reserve	-	103,250	206,500	309,750	416,097	109,444	215,791	322,138
2017 and 2021 Cart Purchase		-			(413,000)			
Gross Fund Balance	\$ 1,059,656	\$ 612,000	\$ 980,535	\$ 1,244,750	\$ 1,619,692	\$ 1,527,277	\$ 1,748,572	\$ 1,912,295

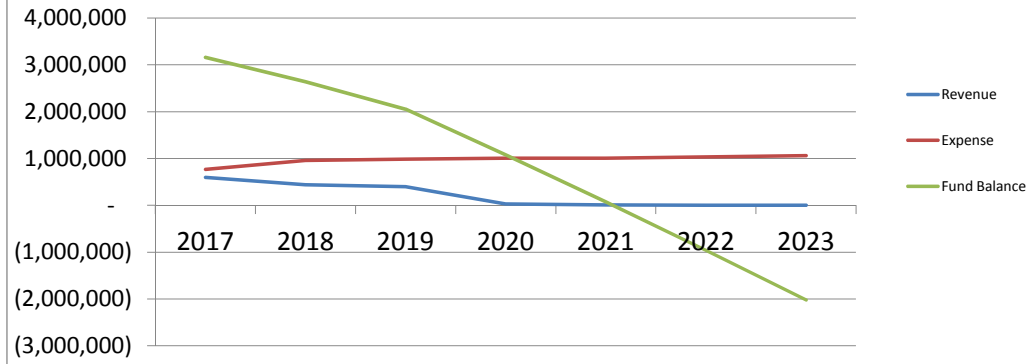
Childcare Fund Pro Forma

	2017	2018	2019	2020	2021	2022	2023
Beg Fund Bal	\$ 3,328,860	\$ 3,157,623	\$ 2,641,114	\$ 2,051,679	\$ 1,072,136	\$ 73,277	\$ (960,628)
Revenue							
Fund Balance Transfer	525,000	366,500	366,500	-	-	-	-
Corum Pmts.	-	-	-	-	-	-	-
Grants/Rental Income	27,500	30,000	30,000	30,000	10,000	-	-
Other	46,325	46,325	-	-	-	-	-
Misc	-	-	-	-	-	-	-
Total Revenue	598,825	442,825	396,500	30,000	10,000	-	-
Available	\$ 3,927,685	\$ 3,600,448	\$ 3,037,614	\$ 2,081,679	\$ 1,082,136	\$ 73,277	\$ (960,628)
Expenses							
Scholarships	660,646	680,465	700,879	721,906	743,563	765,870	788,846
Operations-staff &cmte	66,712	93,549	96,055	98,637	101,296	104,035	106,856
New Facility/Manager	-	-	-	-	-	-	-
Other/Projects	42,704	185,320	189,000	189,000	164,000	164,000	164,000
Fund Bal. Transfer	-	-	-	-	-	-	-
Total Expenses	770,062	959,334	985,935	1,009,543	1,008,859	1,033,905	1,059,702
Total Exp	\$ 770,062	\$ 959,334	\$ 985,935	\$ 1,009,543	\$ 1,008,859	\$ 1,033,905	\$ 1,059,702
Inc./Dec	\$ (171,237)	\$ (516,509)	\$ (589,435)	\$ (979,543)	\$ (998,859)	\$ (1,033,905)	\$ (1,059,702)
Fund Balance	\$ 3,157,623	\$ 2,641,114	\$ 2,051,679	\$ 1,072,136	\$ 73,277	\$ (960,628)	\$ (2,020,330)

NOTES:

effective 2016 shifting back to ComDev staff allocation of .15SFE to 1.0 SFE ComDev
 effective 2015 added 1 FTE (contract) for program management
 effective 2017 ComDev Staff allocation of 1.05 SFE

Fund Balance Analysis



CAPITAL IMPROVEMENT PLAN 2018-2022

**For the Year Ending
December 31, 2018**

**Presented To:
Breckenridge Town Council**

Eric Mamula, Mayor

**Wendy Wolfe
Mark Burke
Erin Gigliello**

**Mike Dudick
Jeffery Bergeron
Elisabeth Lawrence**

**Presented by:
Rick Holman, Town Manager**

Capital Improvement Plan Summary for 2018

	A list			B List	Total of A & B Projects	Annual Impact on Operational Budget
	Other Funding	Capital Fund	Total cost			
Recreation						
Oxbow Park	560,000	1,050,000	1,610,000	0	1,610,000	13,000
Outdoor Hot Tub and Water Feature Replaceme	55,000	45,000	100,000	0	100,000	0
Indoor Ice Rink Lights*	0	150,000	150,000	0	150,000	0
Skate Park Shade Structure	0	70,000	70,000	0	70,000	0
Total	615,000	1,315,000	1,930,000	0	1,930,000	13,000

Public Works

Roadway Resurfacing	0	850,000	850,000	0	850,000	0
McCain Property Improvements- Roadway	50,000	900,000	950,000	0	950,000	0
Sawmill Culvert Repair	0	?	?	0	?	0
Ski Hill Wall Reconstruction	0	500,000	500,000	0	500,000	0
South Barton Drainage Design	0	150,000	150,000	0	150,000	0
Rec Center Parking Lot Fence	0	100,000	100,000	0	100,000	0
Carriage House Remodel	0	300,000	300,000	0	300,000	0
Warrior's Mark Paving and Turnaround	0	?	?	0?	?	0
Town Facilities Energy Upgrades*	0	130,000	130,000		130,000	
Solar Connect Purchase*	0	50,000	50,000		50,000	
*100% Renewable Energy Project						
TOTAL	50,000	2,980,000	3,030,000	0	3,030,000	0

GRAND TOTAL	665,000	4,295,000	4,960,000	0	4,960,000	13,000
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Capital Funding Sources

	Other Funding	Capital Fund	Total Funds
Excise Fund Transfer	-	4,295,000	4,295,000
McCain Revenues	50,000		50,000
Open Space Fund (Oxbow Park)	210,000		210,000
GOCO Grant (Oxbow Park)	350,000		350,000
Conservation Trust Transfer	55,000		55,000
TOTAL	665,000	4,295,000	4,960,000

	A list			B List	Total of A & B Projects	Annual Impact on Operational Budget
	Other Funding	P&T Fund	Total cost			
Parking and Transportation						
Transit Stop Shelters	0	150,000	150,000	0	150,000	0
Pedestrian Corridor Improvements	0	300,000	300,000	0	300,000	0
Four O'clock Pedestrian Improvements	0	140,000	140,000	0	140,000	30,000
Parking Structure	0	?	?	0	?	?
Bus Storage Expansion	0	?	?	0	?	?
Sidewalk Master Plan Implementation	0	300,000	300,000	0	300,000	8,000
River Walk Repairs	0	137,500	137,500	0	137,500	0
Huron Rd/ SH9 Intersection Improvements	0	?	?	0	?	?
TOTAL	0	1,027,500	1,027,500	0	1,027,500	38,000

P&T Funding Sources

	Other Funding	P&T Fund	Total Funds
Lift Tax Agreement	-	1,027,500	1,027,500
Excise Fund Transfer	-	-	-
TOTAL	-	1,027,500	1,027,500

Five Year Capital Improvement Plan Summary 2018 to 2022

Capital Fund Projects

Recreation	2018	2019	2020	2021	2022	TOTAL
Oxbow Park	1,610,000	-	700,000	-	-	2,310,000
Outdoor Hot Tub and Water Feature Replacement	100,000	-	-	-	-	100,000
Skate Park Shade Structure	70,000	-	-	-	-	70,000
Outdoor Ice Rink Office Addition	-	-	50,000	-	-	50,000
TOTAL	1,780,000	-	750,000	-	-	2,530,000

Public Works	2018	2019	2020	2021	2022	TOTAL
Undergrounding of Overhead Utilities	-	200,000	-	200,000	-	400,000
Roadway Resurfacing	850,000	850,000	850,000	850,000	850,000	4,250,000
McCain Property Improvements- Roadway	950,000	950,000	43,000	43,000	43,000	2,029,000
Sawmill Culvert Repair	?	-	-	-	-	?
Blue River Crossing at Coyne Valley Road	-	-	2,200,000	-	-	2,200,000
Ski Hill Wall Reconstruction	500,000	-	-	-	-	500,000
Riverwalk Center Lobby Improvements	-	-	-	5,500,000	-	5,500,000
South Barton Drainage Design	150,000	-	-	-	-	150,000
Rec Center Parking Lot Fence	100,000	-	-	-	-	100,000
Carriage House Remodel	300,000	-	-	-	-	300,000
Child Care Facility #2	-	-	-	250,000	-	250,000
Warrior's Mark Paving and Turnaround	?	-	-	-	-	?
TOTAL	2,850,000	2,000,000	3,093,000	6,843,000	893,000	15,679,000

GRAND TOTAL	4,630,000	2,000,000	3,843,000	6,843,000	893,000	18,209,000
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Capital Funding Sources

*Excise	3,965,000	1,552,000	3,640,000	6,745,000	795,000	16,697,000
McCain Rents	50,000	43,000	43,000	43,000	43,000	222,000
Open Space Funds (Oxbow Park)	210,000	-	105,000	-	-	315,000
GOCO Grant for Oxbow Park	350,000	350,000	-	-	-	700,000
Conservation Trust Transfer	55,000	55,000	55,000	55,000	55,000	275,000
Total	4,630,000	2,000,000	3,843,000	6,843,000	893,000	18,209,000

*includes B List items.

Parking and Transportation Fund Projects

Park Avenue Corridor Improvements	-	3,500,000	4,150,000	2,950,000	-	10,600,000
Transit Stop Shelters	150,000	150,000	-	-	-	300,000
Pedestrian Corridor Improvements	300,000	100,000	100,000	100,000	100,000	700,000
Four O'clock Pedestrian Improvements	140,000	1,400,000	-	-	-	1,540,000
Village Road Pedestrian Improvements	-	300,000	3,000,000	-	-	3,300,000
F-lot Pedestrian Improvements	-	200,000	2,000,000	-	-	2,200,000
Parking Structure	?	-	-	-	-	?
Technology Upgrades	-	-	-	-	-	-
Bus Storage Expansion	?	-	-	-	-	?
Sidewalk Master Plan Implementation	300,000	250,000	250,000	250,000	250,000	1,300,000
River Walk Repairs	137,500	137,500	137,500	137,500	-	550,000
Huron Rd/ SH9 Intersection Improvements	?	-	-	-	-	?
Total	1,027,500	6,037,500	9,637,500	3,437,500	350,000	20,490,000

Parking and Transportation Funding Sources

Lift Tax Agreement	3,570,000	3,641,400	3,714,228	3,788,513	3,864,283	18,578,423
Excise Fund Transfer	-	2,396,100	5,923,272	-	-	8,319,372
Total	3,570,000	6,037,500	9,637,500	3,788,513	3,864,283	26,897,795

100% Renewable Energy Capital Improvement Plan Summary 2018 to 2022

Project	2018	2019	2020	2021	2022	TOTAL
Indoor Ice Rink Lights	150,000	-	-	-	-	150,000
Ball Field LED Lights	-	?	-	-	-	?
Town Facilities Energy Upgrades	130,000	100,000	100,000	90,000	85,000	505,000
Solar Connect Purchase	50,000	40,000	30,000	20,000	20,000	160,000
Small Scale Wind & Hydro Power	0	0	50,000	50,000	50,000	150,000
TOTAL	330,000	140,000	180,000	160,000	155,000	965,000

Funding Sources	2018	2019	2020	2021	2022	TOTAL
Excise	330,000	140,000	180,000	160,000	155,000	965,000
TOTAL	330,000	140,000	180,000	160,000	155,000	965,000

Water Fund Five Year Capital Improvement Plan Summary 2018 to 2022

Project	2018	2019	2020	2021	2022	TOTAL
2nd Water Plant	50,000,000	0	0	0	0	50,000,000
Water Main Replacement	70,000	70,000	70,000	130,000	450,000	790,000
Goose Pasture Tarn Dam Repairs	1,000,000	0	0	18,000,000	0	19,000,000
Bulk Water Station	75,000					75,000
Water Tank Rehabilitation	950,000	241,500	316,250	0	0	1,507,750
Technology Upgrades	225,000	225,000	225,000	355,000	1,374,000	2,404,000
Water Meter Improvements	0	0	1,000,000	1,000,000	0	2,000,000
TOTAL	52,320,000	536,500	1,611,250	19,485,000	1,824,000	75,776,750

Funding Sources	2018	2019	2020	2021	2022	TOTAL
Utility Fund Revenue/Reserves	2,320,000	536,500	1,611,250	19,485,000	1,824,000	25,776,750
Loan for 2nd Water Plant*	50,000,000	0	0	0	0	50,000,000
TOTAL	52,320,000	536,500	1,611,250	19,485,000	1,824,000	75,776,750

Golf Fund Five Year Capital Improvement Plan Summary 2018 to 2022

Project	2018	2019	2020	2021	2022	TOTAL
Course Equipment	140,000	160,000	163,200	166,464	169,793	799,457
Course Improvements	35,000	10,000	10,000	10,000	10,000	75,000
Cart Replacement	103,250	103,250	103,250	413,000	106,347	829,097
Irrigation & Bunker Replacement	340,000	0	0	0	0	340,000
Clubhouse Improvements	430,370	0	53,000	0	0	483,370
TOTAL	1,048,620	273,250	329,450	589,464	286,140	2,526,924

Funding Sources	2018	2019	2020	2021	2022	TOTAL
Golf Fund Reserves	1,048,620	273,250	329,450	589,464	286,140	2,526,924
TOTAL	1,048,620	273,250	329,450	589,464	286,140	2,526,924

Project Name Oxbow Park
Department: Recreation

Description:

The 2018 project will construct the first phases of Oxbow Park, part of the Blue River Corridor Master Plan and adjacent to the Denison Housing projects. This work will include the infrastructure for the park such as the restrooms, including the water and sewer connections, the path and bridge connection to the recreation path, grading, and a portion of the play features. The Town was awarded a GOCO grant of \$350,000 that will be reimbursed upon completion of the 2018 project. This project is phased so that additional grant funds may be utilized. The project could be completed in 2018 without additional grants if desired.

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	1,050,000	0	245,000	0	0	1,295,000
Open Space Funds	210,000	0	105,000	0	0	315,000
GOCO Grant	350,000	0	350,000	0	0	700,000
Total	1,610,000	0	700,000	0	0	2,310,000

Project Costs	2018	2019	2020	2021	2022	Total
Design and Construction	1,610,000	0	700,000	0	0	2,310,000
Total	1,610,000	0	700,000	0	0	2,310,000

Operational cost considerations:

This project will require staff time to inspect the playground and bathrooms daily, trash collection and utilities. The total is estimated at \$13,000 per year.

Project Name Outdoor Hot Tub and Water Feature Replacement
Department: Recreation

Description:

This project is to replace the 25-year-old hot tub and indoor water-play features to improve guest experience and reduce long term maintenance costs.

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	45,000	0	0	0	0	45,000
Conservation Trust Funds	55,000	0	0	0	0	55,000
Total	100,000	0	0	0	0	100,000

Project Costs	2018	2019	2020	2021	2022	Total
Design and Construction	100,000	0	0	0	0	100,000
Total	100,000	0	0	0	0	100,000

Operational cost considerations:

It is anticipated that this project will not impact operation costs.

Project Name Skate Park Shade Structure
Department: Recreation

Description:

This project would build a shade structure between the Skate Park and the Kingdom Park Playground at the Recreation Center. This would provide a place for the users of the park to get out of the sun, rain or other weather conditions while still monitoring the nearby facilities, including the playground, skate park and turf field.

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	70,000		0	0	0	70,000
Total	70,000		0	0	0	70,000

Project Costs	2018	2019	2020	2021	2022	Total
Design and Construction	70,000		0	0	0	70,000
Total	70,000		0	0	0	70,000

Operational cost considerations:

This project is not expected to have operational impacts.

Project Name Outdoor Ice Rink Office Addition
Department: Recreation

Description:

This project will add additional office space to the outdoor ice rink building to accommodate better staff monitoring of the outdoor ice sheet while also freeing up office space to provide Summit Youth Hockey with administrative space.

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	0	0	50,000		0	50,000
Total	0	0	50,000	0	0	50,000

Project Costs	2018	2019	2020	2021	2022	Total
Design and Construction	0	0	50,000	0	0	50,000
Total	0	0	50,000	0	0	50,000

Operational cost considerations:

This project is not expected to have operational impacts.

Project Name Undergrounding of Overhead Utilities
Department: Public Works

Description:

This project is to underground all of the overhead utility lines in Town over time. This project is funded through the general fund in conjunction with a 1% excise tax charged on Breckenridge residents' electric bills. The project will continue until all overhead lines are placed underground. The funding is shown to be every other year because the 1% excise money is generated at a rate that cannot support a project every year. The \$200,000 from the Town is used to pay for the undergrounding of other utilities that may be on the pole at the same time as the electric lines. The Town does not have a similar funding source for those utilities other than electric.

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	0	200,000	0	200,000	0	400,000
Total	0	200,000	0	200,000	0	400,000

Project Costs	2018	2019	2020	2021	2022	Total
Construction	0	200,000	0	200,000	0	400,000
Total	0	200,000	0	200,000	0	400,000

Operational cost considerations:

This project is not expected to impact operational costs.

Project Name Roadway Resurfacing
Department: Public Works

Description:

This represents a commitment to future street projects, probably in the form of milling and resurfacing. The Council has set a goal of having the pavement condition rated at a 7 based on the Town pavement rating system. The inspection of the roads happens yearly. This project will also replace concrete that is deteriorated or damaged as well.

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	850,000	850,000	850,000	850,000	850,000	3,400,000
Total	850,000	850,000	850,000	850,000	850,000	3,400,000

Project Costs	2018	2019	2020	2021	2022	Total
Construction	850,000	850,000	850,000	850,000	850,000	3,400,000
Total	850,000	850,000	850,000	850,000	850,000	3,400,000

Operational cost considerations:

This project is part of an ongoing reinvestment in our streets in order to keep our roads in a condition that is acceptable to our community. While it is difficult to determine the operational costs that this project reduces, the amount of maintenance needed because of this project is reduced.

Project Name McCain Property Improvements- Roadway
Department: Public Works

Description:

Per the current conceptual plans for McCain, there is a need to establish the roadway through the site, continue clean-up of debris, and continue fill operations for establishment of the floodplain as designed . The McCain property has been taking revenue from leased property over the years and the current balance is approximately \$260,000 and will be applied to the 2017 project. The rents are anticipated to be reduced in 2017 because the new water plant will displace some of the leases.

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	900,000	907,000	0	0	0	1,807,000
Rents	50,000	43,000	43,000	43,000	43,000	222,000
Total	950,000	950,000	43,000	43,000	43,000	2,029,000

Project Costs	2018	2019	2020	2021	2022	Total
Construction	950,000	950,000	43,000	43,000	43,000	2,029,000
Total	950,000	950,000	43,000	43,000	43,000	2,029,000

Operational cost considerations:

This project does not have an impact on operational costs at this time. Once a more detailed master plan is completed, staff will better understand the support needed for the property and a better assessment can be done.

Project Name Sawmill Culvert Repair
Department: Engineering

Description:

The culvert that drains the Sawmill Creek under Park Avenue and Town Hall Parking lots is deteriorated and requires repair. The bottom of the culvert is rusted and will fail without correction. Staff is working on a design solution to repair or replace the culvert. Since the design solution has not been determined, an accurate budget cannot be established. The number will be solidified and presented to Council before any work is authorized.

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	?	0	0	0	0	0
Total	0	0	0	0	0	0

Project Costs	2018	2019	2020	2021	2022	Total
Construction	?	0		0	0	0
Total	0	0	0	0	0	0

Operational cost considerations:

This is not expected to have an ongoing operational cost to the Town since the culvert already exists.

Project Name Blue River Crossing at Coyne Valley Road
Department: Engineering

Description:

The Blue River reclamation project originally included the replacement of the metal culverts at Coyne Valley Road over the Blue River with a concrete structure. The pricing from the original bid was not attractive and was subsequently removed from the reclamation project. Council wanted to revisit replacing the culvert at a later time. This project will replace the metal culverts with a concrete structure along with reconstruction of a small portion of the Blue River banks upstream from Coyne Valley Road.

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	0	0	2,200,000	0	0	2,200,000
Total	0	0	2,200,000	0	0	2,200,000

Project Costs	2018	2019	2020	2021	2022	Total
Construction	0		2,200,000	0	0	2,200,000
Total	0	0	2,200,000	0	0	2,200,000

Operational cost considerations:

This is not expected to have an ongoing operational cost to the Town since the culvert already exists.

Project Name Ski Hill Wall Reconstruction
Department: Public Works

Description:

The lower section of Ski Hill Road has a rock wall that supports the sidewalk. These walls have been deteriorating over the years and a recent vehicle collisions with the wall has further degraded the wall. This project will reconstruct the walls with rock that will last longer and place a bumper rail to prevent vehicle damage to the wall. The project will also replace the sidewalk on top of the wall because it is cracked due to the deterioration of the wall.

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	500,000	0	0		0	500,000
Total	500,000	0	0		0	500,000

Project Costs	2018	2019	2020	2021	2022	Total
Design	50,000	0			0	50,000
Construction	450,000					450,000
Total	500,000	0	0		0	500,000

Operational cost considerations:

This project will not impact our current operational costs.

Project Name Riverwalk Center Lobby Improvements
Department: Administration

Description:

This project is to add a Lobby to the Riverwalk Center (RWC) that would include indoor bathrooms, ticket office, concession and pre-event space. DTJ developed a programmatic design that was estimated to cost between \$3.7M and \$5M. A budget of \$500,000 was established in the 2016 CIP for design of the space.

This project was reviewed by the Council on 8-9-16. Council decided to hold on this project until a better understanding of what is happening around the RWC and the project budget was higher than the Council was prepared to spend.

Staff put the project in 2021 with a budget of \$5M. The Council can consider this project at that time.

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	0	0	0	5,500,000	0	5,500,000
Total	0	0	0	5,500,000	0	5,500,000

Project Costs	2018	2019	2020	2021	2022	Total
Design	0	0	0	500,000	0	500,000
Construction	0	0	0	5,000,000	0	5,000,000
Total	0	0	0	5,500,000	0	5,500,000

Operational cost considerations:

The lobby addition would increase the operational costs by approximately \$16,000 that include utilities, maintenance, labor and cleaning.

Project Name South Barton Drainage Design
Department: Public Works

Description:

This project is to design infrastructure along Airport Rd to accommodate the conveyance of a portion of flows from South Barton Gulch onto Town property to the south. This project does not include design for a solution that takes all flows to the north to Summit County property.

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	150,000		0	0	0	150,000
Total	150,000	0	0	0	0	150,000

Project Costs	2018	2019	2020	2021	2022	Total
Design	150,000		0		0	150,000
Construction	0					0
Total	150,000	0	0	0	0	150,000

Operational cost considerations:

This project will not significantly impact our current operational costs.

Project Name Rec Center Parking Lot Fence
Department: Public Works

Description:
 This project is to replace the existing fence between the Rec Center Parking Lot and the existing mobile homes.

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	100,000	0	0	0	0	100,000
Total	100,000	0	0	0	0	100,000

Project Costs	2018	2019	2020	2021	2022	Total
Design	0	0	0	0	0	0
Construction	100,000	0	0	0	0	100,000
Total	100,000	0	0	0	0	100,000

Operational cost considerations:
 This project will not impact our current operational costs, but will greatly reduce staff time allocated to repairs of the fence.

Project Name Carriage House Remodel
Department: Public Works

Description:

This project is to partially fund a limited remodel and upgrades to the childcare center. This project was originally contemplated in 2007 during the construction of TLC, but was never completed. The school will aggressively pursue capital grants to cover the remaining costs of the project.

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	300,000	0	0	0	0	300,000
Total	300,000	0	0	0	0	300,000

Project Costs	2018	2019	2020	2021	2022	Total
Design	0	0	0	0	0	0
Construction	300,000	0	0	0		300,000
Total	300,000	0	0	0	0	300,000

Operational cost considerations:

This project will not impact our current operational costs.

Project Name Child Care Facility #2
Department: Engineering

Description:

Based on the child care assessment, a second childcare facility is needed beyond the Timberline Childcare Facility. This is a place holder to provide funds for the design of a future facility.

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	0	0	0	250,000	0	250,000
Total	0	0	0	250,000	0	250,000

Project Costs	2018	2019	2020	2021	2022	Total
Design	0	0	0	250,000	0	250,000
Construction	0	0	0	0	0	0
Total	0	0	0	250,000	0	250,000

Operational cost considerations:

This is not expected to have an ongoing operational cost to the Town if it follows the business model of the existing child care facilities. They pay their own utilities and capital replacement costs.

Project Name Warrior's Mark Paving and Turnaround
Department: Engineering

Description:

This project is to pave the existing unpaved portion of Gold King Way and create a turnaround within Town limits. **Staff is working on a cost estimate to be included in the 2018 budget**

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	0	0	0	0	0	0
Total	0	0	0	0	0	0

Project Costs	2018	2019	2020	2021	2022	Total
Design	0	0		0	0	0
Construction	0	0	0	0	0	0
Total	0	0	0	0	0	0

Operational cost considerations:

This project will create improved efficiency in snow plow operations that will result in incremental operational savings.

Project Name Park Avenue Corridor Improvements
Department: Parking and Transportation

Description:

This project is to evaluate, design and install the roundabouts and associated corridor improvements that were recommended by the 2016 DTJ/Nelson Nygaard study. A preliminary schedule for phasing of the first 3 roundabouts is as follows:

- 2019 - Construct Village Roundabout
- 2020 - Construct South Park Roundabout
- 2021 - Construct additional roundabout on corridor

The above schedule assumes 3 roundabouts will be built in the near term. The costs shown below are "order of magnitude" numbers and do not contemplate grade separated pedestrian crossings.

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	0	3,500,000	4,150,000	2,950,000	0	10,600,000
Total	0	3,500,000	4,150,000	2,950,000	0	10,600,000

Project Costs	2018	2019	2020	2021	2022	Total
Design	0	200,000	250,000	200,000	0	650,000
Construction	0	3,300,000	3,900,000	2,750,000	0	9,950,000
Total	0	3,500,000	4,150,000	2,950,000	0	10,600,000

Operational cost considerations:

The cost for operations will be determined once the scope of the project has been established. It is likely that the landscaping needed in these areas will significantly increase the summer maintenance to keep them looking good. The design can be geared toward low maintenance but weeds, irrigation and regular trash cleaning will be required. The roundabout at North Main and Park Avenue costs approximately \$40,000 per year to provide all the flowers and maintenance. Staff estimates that the lower maintenance roundabouts will cost between \$15,000 and \$20,000 per year.

Project Name Transit Stop Shelters
Department: Parking and Transportation

Description:

This project is to place bus stop shelters at various bus stops through out Town. The criteria for placing bus shelters will be based on the ridership at the bus stop and the priority will be based on the ridership as well.

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	150,000	150,000		0	0	300,000
Total	150,000	150,000	0	0	0	300,000

Project Costs	2018	2019	2020	2021	2022	Total
Design and Construction	150,000	150,000			0	300,000
Total	150,000	150,000	0	0	0	300,000

Operational cost considerations:

The cost for operations will be determined once the scope of the project has been established.

Project Name Pedestrian Corridor Improvements
Department: Parking and Transportation

Description:

This project is improve lighting in the major pedestrian corridors throughout Town. Standards for lighting the corridors will be established using standard light fixtures at the standard spacing to achieve the appropriate level of safety to attract people to walk. The corridors will be identified and approved by Council prior to any work moving forward.

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	300,000	100,000	100,000	100,000	100,000	700,000
Total	300,000	100,000	100,000	100,000	100,000	700,000

Project Costs	2018	2019	2020	2021	2022	Total
Design and Construction	300,000	100,000	100,000	100,000	100,000	700,000
Total	300,000	100,000	100,000	100,000	100,000	700,000

Operational cost considerations:

This project is not expected to have operational impacts.

Project Name Four O'clock Pedestrian Improvements
Department: Parking and Transportation

Description:

This project is to improve the pedestrian sidewalks following the recommendations from DTJ/Nelson Nygaard. This improvement will explore separating the walkway and heating the sidewalk along Four O'clock Road from Park Avenue to King's Crown Road. The Council reviewed the project at the 8-23-2016 work session and decided to defer the project. Staff kept it in the CIP based on the desire of the Council to gather some information about how the Four O'clock roundabout will function before moving forward with this project.

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	140,000	1,400,000	0	0	0	1,540,000
Total	140,000	1,400,000	0	0	0	1,540,000

Project Costs	2018	2019	2020	2021	2022	Total
Design and Construction	140,000	1,400,000	0		0	1,540,000
Total	140,000	1,400,000	0		0	1,540,000

Operational cost considerations:

The increased cost for operations is estimated to be between \$30,000 and \$35,000 depending on design parameters.

Project Name Village Road Pedestrian Improvements
Department: Parking and Transportation

Description:

This project is to improve the pedestrian walkways on Village Road from Park Avenue to Beaver Run Resort per the DTJ/Nelson Nygaard study recommendations. These improvements may include widened, separated sidewalks with heating and increased lighting. This project will likely occur in conjunction with any intersection improvements at Village and Park Avenue.

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	0	300,000	3,000,000		0	3,300,000
Total	0	300,000	3,000,000		0	3,300,000

Project Costs	2018	2019	2020	2021	2022	Total
Design	0	300,000	0		0	300,000
Construction	0	0	3,000,000		0	3,000,000
Total	0	300,000	3,000,000		0	3,300,000

Operational cost considerations:

The cost for operations has not yet been determined but if a heated sidewalk is placed it would be similar to the costs established for Four O'clock Pedestrian Improvement project, which is between \$30,000 and \$35,000.

Project Name F-lot Pedestrian Improvements
Department: Parking and Transportation

Description:

This project is to improve the pedestrian walkways between F-lot and Adams Avenue per the DTJ/Nelson Nygaard study recommendations. These improvements may include widened sidewalks with heating and increased lighting. This project will likely occur in conjunction with any intersection improvements at Village and Park Avenue or an adjacent parking structure.

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	0	200,000	2,000,000	0	0	2,200,000
Total	0	200,000	2,000,000	0	0	2,200,000

Project Costs	2018	2019	2020	2021	2022	Total
Design	0	200,000	0	0	0	200,000
Construction	0	0	2,000,000	0	0	2,000,000
Total	0	200,000	2,000,000	0	0	2,200,000

Operational cost considerations:

The cost for operations have not been determined. The construction number assumed a heated sidewalk so this would be an increase in utility costs between \$20,000 and \$30,000 depending on the amount of heating required.

Project Name Parking Structure
Department: Parking and Transportation

Description:

This project is for the construction of parking garages in Town. A budget for the project will be established during the design process. The cost of this project will be significant and a funding mechanism has not been established.

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	?	0	0	0	0	0
Total	?	0	0	0	0	0

Project Costs	2018	2019	2020	2021	2022	Total
Design	?	0	0	0	0	0
Construction	?	0	0	0	0	0
Total	?	0	0	0	0	0

Operational cost considerations:

The cost for operations will be determined once the scope of the project has been established.

Project Name Technology Upgrades
Department: Parking and Transportation

Description:

This is a place holder for a upgrading technology associated with parking and transportation functions. This could include developing smart phone applications to live data feeds to bus stops.

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	0	0	0	0	0	0
Total	0	0	0	0	0	0

Project Costs	2018	2019	2020	2021	2022	Total
Design	0	0	0	0	0	0
Construction	0	0	0	0	0	0
Total	0	0	0	0	0	0

Operational cost considerations:

The cost for operations will be determined once the scope of the project has been established.

Project Name Bus Storage Expansion
Department: Parking and Transportation

Description:

This project is the expand the current bus storage facility at Public Works. **Staff is working on a cost estimate to be included in the 2018 budget**

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	?	0	0	0	0	0
Total	?	0	0	0	0	0

Project Costs	2018	2019	2020	2021	2022	Total
Design	?	0	0	0	0	0
Construction	?	0	0	0	0	0
Total	?	0	0	0	0	0

Operational cost considerations:

The cost for operations will be determined once the scope of the project has been established.

Project Name Sidewalk Master Plan Implementation
Department: Public Works

Description:

This project is to construct new sidewalks according to the adopted Sidewalk Master plan. The 2018 projects are for sidewalk on Boreas Pass Road (French Street to Main Street) and Watson Ave (Park Ave to the transit entrance). The \$250,000 placeholder for future work assumes new sidewalk, curb and gutter at approximately 1,000 linear feet per year.

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	300,000	250,000	250,000	250,000	250,000	1,300,000
Total	300,000	250,000	250,000	250,000	250,000	1,300,000

Project Costs	2018	2019	2020	2021	2022	Total
Design	0	0	0	0	0	0
Construction	300,000	250,000	250,000	250,000	250,000	1,300,000
Total	300,000	250,000	250,000	250,000	250,000	1,300,000

Operational cost considerations:

This project will increase operational cost do to additional plowing and maintenace needs. Increases are estimated at \$8,000 each year that sidewalk infratructure is added.

Project Name River Walk Repairs
Department: Public Works

Description:

This project is to repair and replace the River Walk concrete and hardscape in areas between Park Avenue and Ski Hill Rd.

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	137,500	137,500	137,500	137,500	0	550,000
Total	137,500	137,500	137,500	137,500	0	550,000

Project Costs	2018	2019	2020	2021	2022	Total
Design	0	0	0	0	0	0
Construction	137,500	137,500	137,500	137,500	0	550,000
Total	137,500	137,500	137,500	137,500	0	550,000

Operational cost considerations:

This project will not impact our current operational costs.

Project Name Huron Rd/ SH9 Intersection Improvements
Department: Public Works

Description:
 This project is to improve the pedestrian safety of the existing intersection.

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	0	0	0	0	0	0
Total	0	0	0	0	0	0

Project Costs	2018	2019	2020	2021	2022	Total
Design	?	0	0	0	0	0
Construction	?	0	0	0	0	0
Total	0	0	0	0	0	0

Operational cost considerations:
 This project will not impact our current operational costs.

Project Name Indoor Ice Rink Lights
Department: Recreation

Description:

This project will replace indoor lights to improve guest experience and reduce energy consumption.

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	150,000	0	0	0	0	150,000
Total	150,000	0	0	0	0	150,000

Project Costs	2018	2019	2020	2021	2022	Total
Design and Construction	150,000	0	0	0	0	150,000
Total	150,000	0	0	0	0	150,000

Operational cost considerations:

This project is not expected to significantly impact operational costs.

Project Name Ball Field LED Lights
Department: Recreation

Description:
This project is to replace the existing ball field lights with new LED fixtures.

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	0	0	0	0	0	0
Total	0	0	0	0	0	0

Project Costs	2018	2019	2020	2021	2022	Total
Design and Construction	0	?	0	0	0	0
Total	0	0	0	0	0	0

Operational cost considerations:
This project is not expected to have significant operational impacts.

Project Name Town Facilities Energy Upgrades
Department: Public Works

Description:

This project accelerates the Town's invest in upgrades for energy efficiencies in lighting and mechanical systems.

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	130,000	100,000	100,000	90,000	85,000	505,000
Total	130,000	100,000	100,000	90,000	85,000	505,000

Project Costs	2018	2019	2020	2021	2022	Total
Design	0	0	0	0	0	0
Construction	130,000	100,000	100,000	90,000	85,000	505,000
Total	130,000	100,000	100,000	90,000	85,000	505,000

Operational cost considerations:

This project will not impact our current operational costs and will realize savings based on the reduced energy consumption.

Project Name Solar Connect Purchase
Department: Community Development

Description:

Within the next year or so, there are expectations that Xcel Energy will be releasing a new program that allows interested parties to purchase solar energy by paying a premium on electric bills.

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	50,000	40,000	30,000	20,000	20,000	160,000
Total	50,000	40,000	30,000	20,000	20,000	160,000

Project Costs	2018	2019	2020	2021	2022	Total
Design	0	0	0	0	0	0
Construction	50,000	40,000	30,000	20,000	20,000	160,000
Total	50,000	40,000	30,000	20,000	20,000	160,000

Operational cost considerations:

This project will not impact our current operational costs.

Project Name Small Scale Wind & Hydro Power
Department: Community Development

Description:
 This project is to explore the feasibility and implement small-scale wind and solar projects.

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	0	0	50,000	50,000	50,000	150,000
Total	0	0	50,000	50,000	50,000	150,000

Project Costs	2018	2019	2020	2021	2022	Total
Design	0	0	50,000	0	0	50,000
Construction	0	0	0	50,000	50,000	100,000
Total	0	0	50,000	50,000	50,000	150,000

Operational cost considerations:
 This project will not impact our current operational costs.

Project Name 2nd Water Pant
Division: Water

Description:

This project is to continue the design and construction for the second water treatment plant. This project would be for the costs to complete the design and construction of the water plant, pumps, pipes and permit process for the plant.

Project Funding	2018	2019	2020	2021	2022	Total
Loan for Construction	50,000,000	0	0	0	0	50,000,000
Total	50,000,000	0	0	0	0	50,000,000

Project Costs	2018	2019	2020	2021	2022	Total
Construction/Installation	50,000,000	0	0	0	0	50,000,000
Total	50,000,000	0	0	0	0	50,000,000

Operational cost considerations:

The operational costs for this project are expected to increase operating expenses approximately \$500,000 per year.

Project Name Water Main Replacement
Department: Water

Description:

Some of the older waterlines in our system require replacement to prevent continued water main breaks. Additionally, new valves are required on older lines for improved isolation of our system. Fairview Blvd. water main will be replaced with the 2nd water plant project. The next 5 years focuses on valve insertion until completion of the 2nd plant project. Staff has developed a plan for the next five years to insert valves and replace some of these lines as follows:

- 2018 - Valve insertion
- 2019 - valve insertion
- 2020- valve insertion
- 2021- valve insertion and design Shekel Ln replacement
- 2022-Shekel Ln main replacement (north end)

Project Funding	2018	2019	2020	2021	2022	Total
Utility Fund Revenue/Reserves	70,000	70,000	70,000	130,000	450,000	790,000
Total	70,000	70,000	70,000	130,000	450,000	790,000

Project Costs	2018	2019	2020	2021	2022	Total
Construction	70,000	70,000	70,000	130,000	450,000	790,000
Total	70,000	70,000	70,000	130,000	450,000	790,000

Operational cost considerations:

Staff estimates that once all of these improvements are completed that the water main breaks will be reduced by 4 breaks per year. A water main break costs approximately \$15,000 per break which results in a repair cost savings of \$60,000 per year. Water productions will be saved at approximately 4 million gallons per year. It currently costs the Town approximately \$3/1,000 gallons which translates to \$12,000 in production savings per year. We estimate a total savings of \$72,000 per year. Staff time will also be saved at an estimated 100 hours per year. It will take several years to replace the lines and realize the operational costs savings.

Project Name Goose Pasture Tarn Dam Repairs
Department: Water

Description:

Staff has identified some repairs that are needed for the Goose Pasture Tarn Dam. These repairs are needed to keep the integrity of the dam and to keep the dam functioning into the future. These types of repairs can be expected to extend the life of the dam.

Project Funding	2018	2019	2020	2021	2022	Total
Utility Fund Revenue/Reserves	1,000,000	0	0	18,000,000	0	19,000,000
Total	1,000,000	0	0	18,000,000	0	19,000,000

Project Costs	2018	2019	2020	2021	2022	Total
Design	1,000,000	0	0	0	0	1,000,000
Construction	0	0	0	18,000,000	0	18,000,000
Total	1,000,000	0	0	18,000,000	0	18,000,000

Operational cost considerations:

This project is not expected to significantly impact operational costs.

Project Name Bulk Water Station
Department: Water

Description:
 This project involves the purchasing of a bulk water station that will be placed over a fire hydrant at PW. The station is portable and can be moved in the future if necessary.

Project Funding	2018	2019	2020	2021	2022	Total
Utility Fund Revenue/Reserves	75,000	0	0	0	0	75,000
Total	75,000	0	0	0	0	75,000

Project Costs	2018	2019	2020	2021	2022	Total
Construction	75,000	0	0	0	0	75,000
Total	75,000	0	0	0	0	75,000

Operational cost considerations:
 This project is not expected to significantly impact operational costs.

Project Name Water Tank Rehabilitation
Department: Water

Description:

This project will resurface and repair the water tanks within our system over the next several years in order to extend the life of the tanks.

2018 - The Ski Hill 1 Water tank requires some rehabilitation to extend the life of the tank.

Project Funding	2018	2019	2020	2021	2022	Total
Utility Fund Revenue/Reserves	950,000	241,500	316,250	0	0	1,507,750
Total	950,000	241,500	316,250	0	0	1,507,750

Project Costs	2018	2019	2020	2021	2022	Total
Construction	950,000	241,500	316,250	0	0	1,507,750
Total	950,000	241,500	316,250	0	0	1,507,750

Operational cost considerations:

This project is not expected to significantly impact operational costs.

Project Name Technology Upgrades
Department: Water

Description:

This project is to upgrade the technology on the existing system. These improvements include modern controls and remote monitoring of the system to allow water operators to more efficiently and effectively run the water system and keep the system up to date.

Project Funding	2018	2019	2020	2021	2022	Total
Utility Fund Revenue/Reserves	225,000	225,000	225,000	355,000	1,374,000	2,404,000
Total	225,000	225,000	225,000	355,000	1,374,000	2,404,000

Project Costs	2018	2019	2020	2021	2022	Total
Construction/Installation	225,000	225,000	225,000	355,000	1,374,000	2,404,000
Total	225,000	225,000	225,000	355,000	1,374,000	2,404,000

Operational cost considerations:

This project is an ongoing upgrade to existing systems that really reduces the amount of staff time needed to operate the plant and system. The net result is that these improvements allow staff to perform their jobs more efficiently which frees up time to take on other tasks. There are not any direct operational cost impacts.

Project Name Water Meter Improvements
Department: Water

Description:

The water meters throughout Town were replaced in 2006 and the life of the battery and register were expected to last for 10 years. This project would replace the battery and register of the meters in Town so that they will provide accurate water usage information.

Project Funding	2018	2019	2020	2021	2022	Total
Utility Fund Revenue/Reserves	0	0	1,000,000	1,000,000	0	2,000,000
Total	0	0	1,000,000	1,000,000	0	2,000,000

Project Costs	2018	2019	2020	2021	2022	Total
Construction	0	0	1,000,000	1,000,000	0	2,000,000
Total	0	0	1,000,000	1,000,000	0	2,000,000

Operational cost considerations:

This project is not expected to significantly impact operational costs.

Project Name Course Equipment
Department: Golf Maintenance

Description:

Ongoing equipment replacement program for all of the golf course maintenance equipment.
 Note: Golf course maintenance equipment is not in the Town garage fund and the equipment list will be established prior to the final 2018 budget.

New	Cost
5 Walking Greens Mowers	40,000
1 Fairway Mower	65,000
1 Fairway Aerator	35,000
	75,000

Project Funding	2018	2019	2020	2021	2022	Total
Current Revenues	140,000	160,000	163,200	166,464	169,793	799,457
Total	140,000	160,000	163,200	166,464	169,793	799,457

Project Costs	2018	2019	2020	2021	2022	Total
Acquisition	140,000	160,000	163,200	166,464	169,793	799,457
Total	140,000	160,000	163,200	166,464	169,793	799,457

Project Name Course Improvements
Department: Golf Maintenance

Description:

The project fund improving the existing course as outlined in the Master plan performed by the Golf staff. These improvements include: Bunker Repair, Change Tee Irrigation, Trees, Shrubs.

Project Funding	2018	2019	2020	2021	2022	Total
Revenues/Reserve	35,000	10,000	10,000	10,000	10,000	75,000
Total	35,000	10,000	10,000	10,000	10,000	75,000

Project Costs	2018	2019	2020	2021	2022	Total
Construction	35,000	10,000	10,000	10,000	10,000	75,000
Total	35,000	10,000	10,000	10,000	10,000	75,000

Proposed for 2018 are new tee signs for \$35,000.

Project Name Cart Replacement
Department: Golf Operations

Description:

Our cart fleet typically is turned over every 4 years. 2018 is scheduled to be the next replacement year. This is the anticipated replacement cost . Proposed replacement in 2021 includes 3 beverage carts and 1 driving range cart. This number also includes applicable sales tax.

Project Funding	2018	2019	2020	2021	2022	Total
Revenue/Reserve	103,250	103,250	103,250	413,000	106,347	829,097
Total	103,250	103,250	103,250	413,000	106,347	829,097

Project Costs	2018	2019	2020	2021	2022	Total
Acquisition	103,250	103,250	103,250	413,000	106,347	829,097
Total	103,250	103,250	103,250	413,000	106,347	829,097

Project Name Irrigation & Bunker Replacement
Department: Golf Operations

Description:

The original 18 hole golf course was built in 1984. The irrigation system on the Bear and Beaver courses were replaced in 2016 and 2017. The Bunkers on the Bear and Beaver courses were rebuilt as well. The work in 2018 will completed the rebuild of the Elk bunkers.

Project Funding	2018	2019	2020	2021	2022	Total
Revenue/Reserve	340,000	0	0	0	0	340,000
Total	340,000	0	0	0	0	340,000

Project Costs	2018	2019	2020	2021	2022	Total
Construct	340,000	0	0			340,000
Total	340,000	0	0	0	0	340,000

Project Name Clubhouse Improvements
Department: Golf Operations

Description:

This project is to remodel the existing clubhouse to upgrade the finishes and reinvest in the infrastructure.

Project Funding	2018	2019	2020	2021	2022	Total
Revenue/Reserve	430,370	0	53,000	0	0	483,370
Total	430,370	0	53,000	0	0	483,370

Project Costs	2018	2019	2020	2021	2022	Total
Construction	430,370	0	53,000	0	0	483,370
Total	430,370	0	53,000	0	0	483,370

Proposed for 2018 is a remodel of the clubhouse, new furniture at the clubhouse, and new carpet for Golf Course Maintenance.

To: Mayor Mamula, Town Council Members, Rick Holman
From: Richard Sosville, Board Chair, Breckenridge Tourism Office
Lucy Kay, CEO, Breckenridge Tourism Office
RE: 2018 Funding

Thank you for your continued support of our work at the Breckenridge Tourism Office. We are very grateful for the trusting and productive working relationship we have with the Council, Town management and staff. We work as effectively as possible leveraging town funds to maintain Breckenridge's rightful place in our competitive arena, thereby helping deliver the tax revenue that fuels our town.

In 2017, our ToB funding request was met without the need for the prior years' \$500k budget transfer and we expect that our 2018 funding request of **\$4,569,616** can be met largely within the normal marketing fund tax and licensing sources. BOLT licenses, Accommodations and Sales taxes are all forecast favorable to 2017 budget.

External Considerations:

Our 2018 plan and budget were built assuming normal snow/weather conditions. We assume a relatively stable economy albeit a slower growth rate than the last two years which is consistent with State and Destimetics forecasts. The 2018 holiday seasons will be more challenging with Christmas falling on a Monday, and Easter on April 1. A very compressed spring break schedule will make March numbers more difficult to achieve. Hurricane Harvey will no doubt have an impact – Houston and Dallas are tied at #1 DMA for Breckenridge out-of-state visitors.

The Aspen/KSL partnership, along with 22% increased air seats into Aspen will likely impact our share of winter business, particularly from the west coast. And as you've seen in our last meeting, Breckenridge has a lessor share of voice (% digital media) and DMO funding than our immediate competitive set. (*Aspen/Snowmass +9mil; Park City 9.2mil; Whistler \$10 mil; Steamboat .7 mil; Vail \$23+ mil*)

Internal Considerations:

Like all businesses in Breckenridge, the BTO has had to increase wages to retain front line employees – the Welcome Center staff was increased 25% to \$15/hr in 2017. We've made operating adjustments to offset some of these expenses, while not compromising our community guest service program – OneBreckenridge.

The DewTour is included within our events budget, as is SEPA administration.

Some of our internal revenue streams are unfavorable in 2017, notably our CenRes vendor, whose revenue share to BTO is down 85%; and some minor sponsorship challenges given the decision to ban alcohol sampling from Blue River Plaza. We are working on alternatives to offset as much of these losses as possible. We expect to make up most of our Welcome Center revenue losses in 2018 with better management and employee incentives.

In 2017, we put more emphasis and budget toward the Community Services side of our business, as occupancy and sales tax growth were so strong in 2016. Given the softening growth trends we've seen in 2017, our 2018 plan puts more emphasis back in the marketplace.

The BTO remains focused on attracting out-of-state overnight business particularly during spring, summer fall. In 2018, we plan to expand our spring marketing in tandem with BSR to combat the increased competition, difficult holiday and spring break timing, and potential weakness in the Texas travel market. We are in discussion w BSR to take over the production of Breck Pride Week in March. We are a sponsor of IPW(International PowWow), the huge international trade show in Denver in May 2018. We have secured a fam tour to Breckenridge and are working with IPW producers and BCA on the possibility of bringing a WAVE performance company into one of the large IPW events. We are also planning additional media and earlier timing for messaging for June, late July and late August bookings. All of these initiatives are consistent with what our lodging community needs.

Our purpose is delivering the right guests at the right time for the Town of Breckenridge. We fully appreciate the multitude of demand on Town funds and trust that Town Council and the Community recognizes the leverage and return on investment that comes as a result of our work. Thank you for your consideration.

2018 Budget

Income:	2017 Budget	2017 Forecast as of July 31, 2017	2018 Budget	2017 Budget to 2018 Budget Variance
ToB	\$4,125,115 *	\$4,125,115	\$4,569,616 *	\$444,501
BSR	\$150,000	\$150,000	\$150,000	\$0
OTA Mkt Surcharge	\$68,000	\$75,000	\$75,000	\$7,000
BTO misc revenue	\$10,000	\$4,860		-\$10,000
Camp 9600	\$12,000	\$12,000	\$15,000	\$3,000
Advertising Co-Op	\$38,500	\$0		-\$38,500
Events Revenue	\$440,200	\$445,092	\$440,500	\$300
Events Sponsorship	\$105,000	\$88,500	\$93,000	-\$12,000
SEPA	\$545,200	\$533,592	\$533,500	-\$11,700
Ski.com Profit Share	\$70,000	\$1,800	\$2,100	\$2,100
Welcome Center Retail Sales	\$60,000	\$20,000	\$10,000	-\$60,000
Welcome Center/Act/Lodging	\$54,700	\$50,000	\$58,000	-\$2,000
One Breckenridge	\$114,700	\$37,719	\$38,660	-\$16,040
Breck Pride Income	\$8,750	\$7,500	\$7,500	-\$1,250
Interest	\$2,300	\$1,440	\$0	\$0
Interest	\$2,300	\$1,000	\$1,000	-\$1,300
TOTAL INCOME	\$5,144,565	\$5,020,026	\$5,460,376	\$315,811

EXPENSES	2017 Budget	2017 Forecast as of June 30, 2017	2018 Budget	2017 Budget to 2018 Budget Variance
Admin	\$498,557	\$480,899	\$528,615	\$30,058
Marketing/Research/Internet/PR/Sales	\$2,889,527	\$3,050,335	\$3,111,844	\$222,317
Special Events	\$1,199,810	\$1,145,908	\$1,211,620	\$11,810
Welcome Center/Guest Services/Community Services	\$556,671	\$516,220	\$588,298	\$31,627
TOTAL EXPENSES	\$5,144,565	\$5,193,362	\$5,440,376	\$295,811
NET INCOME	\$0	-\$173,336	\$20,000	\$20,000
Capital Expense	\$40,000	\$26,000	\$20,000	-\$20,000

NET INCOME After Capital

* Includes Dewtour

Key Changes:

-\$199,336 150,000 new website (approved)
 10,000 Big Beers (approved)
 20,000 March Pride Presentation (approved)

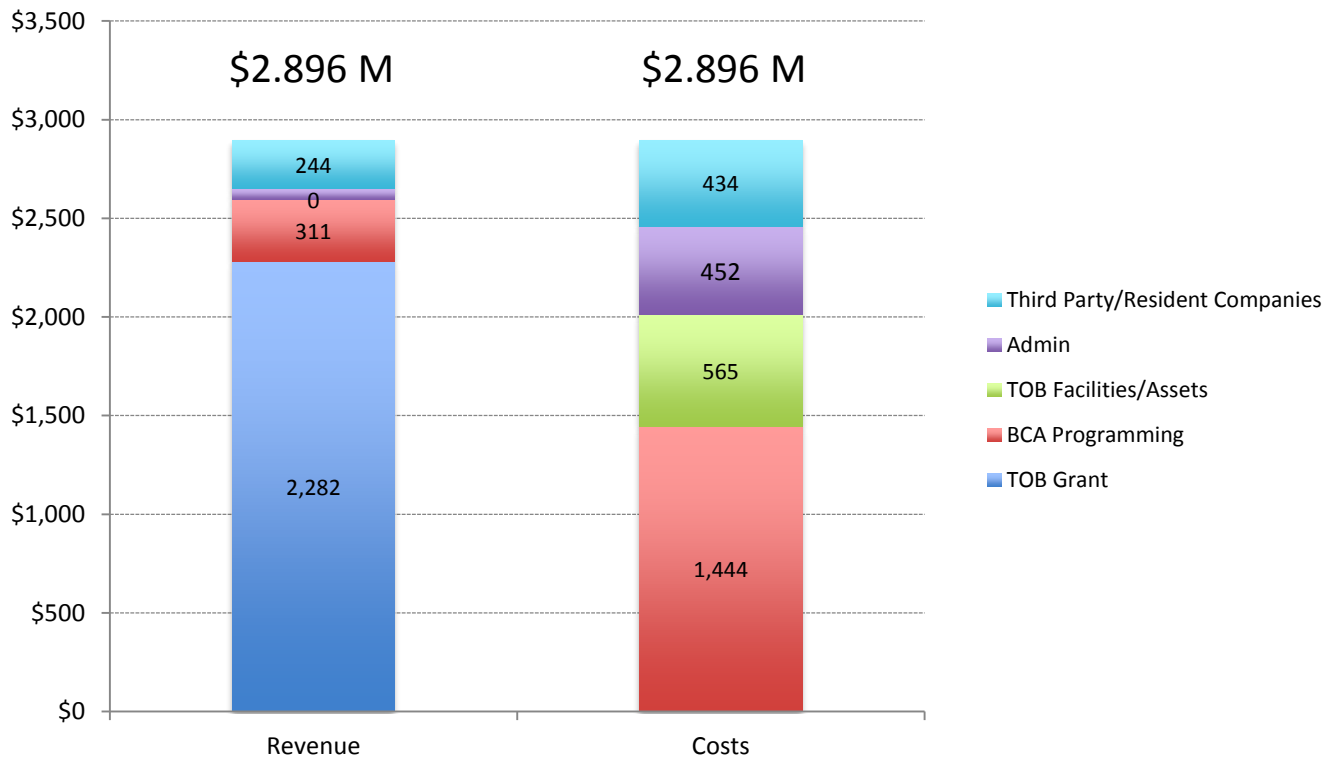
(297,467 Balance offset with retained earnings/contingency)

2018 Budget-First Pass

	2018 Budget				
	2018 Budget	2017 Budget	2018 vs 2017 Budget	% Change	
Donation Income	14,250	14,250	-	0%	Increase in Arts Gvt & Foundation Grants (Tom's Baby Eliminated 2017)
Grants	2,347,366	2,317,366	30,000	1%	
Program Revenue	533,974	520,350	13,624	3%	
Misc Revenue	-	-	-	n/m	
Total Income	2,895,590	2,851,966	43,624	2%	
Production Expense	630,482	607,680	22,802	4%	Tom's Baby Eliminated from 2017; FAF and Town Party Artist Fee Decrease Wage increases and restructuring impact offset by lower than budget 2017 Wage & HC Expected inflation increases, increased development & T&E Event Insurance decline due to FAF TOB Allocations not yet received; town grant to change w/ actual allocations 2018 includes HR Services & increased Finance Support Specific allocation of BRS contingency vs prior years
Artist Expense	577,150	604,150	(27,000)	-4%	
Payroll	1,108,043	1,099,172	8,871	1%	
Admin Operations - Other	47,391	34,130	13,261	39%	
Insurance	45,122	53,632	(8,510)	-16%	
IT	115,182	115,182	-	0%	
Office Equip Furniture & Ren	10,000	10,000	-	0%	
Office Supplies	14,180	12,950	1,230	9%	
Professional Fees	68,000	60,000	8,000	13%	
Telephone & Internet	5,040	5,040	-	0%	
Marketing	250,000	250,000	-	0%	
Contingency	25,000	-	25,000	n/m	
Total Expenses	2,895,590	2,851,936	43,654	2%	
Net Income	(0)	0	(0)	n/m	

2018 Budget-First Pass

Revenue and Expenses by Layer



2018 Budget-First Pass

TOB Funding vs Earned/Contributed Revenue

	TOB Funding	\$ Increase	% Increase
2015	1,626,036		
2016	1,917,621	291,585	18%
2017	2,282,366	364,745	19%
2018	2,282,366	-	0%

	Earned Revenue	\$ Increase	% Increase
2015	499,659		
2016	582,702	83,043	17%
2017	594,600	11,898	2%
2018	613,224	18,624	3%

	Earned Revenue % of Total
2015	24%
2016	23%
2017	21%
2018	21%

Breckenridge Heritage Alliance
2018 Operating Budget - DRAFT

	2016 actuals (not including in kind)	2017 budget	2018 Budget
Income			
Grants	6,000	6,000	6,000
Town of Breckenridge	420,000	450,000	490,000
Other Donations	16,392	5,000	16,000
Misc. & Interest Income	5,860	0	5,000
Site Income - Year-Round	61,236	70,000	70,000
Merchandise Sales	7,643	7,000	8,000
Site Income - Seasonal	18,865	20,000	20,000
Special Event, Site Rental & Program Income	9,903	17,000	15,000
Membership	2,110	5,000	3,000
Total	548,009	580,000	633,000
Expenses			
Business Expenses & Administration	32,058	37,100	51,500
Merchandise & New BHA Publications	8,967	7,500	8,500
Site Operations - Year Round (Rent, Utilities, Sewer, Repairs, Alarm, Exhibit Expenses, Landscaping, snow removal, Supplies, contractors i.e. exhibit design)	54,866	57,850	65,000
Site Operations - Seasonal (Summer)	7,032	14,050	12,000
Programs & Events	9,355	11,800	12,000
Administration Payroll, Taxes, Benefits, Payroll Fees	296,212	298,000	322,000
Tour Guides Year Round	76,622	81,200	90,000
Tour Guides Seasonal (Summer)	14,755	19,500	22,000
Marketing	45,140	45,000	50,000
Site Maintenance Staff Member	0	8,000	0
Total Expenses	545,007	580,000	633,000
Total Surplus	3,002	0	0

**Breckenridge Heritage Alliance
Five Year CIP Plan, 2017-2022 - DRAFT**

Project	Description	2017	2018	2019	2020	2021	2022
Eberlein House Rehabilitation	Historic Structure Assessment (HSA) in 2016/17. BHA received a \$7,560 History Colorado grant to cover the HSA. Rehabilitate building to have multiple uses, including collections storage for BHA artifacts, public tours, meetings, other uses. This option includes construction of a full basement to allow for maximum flexibility and also includes site work (parking lot grading, etc.) Project will not start until summer 2018. Total project cost is \$240,000 (2017 & 2018 funding combined).	55,000	185,000				
Sallie Barber Mine Stabilization	Stabilize head frame to prevent eventual collapse and shore up ore bin. Replace missing sheave wheel at top of headframe. This is one of the most popular hike/ski to mine sites in the Breckenridge area and easy to access via Sallie Barber Road. Potential funding partnership with OSAC/the County. 2017 funds for planning; 2018 plans for implementation.	5,000	50,000				
Breckenridge Archives	BHA archives built from the ground up 2015-now. 2017 funds dedicated to archives photographic digitization and web site development. 2018 - build additional custom storage (we are nearly at capacity) and digitize a portion of the map collection (more than 1,000 maps in collection). Long-range plans (2019) refer to paid contractor/intern to catalog (only 5% of materials are currently inventoried) and archives expansion (2021).	30,000	35,000	15,000		75,000	
Modern Breckenridge Exhibit	Exhibit highlighting Breckenridge from 1960s to now, to replace the existing ski museum and expand displays to include mountain biking, "modern" Breckenridge culture and characters. Location TBD. May include permanent exhibit (graphic panels and interactive displays), film, oral histories, etc. 2018 planning funds; 2019/2020 implementation.		25,000	125,000	125,000		
Mine Sites Inventory - Phase Three	84 mine sites inventoried as part of phases one and two. Approximately 60 additional mine sites in the Breckenridge area need to be inventoried and surveyed, beginning in 2017. Additional funding in 2018 will allow us to complete the mines sites inventory project.	20,000	20,000				
Museum Acquisitions/Displays/Collections Care	Funds to go toward artifact acquisitions, new exhibits and significant projects related to collections care. In 2016/17 funds were used to acquire artifacts from the Western Museum of Mining and Industry in Colorado Springs and construct the Washington Concentration Mill exhibit (in process) and preservation of the newspaper wall coverings in the Milne House (which are rapidly deteriorating). 2018 project - UV filters on house museum windows, update lighting to LED.	15,000	20,000	20,000	20,000	20,000	20,000
Jessie Mill	To date, the Town has contributed \$78,000 toward stabilizing the Jessie Mill (additional \$7,500 from the County) for a total of \$85,500 spent to between 2013 and 2017. 2018 funds refer to planning and engineering. 2019 funds refer to the construction of a roof structure to prevent ongoing deterioration caused by snow and ice build up. Potential funding partnership with the County. This is the best example we have of a stamp mill. The Jessie is located in a popular, easily-accessed area on Gold Run Road.		15,000	200,000			
Interpretive Signs	Three phases completed in 2010, 2014 and 2016 with interpretive signs installed in French Gulch, on other town/county trails as well as in-town locations. Annual \$5k to go toward sign replacement and new interpretive signs.	5,000	5,000	5,000	5,000	5,000	5,000
Outdoor Artifact Displays	Install large artifacts (i.e. mining equipment) for display at selected outdoor locations in town. Sheave display installed at Prospector Park in 2015. 2019 refers to possible artifact installations along pedestrian corridors identified in the parking/transit study. Interpretive plaques will accompany displays.			15,000		15,000	
Welcome Center	\$50,000 in 2016 dedicated to master plan (now complete). 2017 funds are earmarked for moving current exhibit panels worth keeping to other BHA sites.	5,000					
Wellington/X10U8 Ore Bin Stabilization	New roof and siding installed in 2016 at a cost of \$117,000 to the Town (Summit County contributed an additional \$28,000). 2017 funding for retaining wall improvements and shed roof over gap between structure and wall. Future funding (2020) refers to ongoing maintenance.	30,000			5,000		

**Breckenridge Heritage Alliance
Five Year CIP Plan, 2017-2022 - DRAFT**

Project	Description	2017	2018	2019	2020	2021	2022
Reiling Dredge Stabilization & Interpretation	Stabilization includes repairs, bracing and re-erecting portions of the ladder well framing to preserve the standing features of the dredge. Funding committed to date: \$87,500 from BOSAC; \$87,500 from ToB Council; \$30,000 from OSAC. Total project cost: \$350,000. BHA submitted a grant request to the State Historical Fund for the remaining funds (grant announcements in August 2017). Reiling Dredge put on Endangered Places list in 2015. 2020 placeholder refers to additional on-site interpretation.	87,500			15,000		
Iowa Hill Upgrades	Iowa Hill exhibit completed in 2002. The 2017 project includes replacement of weathered signs, exhibit enhancements and a new trailhead sign.	35,000					
High Line Railroad Park	2021 placeholder for future exhibit improvements to existing displays, additional animation. Other potential infrastructure needs, such as restrooms, are not included here.					100,000	
Valley Brook Cemetery Monument Repair	All damaged monuments from 1997 "blowdown" event have been repaired; more than 160 monuments treated. Ongoing cemetery maintenance will appear in BHA's operating budget. A larger scale restoration (projected 2019) is needed in the Robinson/Kokomo sections of the cemetery, including replacement of missing markers, re-aligning markers, re-grading.			40,000			
Breckenridge Sawmill Museum	To date, \$210,000 in Town funding has been dedicated to the Sawmill Museum. Long range plans may include additional exhibit/interior museum space to house a larger exhibit (i.e. specialized woodworking, blacksmithing).					150,000	
Breckenridge Historic District	Additional building plaques, street sign topper replacement, and other ideas for historic district marketing.				10,000		
Lincoln City stabilization	In partnership with the US Forest Service, preserve historically relevant buildings in Lincoln City. Historic Structure Assessment (HSA) completed in 2015 and Archaeological Assessment in 2017 with funding from History Colorado. 2020 funds refer to additional preservation and interpretation recommended in the HSA report. Future funding from History Colorado is a strong possibility. \$18k Lincoln carryover amount from 2013 Town funding will be applied to future preservation.				100,000		
Klack Cabin	One of the oldest dwellings in Breckenridge, located on the Klack Placer. Stabilized in 2010. Consider moving building to better location for public access (2020) and restoring (2022). The State determined the cabin is no longer contributing to the National Historic District because it was turned 180 degrees in 2010, so moving the building will not impact its status.				35,000		225,000
		\$287,500	\$355,000	\$420,000	\$315,000	\$365,000	\$250,000

MEMO

TO: Town Council, Rick Holman, and Shannon Haynes;
CC: Peter Grosshuesch and Laurie Best
FROM: JenniferMcAtamney
RE: Teacher Recruitment and Retention Fund
DATE: August 31, 2017 (for September 12, 2017 Budget Retreat)

In preparation for the Town Council budget retreat and decisions regarding the 2018 Child Care Program staff has prepared the following memo reflecting on the different approaches for addressing teacher's wages and detailing some of the advantage and disadvantages of each iteration.

The first iteration examined is an expansion of our current Tuition Assistance model. In this model the schools would need to raise daily tuition rates to generate the funds required to cover increased salaries and we would expand the tuition assistance program to provide additional assistance to our existing families and new families who are cost burdened by the increase in tuition. To help Council understand annual costs of care we have included the current rate schedule for the 6 licensed care centers in the county for September as well as a rate sheet which would reflect the required increase of approximately 6.3% to support salaries with increased rates and expanded Tuition Assistance.

Advantages to this approach include:

- This approach reflects the true cost of care and the cost of increased wages for teachers.
- It is simpler to message and communicate the purpose of the increase and does not involve a direct subsidy.
- Straightforward to families, schools and boards to implement and maintain.
- The increase in salaries will be supported by both Town of Breckenridge tuition assistance for cost burdened families and Full Tuition Paying Families

Disadvantages to this approach include:

- To insure families are not cost burdened by the increased rates we would need to expand or eliminate the 150% AMI cap and calculate tuition assistance for eligible families. This could impact families that earn up to \$250,000/annually who would be spending more than 15% of their income on childcare. We expect more families will qualify for assistance as a result of increased rates.
- Staff time required to process applications and administer the program monthly substantially increases with the expansion or elimination of the income cap. In 2016-2017, it was an eight to ten week man effort to process the current load of applications.
- Wage increases incorporated into the schools revenue stream will require Boards to amend budgets and raise tuition in January or delay increases until September tuition cycle. Any mid cycle increase would require the Town to open enrollment for impacted families. Currently 50% of our families are paying tuition without assistance. It is likely that a rate increase will expand the number of families who are cost burdened significantly.
- A rate increase of over 6% in a year could be controversial.

- This will negatively impact middle and low-income families who are using relatively few days of care and are not eligible for tuition assistance because they are not technically cost burdened.
- Increased rates will result in daily tuition that is ~20% higher than centers on the north side of the county. For families who do not qualify for assistance they will seek alternative child care options, leave the community or exit the workforce.

The second iteration which is the Child Care Advisory Committee's recommendation uses a recruitment and retention development fund modeled after the original 2007 program where funds went directly to each school based on the size of their staff/enrollment and was implemented by the Directors and Boards to meet their schools' specific recruitment and retention goals. In this iteration, these funds would come with additional requirements including a minimum starting salary for new teachers and metrics to track the efficacy of the program.

Advantages

- Straightforward to administer, has minimal impact on staff admin time and no impact to current Tuition Assistance Program.
- It is not dependent on implementing a tuition increase and could be rolled out in January affecting teacher's base pay in the New Year.
- Contains the cost of care for all families regardless of the amount of care they use.
- By providing the funds directly to the program, it contains the current and future cost of tuition increases to rates of ~3% annually the keeps the Town out of the daily business of managing Child Care Centers and their personnel.

Disadvantages

- Hides cost of salary increases since tuition does not increase to support salaries. (Staff believes we could address this on families invoices to account for these additional funds)
- Requires more public education and outreach to explain this portion of the program.

The Child Care Advisory Committee along with the schools and their directors have identified recruitment and retention of teachers as a key challenge for our local partner schools. Low starting wages and compensation, which is over 23% below a starting teacher salary with Summit School District, presents an ongoing challenge in attracting quality candidates to this vital field. The committee has determined that supporting wages that are commensurate with the responsibilities and requirements of the position is key to successfully staffing the programs so they can support the needs of our local workforce. We look forward to the Council providing direction and support for either an increase in tuition and subsequent expansion of our existing tuition assistance program or the creation of a recruitment and retention development fund.

Monthly Costs							Annual Costs				
Breckenridge Montessori							1 day/Week	2 day/Week	3 day/Week	4 day/Week	5 day/Week
	Daily Rate	One Day	Two Days	Three Days	Four Days	Five Days	Annual Costs	Annual Costs	Annual Costs	Annual Costs	Annual Costs
	\$65.92			\$857	\$1,143	\$1,428	NA	NA	\$10,283	\$13,711	\$17,139
CH Program							1 day/Week	2 day/Week	3 day/Week	4 day/Week	5 day/Week
		One Day	Two Days	Three Days	Four Days	Five Days	Annual Costs	Annual Costs	Annual Costs	Annual Costs	Annual Costs
Infants & Toddlers	\$84.11	\$364.48	\$728.95	\$1,093.43	\$1,457.90	\$1,822.38	\$4,374	\$8,747	\$13,121	\$17,495	\$21,869
	\$74.59	\$323.24	\$646.48	\$969.72	\$1,292.96	\$1,616.21	\$3,879	\$7,758	\$11,637	\$15,516	\$19,394
LRSH Program							1 day/Week	2 day/Week	3 day/Week	4 day/Week	5 day/Week
	Full Day	One Day	Two Days	Three Days	Four Days	Five Days	Annual Costs	Annual Costs	Annual Costs	Annual Costs	Annual Costs
Infants & Toddlers	\$79.74	\$346	\$691	\$1,037	\$1,382	\$1,728	\$4,146	\$8,293	\$12,439	\$16,586	\$20,732
Preschool	\$74.42	\$323	\$645	\$968	\$1,290	\$1,613	\$3,870	\$7,740	\$11,610	\$15,480	\$19,350
TLC Program							1 day/Week	2 day/Week	3 day/Week	4 day/Week	5 day/Week
	Full Day	One Day	Two Days	Three Days	Four Days	Five Days	Annual Costs	Annual Costs	Annual Costs	Annual Costs	Annual Costs
Infants & Toddlers	\$80.80	\$330	\$700	\$1,050	\$1,318	\$1,622	\$3,960	\$8,404	\$12,605	\$15,816	\$19,464
Preschool	\$74.42	\$304	\$645	\$968	\$1,214	\$1,492	\$3,648	\$7,740	\$11,610	\$14,568	\$17,904
Lake Dillon Preschool							1 day/Week	2 day/Week	3 day/Week	4 day/Week	5 day/Week
	Full Day	One Day	Two Days	Three Days	Four Days	Five Days	Annual Costs	Annual Costs	Annual Costs	Annual Costs	Annual Costs
Infants	\$68.00	\$300	\$582	\$853	\$1,111	\$1,294	\$3,600	\$6,984	\$10,236	\$13,332	\$15,528
Two's	\$67.00	\$289	\$560	\$820	\$1,068	\$1,241	\$3,468	\$6,720	\$9,840	\$12,816	\$14,892
24 - 36 Months	\$65.00	\$273	\$537	\$784	\$1,021	\$1,177	\$3,276	\$6,444	\$9,408	\$12,252	\$14,124
3 - 4.5	\$61.00	\$268	\$525	\$766	\$998	\$1,159	\$3,216	\$6,300	\$9,192	\$11,976	\$13,908
4.5 - K	\$32.00	\$263	\$512	\$749	\$976	\$1,132	\$3,156	\$6,144	\$8,988	\$11,712	\$13,584
Summit County Preschool							1 day/Week	2 day/Week	3 day/Week	4 day/Week	5 day/Week
	Full Day	One Day	Two Days	Three Days	Four Days	Five Days	Annual Costs	Annual Costs	Annual Costs	Annual Costs	Annual Costs
Infant	\$69.00	\$279.13	\$558.25	\$791.70	\$1,035.30	\$1,243.38	\$3,350	\$6,699	\$9,500	\$12,424	\$14,921
Two's	\$65.00	\$263.00	\$522.73	\$740.95	\$969.33	\$1,162.18	\$3,156	\$6,273	\$8,891	\$11,632	\$13,946
Preschool	\$62.00	\$248.68	\$497.35	\$705.43	\$923.65	\$1,121.58	\$2,984	\$5,968	\$8,465	\$11,084	\$13,459

2018 Rates with 6.3% Rate Increase

Monthly Costs							Annual Costs				
Breckenridge Montessori	Daily Rate	One Day	Two Days	Three Days	Four Days	Five Days	1 day/Week Annual Costs	2 day/Week Annual Costs	3 day/Week Annual Costs	4 day/Week Annual Costs	5 day/Week Annual Costs
	\$65.92			\$857	\$1,143	\$1,428	NA	NA	\$10,283	\$13,711	\$17,139
CH Program		One Day	Two Days	Three Days	Four Days	Five Days	1 day/Week Annual Costs	2 day/Week Annual Costs	3 day/Week Annual Costs	4 day/Week Annual Costs	5 day/Week Annual Costs
							\$4,374	\$8,747	\$13,121	\$17,495	\$21,869
Infants & Toddlers	\$84.11	\$364.48	\$728.95	\$1,093.43	\$1,457.90	\$1,822.38	\$3,879	\$7,758	\$11,637	\$15,516	\$19,394
	\$74.59	\$323.24	\$646.48	\$969.72	\$1,292.96	\$1,616.21					
LRSR Program		One Day	Two Days	Three Days	Four Days	Five Days	1 day/Week Annual Costs	2 day/Week Annual Costs	3 day/Week Annual Costs	4 day/Week Annual Costs	5 day/Week Annual Costs
							\$4,146	\$8,293	\$12,439	\$16,586	\$20,732
Infants & Toddlers	\$79.74	\$346	\$691	\$1,036.62	\$1,382	\$1,728	\$3,870	\$7,740	\$11,610	\$15,480	\$19,350
Preschool	\$74.42	\$323	\$645	\$968	\$1,290	\$1,613					
TLC Program		One Day	Two Days	Three Days	Four Days	Five Days	1 day/Week Annual Costs	2 day/Week Annual Costs	3 day/Week Annual Costs	4 day/Week Annual Costs	5 day/Week Annual Costs
							\$4,202	\$8,404	\$12,605	\$16,807	\$21,009
Infants & Toddlers	\$80.80	\$350	\$700	\$1,050	\$1,401	\$1,751	\$3,870	\$7,740	\$11,610	\$15,480	\$19,350
Preschool	\$74.42	\$323	\$645	\$968	\$1,290	\$1,613					
Lake Dillon Preschool		One Day	Two Days	Three Days	Four Days	Five Days	1 day/Week Annual Costs	2 day/Week Annual Costs	3 day/Week Annual Costs	4 day/Week Annual Costs	5 day/Week Annual Costs
							\$3,600	\$6,984	\$10,236	\$13,332	\$15,528
Infants	\$68.00	\$300	\$582	\$853	\$1,111	\$1,294	\$3,468	\$6,720	\$9,840	\$12,816	\$14,892
Two's	\$67.00	\$289	\$560	\$820	\$1,068	\$1,241	\$3,276	\$6,444	\$9,408	\$12,252	\$14,412
24 - 36 Months	\$65.00	\$273	\$537	\$784	\$1,021	\$1,177	\$3,216	\$6,300	\$9,192	\$11,976	\$13,908
3 - 4.5	\$61.00	\$268	\$525	\$766	\$998	\$1,159	\$3,156	\$6,144	\$8,988	\$11,712	\$13,584
4.5 - K	\$32.00	\$263	\$512	\$749	\$976	\$1,132					
Summit County Preschool		One Day	Two Days	Three Days	Four Days	Five Days	1 day/Week Annual Costs	2 day/Week Annual Costs	3 day/Week Annual Costs	4 day/Week Annual Costs	5 day/Week Annual Costs
							\$3,350	\$6,699	\$9,500	\$12,424	\$14,921
Infant	\$69.00	\$279.13	\$558.25	\$791.70	\$1,035.30	\$1,243.38	\$3,156	\$6,273	\$8,891	\$11,632	\$13,946
Two's	\$65.00	\$263.00	\$522.73	\$740.95	\$969.33	\$1,162.18	\$2,984	\$5,968	\$8,465	\$11,084	\$13,459
Preschool	\$62.00	\$248.68	\$497.35	\$705.43	\$923.65	\$1,121.58					

MEMORANDUM

OPEN SPACE & TRAILS

To: Town Council

From: Open Space & Trails Staff

Date: September 12, 2017

Re: Acquisitions - Alpine Breck Lots 4-5, Block 7 and Lot 8, Block 6



1. Alpine Breck Lots 4-5, Block 7, Roberta McCarthy, owner

Acreage: 1.04 acres
Cost/acre: \$62,500
Total cost: \$65,000
Cost to TOB: \$32,500

Background

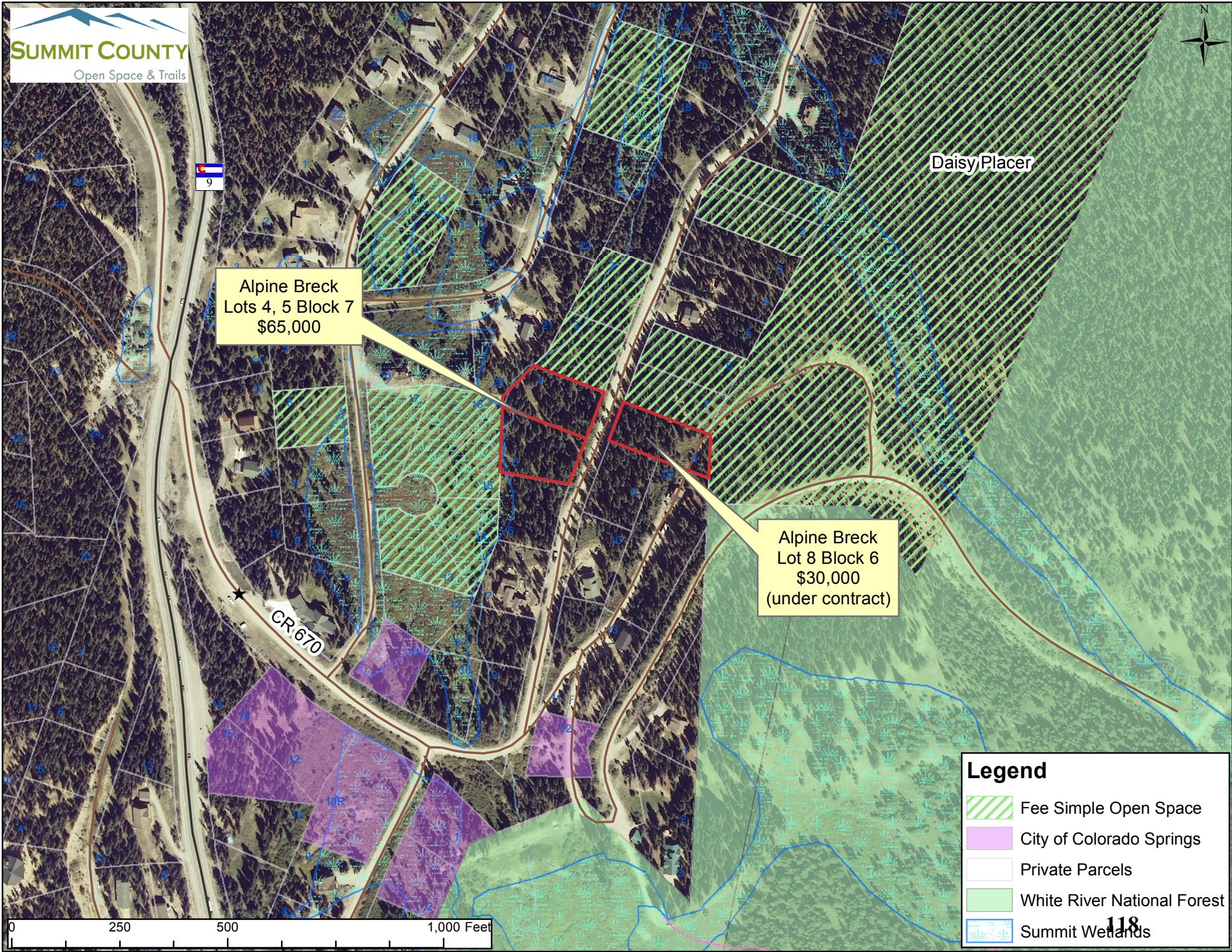
Alpine Breck Lots 4-5, Block 7, consist of two adjacent lots totaling 1.04 acres above Highway 9 on CR 674. The lots are directly across from the Alpine Breck Lot 8, Block 6 property to be acquired. The lots are adjacent to other Alpine Breck open space lots that the Town and County have jointly acquired over the years. The Town and County have focused our resources in Alpine Breck to conserve the high quality wetlands and prevent development in sensitive areas. The lots are zoned R-1 and consist mostly of forested wetlands. A wetland delineation has been completed for the lots. The County has the property under contract and has asked the Town to consider splitting the costs at 50/50.

2. Alpine Breck Lot 8, Block 6 - Dustin Hoerter, owner

Acreage: 0.5 acres
Cost/acre: \$60,000
Total cost: \$30,000
TOB cost: \$15,000

Background

Alpine Breck Lot 8, Block 6, consists of a 0.5-acre lot in a visible location above Highway 9 between CR 674 and 670. It is directly adjacent to the Daisy Placer claim on its northern and eastern boundaries. There is a potential building site, zoned R-1, and the property is mostly treed. The Town and County have jointly acquired numerous Alpine Breck lots over the years and have focused our resources there in order to conserve high quality wetlands and prevent development in sensitive areas. The County has the property under contract and has asked the Town to consider splitting the costs at 50/50.








Alpine Breck
Lots 4, 5 Block 7
\$65,000

Alpine Breck
Lot 8 Block 6
\$30,000
(under contract)

Daisy Placer

CR 670

Legend

-  Fee Simple Open Space
-  City of Colorado Springs
-  Private Parcels
-  White River National Forest
-  Summit Wetlands

0 250 500 1,000 Feet

2017 TOWN COUNCIL GOALS and OBJECTIVES

Rev. 8.28.17

AREA of FOCUS: Parking & Transportation Comprehensive Plan Implementation		
GOAL: <i>Develop and implement a balanced parking and multi-modal transportation plan that preserves the character of the community</i>		
OBJECTIVES - ACTION		SLT LEAD/ Others
1	Develop a five (5) year plan for the design, engineering, permitting and construction of six (6) roundabouts on Highway 9 – beginning with the intersections of S. Main and Village Road.	Shannon, Peter & James
	<i>Staff is currently discussing phasing of roundabouts in conjunction with a parking structure on Tiger Dredge/F-lot. Current recommendations are for construction of a structure beginning summer 2018 with construction of roundabouts on Park Avenue beginning in 2019.</i>	
2	Develop a three (3) year plan for the design (engineering & architecture) and construction of 750 incremental parking spaces – with a 50/50 split between the Ice Rink and in core lots.	Shannon, Peter & James
	<i>Walker Parking was selected to engineer and design a parking structure(s). After an assessment of feasibility Council selected the Tiger Dredge/F-lot location to begin construction and asked for additional information on an Ice Rink structure. The Walker team is working with staff on design and programming for Tiger Dredge/F-lot, as well as assisting with CDOT.</i>	
3	Create a comprehensive communication, marketing and media plan to inform and engage citizens on important aspects and progress of BreckForward initiatives.	Haley
	<i>Staff is planning a presentation to Council in September.</i>	
4	Recommend next steps for the Breck Forward (formerly Parking & Transportation) taskforce, including the possible conversion to an advisory board.	Shannon & James
	<i>Staff continues to meet with the Breck Forward taskforce. Staff may still convert the taskforce to a transit advisory board.</i>	
5	Establish a comprehensive plan for way-finding and the use of technology	Shannon, Peter & James
	<i>Staff is currently researching and revising system to accommodate “real-time” parking information in a mountain environment.</i>	

AREA of FOCUS: Workforce Housing		
GOAL: Support a diversity of local workforce housing options		
OBJECTIVES - ACTION		SLT LEAD/ Others
1	Review responses to Request for Proposal (RFP) for a public/private partnership to develop a live/work neighborhood on five (5) acres of property on Block 11.	Peter
	Staff will make recommendations to Town Council regarding best fit for the property and the Town's housing needs. Construction to start in 2019 with units delivered in 2020/2021	
2	Plan for the next 150 bedrooms in 2017.	Peter
	To be included in the RFP noted above. Construction starts Fall 2018/Spring 2019 – delivery in 2019/2020. The balance will be addressed in the McCain/Block 11 Master Plan update that is currently underway.	
3	Assess the feasibility and develop a timeline for affordable housing on the McCain property.	Peter
	Site premium for the development of housing has been estimated and reported to Town Council. Three to five years (2022) is the estimated start date for housing construction on McCain. Begin predevelopment planning and site prep in 2018.	
4	Partner in the development of a parking structure on the Ice Rink property to determine the feasibility, design, etc. of housing.	Peter
	Staff is moving forward with a structure on Tiger Dredge/F-lot. Council has continued interest in the Ice Rink and if/when that project moves forward staff will look at options for housing.	
5	Assess the feasibility of constructing micro units on property at Public Works for the purpose of housing town employees.	Peter
	Currently on hold pending the outcome of the Dennison Placer 1/Blue 52 apartment building sale strategy.	
6	Construction and sale of Blue 52 townhomes in 2017/18. Identify strategy for possible sale of Blue 52 apartments in early 2018. Apartments to be completed in summer 2018. Construct final six townhomes at entry to Blue 52 in 2018 for delivery in 2019.	Peter
	Vertical construction underway, reservations for the first 17 units being taken.	
7	Inventory & more actively organize and manage the 1,000 deed restricted housing units in the Town's pool of affordable housing.	Peter
	This task is currently underway.	

AREA of FOCUS: Recreational Facilities and Amenities		
GOAL: <i>Ensure that Breckenridge continues to maintain, improve, and develop public recreational facilities and amenities</i>		
OBJECTIVES – ACTION		SLT LEAD/ Others
1	Complete the construction of a new tennis facility built over existing courts within Kingdom Park, as well as the renovation of the recreation center to relocate staff offices, add studio /multi-purpose space, add weight / cardio / circuit training space, and implement other facility improvements as identified through the study.	Scott
	Construction is underway on the new Tennis Center and Recreation Center renovation per the vision outlined in the Recreation Center Master Plan and Council direction. Different portions of the Recreation Center facility will be under construction until April 2018. Some important timelines include: New indoor Tennis Center opens November 2017; Expanded two-story cardio/fitness space and turf gym opens December 2017; New Children’s Wing opens April 2018. Total project completion is scheduled for April 2018.	
2	Determine the feasibility of a countywide partnership for the construction of a field house.	Scott
	Staff is communicating with the Towns of Frisco and Silverthorne, as well as SYNC (Summit County Youth Networking Coalition), to evaluate the possibility of a community field house somewhere in Summit County. Important considerations include potential facility locations, construction costs, partnership models, community support and operational models.	

AREA of FOCUS: Childcare and Early Learning Centers		
GOAL: <i>Ensure access to affordable quality care for local working families</i>		
	OBJECTIVES – ACTION	SLT LEAD/ Others
1	Initiate an update to our needs assessment to study the current and future levels of demand and supply.	Peter
	<i>We will contract with Brown, Bortz and Coddington to conduct an annual update to the 2016 needs assessment in first quarter of 2018 when enrollment is at its peak. This will provide the Town Council with additional data to ensure we are addressing capacity needs for our workforce.</i>	
2	Maintain and enhance the childcare tuition assistance program through ensuring adequate financial assistance is being provided to families that are cost burdened	Peter
	<i>Ongoing. For the 2017/2018 cycle there has been a 20% increase in applications received.</i>	
3	Collaborate with childcare centers to identify and implement best practices in the areas of center operations, fiscal management, and quality of care	Peter
	<i>Partner schools are adopting the Early Learning Ventures Platform for data management, which is funded through Right Start Funds. In addition to data management, this platform provides access to discounted supplies and an optional tuition collection system for a small fee. The first Board of Directors Training class on governance and conflict management will be initiated this fall. In 2018, staff is planning to contract with a grant writer to seek collective impact grants focused on professional development and contract services for all four non-profit centers.</i>	
4	Coordinate a public education campaign on the benefits of early learning	Peter
	<i>In 2018 in addition to general community outreach, staff will focus on local families and employers to ensure they are aware of the extent of the town's investment in child care and our local working families.</i>	
5	Expand the capacity at Carriage House to add 8 new infant/toddler spots and remodel the interior of the school.	Peter
	<i>Carriage House has hired an owner's rep & designer and is preparing a budget and plans for this project. In partnership, staff will seek capital grants to offset the requested budget of \$300,000.</i>	
6	Implement a Teacher Development and Retention Program with minimum starting wages and increase base wages for experienced teachers at our partner schools.	Peter
	<i>If approved by Council, the Childcare committee will begin working with the schools and their boards to implement this program in January of 2018.</i>	
7	Identify long term funding options to ensure childcare centers remain financially sustainable and affordable for families.	Peter
	<i>Town Council committed funding through 2021. The Committee will keep this on their task list.</i>	

AREA of FOCUS: Water Sustainability		
GOAL: Develop and maintain a reliable, sustainable, clean drinking water supply for the Town of Breckenridge and the surrounding service area in the Upper Blue Planning region		
OBJECTIVES - ACTION		SLT LEAD/ Others
1	Develop and enhance the water conservation program by educating the users about water use and develop water conservation incentives to users.	James
	There is a link on the Town website to a smart phone app for Town's water restrictions. Staff continues to educate customers on the impact of leaky toilets (usually the result of a high water bill). The region-wide water efficiency plan should be completed in early 2018. It will include recommendations for water efficiency activities, not necessarily incentives, for all of the water providers in Summit. Activities may include water report cards, irrigations audits, etc.	
2	Develop a diversified and sustainable water supply by building a second water plant.	James
	Town Council approved the 2 nd Water Plant in January 2017. The project is in the final design phase with construction planned for Spring 2018.	
3	Replace portions of the distribution system to minimize leaks and water main breaks.	James
	2014 & 2015 upgrade to Blue Ridge and American Way (PK 7); Fairview main to be replaced with 2 nd plant project; plans for PK 7, Warrior's Mark, and Shekel after 2 nd plant project. Staff continues to conduct annual leak surveys to find leaks that do not surface.	
4	Improve the existing Gary Roberts water treatment plant with new technology and equipment so that it will be able to operate efficiently into the future	James
	A CIP was developed in 2015; filter inspections and network and controls evaluation was completed in 2016; upgrades tentatively planned for 2021-2024.	
5	Develop a plan to repair the Tarn dam.	James
	A repair solution has been determined which will replace both service and emergency spillways with a single spillway. Design is scheduled for 2018 and repair 2021-2023. Currently working on temporary measures which may include additional monitoring wells, sealing cracks, installing survey monitoring points, etc.	

AREA of FOCUS: Public Engagement		
GOAL: Enhance and develop avenues for citizens to engage with the Town of Breckenridge so they are informed, feel heard, become involved and collaborate to find solutions		
OBJECTIVES – ACTION		SLT LEAD/ Others
1	Website – continuously update to meet the needs of our citizens (i.e. obtain feedback, analyze current uses, improve features/functions such as mobile, search, engagement ‘tool’, calendar, etc.).	Haley & Helen
	Staff will implement continuous project updates and highlights on the main page; comprehensive revision of Breck Forward pages scheduled for Fall 2017; Granicus Agenda Management will allow for easy and timely citizen feedback for Council topics.	
2	Video – utilize SCTV-10/SummitNews.com – augment Breck Buzz to include ToB staff and possibly citizens on ‘hot’ topics; develop ‘how to’ short features	Haley
	Staff will roll out new format of Breck Buzz.	
3	State of the Town – enhance ‘printed’ report and add a Town Hall meeting presentation of a high-level overview and Q&A session with full Council.	Haley
	Staff will schedule as needed or at the request of Council.	
4	Public Meetings: Coffee Talks – at least 2 in the evening; neutral locations; varying times to enhance communication & outreach; include Council members on a regular basis, monthly.	Haley & Peyton
	Being held monthly at various locations. Will schedule evening meetings as directed by Council.	
5	Social/Electronic Media – increase fans/followers, provide consistent messaging, experiment with new avenues/products.	Haley
	Rollout of comprehensive social media plan will take place Fall of 2017, including meaningful metrics, content scheduling, targeted demographic messaging and standards to be used across all divisions.	
6	Town Logo Refresh and Median Banners	Haley
	Staff is working with local designers to refresh the Town logo and median banner concepts, as well as rollout a comprehensive logo standards plan that will ensure streamlined design and proper usage of new logo.	

AREA of FOCUS: Employee Culture, Human Resources and Talent Management

GOAL: *Creating and sustaining a culture to support employee engagement and retention*

OBJECTIVES – ACTION		SLT LEAD/ Others
1	Continue follow up and evaluation of pay and benefits to assess our total compensation in comparison to benchmarks.	Dana
	<p>Continue work from the TOB 2017 pay study including a review of internal incumbent pay. Participated in Summit County Government survey with Gallagher in order to receive the survey data results (Received 9.5.17). In September 2016, participated in a MSEC compensation survey for municipalities, in order to receive the survey data results. Evaluated data and it appears the Town is on track with benchmarks. The Town will participate in a MSEC Health and Welfare Plans Survey in June in order to receive data for benefit plan comparisons.</p> <p>Staff is working with UMR and United Healthcare to evaluate our current benefit plans against industry standards. Some coverage changes have been made to conform as needed. Staff is considering additional recommendations.</p>	
2	Implement a new performance management system to encourage a shared mindset and reflect the Town’s <i>Leadership Values & Philosophies</i> .	Dana, Mistaya & Shannon
	HR Director is evaluating current process to gain understanding of strengths and opportunities. TOB Staff met with staff from the Town of Frisco to learn more about Neo Gov Perform. Perform is the software within NeoGov that could potentially provide an online tool for evaluations in the future. In addition, staff will be attending a NeoGov event in Denver.	
3	Design a process for developing talent and linking professional interests with Town Vision, Mission and Goals (2 year goal).	Dana
	Evaluating for process development.	
4	Deliver and facilitate benefit roundtables and training to support and educate employees.	Dana
	Variety of training and roundtables are scheduled for 2017, including, but not limited to, sessions on the following topics: Seasonal recruitment, Kronos timekeeping, Workplace Violence, EEO Training, Leadership Challenge Program, Town Values and Philosophies, ICMA Lunch and Learn, and College Invest. Education sessions are being offered on Innovest and the changes associated with the change to UMR/United Healthcare. Departments have been trained on the new OHC – Online Hiring Center in NeoGov.	
5	Recognize employee accomplishments in meetings w/department staff, town leaders and others.	ALL SLT
	Ongoing work in this area to accomplish satisfied and engaged employees’ town-wide. SLT members continue to work on recognition that supports and engages employees and in turn creates a positive Town culture throughout the organization.	

AREA of FOCUS: Sustainability of the Environment		
GOAL: <i>Implement actions that further the Town's efforts towards sustainability and reduction of our community's carbon footprint</i>		
OBJECTIVES - ACTION		SLT LEAD/ Others
1	Increase the number of businesses that participate in the SustainableBreck Program.	Peter
	Ongoing – The program continues to see annual increases in the number of participating businesses. A new countywide standardized scoring system and marketing plan has been developed and implemented.	
2	Recruit more residential homeowners for participation in the EnergySmart residential program.	Peter
	Ongoing – The program continues to see increases annually in the number of participants.	
3	Market the use of reusable bags to residents and visitors. Design 2 nd reusable bag.	Peter
	A new bag design has been developed and new bags have been ordered, with a rollout of the new bags planned for the winter season. Associated marketing campaign is currently being finalized.	
4	Create a 100% Renewable taskforce to identify and implement new initiatives as part of a long term vision.	Peter
	The taskforce has met numerous times and has presented a series of recommendations to the Town Council. Resolution adopting a TOB goal for 100% renewables to cover our electrical consumption was adopted 8-22-17. Community-wide goal for 2035 tabled for further evaluation.	
5	Facilitate the construction of a second solar garden on McCain.	Peter/Brian
	Part of the 100% renewable strategy.	
6	Promote programs that encourage Town employees to utilize alternative transportation.	Peter
	Successful Winter commutes program recently concluded with a 50% increase in participation over last year. Summer Green Commutes program currently underway.	
8	Promote a positive campaign around the use of Town water instead of for purchase water in non-reusable bottles.	Peter
	Outreach occurred at “Wave” event in Summer of 2017. Green Team to evaluate strategies to implement in 2018.	

AREA of FOCUS: Community Broadband Services		
GOAL: <i>Provide reliable and competitive Broadband services to citizens/businesses/visitors</i>		
OBJECTIVES – ACTION		SLT LEAD/ Others
1	Research and evaluate current broadband infrastructure assets	Brian
	The Town's RFP outlined the Town's need for respondents to assess extant infrastructure assets.	
2	Assess potential for partnerships with Summit County/other Towns.	Brian
	Although the Town determined that a separate RFP was in our interest, we are still in communication with the County regarding potential partnerships.	
3	Assess needs of Breckenridge residents/businesses/visitors.	Brian
	The RFP also addressed the need for surveying the public to determine interest and needs.	
4	Reach out to potential private/public partners for planning and implementation of broadband improvements.	Brian
	The RFP garnered 6 proposals. We did receive proposals from firms we were interested in partnering with. Next steps will be to interview respondents and take steps towards engaging with a firm by early 2018.	
5	Create partnership that will allow for implementation of new/augmented services that provides for the control required by the Town	ALL SLT
	This will be addressed in the final selection of firm to represent the Town's interests.	