

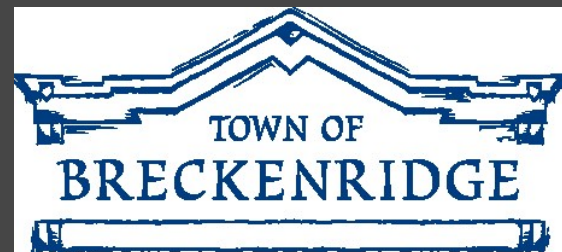
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Adopted Annual Budget

For the year ended December 31, 2017



*NEW Main Street Trolley
part of Breckenridge's new Parking & Transportation plans*



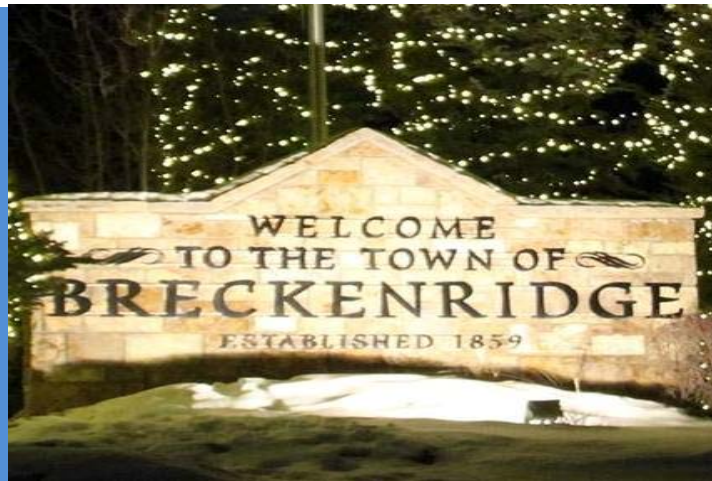
Town of Breckenridge, Colorado

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2017 BUDGET MESSAGE



The Town of Breckenridge annual budget for fiscal year 2017 is hereby submitted.

The budget document put in place for this upcoming year by our Town Council and staff strives to address the many new challenges facing the Town. Revenue growth continues to be strong, and managing this growth is our biggest challenge. We have weathered the Great Recession, and met the cost cutting challenges required by that circumstance. We have had steady revenue growth since then, and have found that economic growth can present threats to our success as a community that are just as concerning as those during a period of contraction. Increased visitation levels are what drive most of our sales tax revenues, and, as a result, we are implementing measures to address parking, traffic, and attainable housing issues.

The biggest single factor in planning a budget is revenue. Without the appropriate resources, staff and Council would not be able to implement sustainable programs. As mentioned above, Breckenridge has experienced steady growth in this area since the end of the Great Recession in 2011. Excise fund sales tax revenues have climbed from \$12.7M in 2011 to a projected \$19.1M in 2016, an increase of over 50%. This remarkable growth has been relatively steady, with annual increases varying from 5% to 13.4%. The growth has also been across all sectors of our local economy. The Real Estate Transfer Tax (RETT) has also rebounded, with 2015 totaling \$5.4M and 2016 projected at \$4.7M, up from \$3.4M in 2011. As has been the Town's practice for many years, we are budgeting conservatively, with most of 2017 tax revenues set at 1% above 2016 projected. The main exception to this practice is RETT, which is budgeted based on known construction projects and a base level of activity.

Our program and capital expenses are detailed below by fund. The Affordable Housing, Child Care, and Capital funds were all a main focus during the 2017 budget process. In addition, we added a new fund for 2017; the Parking and Transportation fund. This fund was created as a result of a successful lift tax ballot question that was approved by our citizens in November of 2015. The revenue for this fund comes from the new lift tax as well as from a few other sources. Program expenditures and capital expenses in this fund are all geared towards improving our parking and transportation infrastructure. Please see "Parking and Transportation fund" below for more detail.

Our Town's vision plan was created in 2002 through an effort that included community focus groups, surveys, and citizen forums. In 2011, a more focused study of community priorities was completed through the SustainableBreck process. SustainableBreck is an effort to further the goals of the Town's



Comprehensive Plan through developing recommendations for environmental, economic and social sustainability. Some of the priorities identified and/or reaffirmed by the citizenry are: affordable housing, childcare, and renewable energy efforts. We continue to keep these priorities and goals in mind as we plan for Breck's future. The document that follows shows how we can achieve these goals in a sustainable and measured way. Please see the Top Council Goals in Appendix 3 for more details on processes related to these priorities.

Issues Impacting the Development of the 2017 Budget

As mentioned in the introduction above, growth on a local level has been steady. The relative improvement in both the national and global economies gives the Town some confidence that the local growth trend will continue into 2017. However, the Town has continued its conservative approach to budgeting for revenue growth, a philosophy that has been both long standing and successful. As mentioned above, we are budgeting a 1% growth rate over 2016 projected results for the 2017 budget year.

Budget Submission Guidance and Review

The Town's budget process is coordinated by our Budget Team. The Team comprises managers and staff from the Administrative and Finance departments. The Budget Team communicates general guidelines and goals to Senior Leadership and staff at the beginning of the budget process. This includes dissemination of a process-oriented budget schedule, as well as more general information, such as preliminary assumptions for revenues.

The Town uses a baseline budget process whereby the prior year budget provides a benchmark for the current level of services and programs provided. Expense and benefits analysis are required for any addition, expansion, or reduction in the current level of services and for some specific budget requests such as staffing, capital projects, or replacement assets.

In September, the Budget Team reviewed the requested budget submissions and packages, interviewed each department and office, and prepared a recommendation that was presented to the Town Council on October 25, 2016. The budget was discussed during the budget retreat on October 25th and further reviewed by the Town Council through the month of November, including two public hearings, leading up to its formal adoption on November 22, 2016.

The Economy

Part of the analysis that goes into creating our annual budget document is a review of the local, state and national economies. As Breckenridge is a resort community, our local success is very much driven by macro economic factors.

The national economy continued its modest growth trend throughout 2016. As of this writing, the national unemployment rate is at 4.6%, its lowest rate since 2007. And the Federal Reserve has raised the key interest rate .25% to a range of 0.5%-.75%. While these are clearly positive economic indicators, the controversial results of the recent national election has tempered enthusiasm and has many wondering what the next four years will hold.



The Colorado economy has an unemployment rate that is favorable to the national level at 3.2%. The unemployment rate in our state has been declining steadily over the past years, and fell from 3.5% at the beginning of this year.

Trends in Revenues and Expenditures

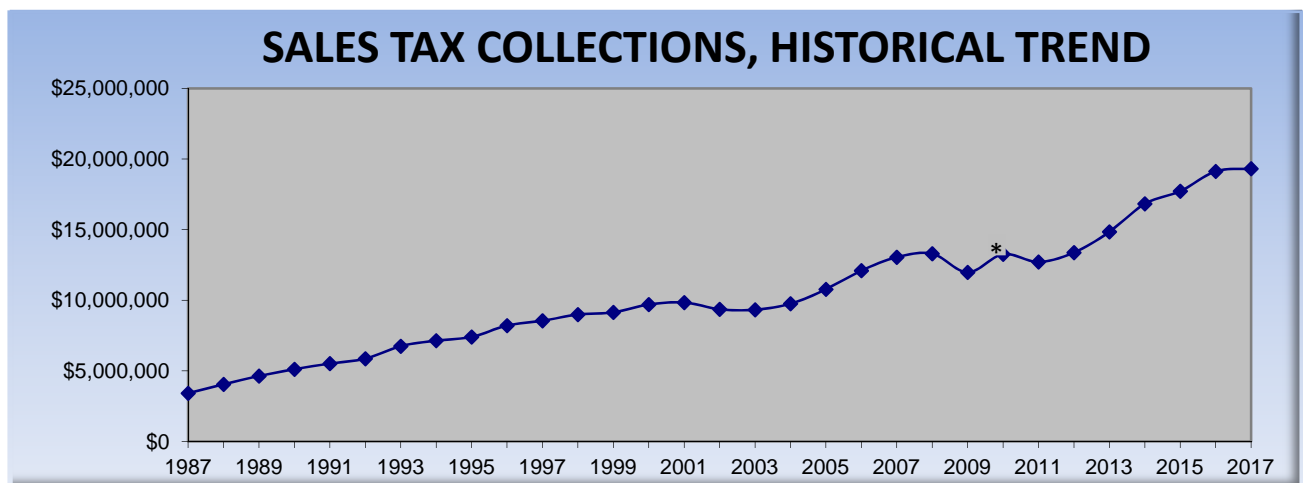
The revenue growth trend we have seen over the past years has continued into 2016. With all major revenue streams up, the Town is still budgeting in a conservative manner, with 2017 budgeted revenues at only 1% above 2016 projected levels. While this seems very conservative, it is important to remember that 2016 projected revenue levels are from 6% to 12% over their budgeted amounts for the year. As such, budget to budget increases are substantive from 2016 to 2017.

On the expenditure side, the Town is facing many challenges on several fronts. We are establishing new programs to manage our continued growth and associated challenges. These include new solutions for managed parking, increased transit services, affordable housing options, and better pedestrian environments. All of this needs to be addressed while we continue our top tier service levels at the Town’s golf facility, recreation center, ice rink, and other locations. Add in our other essential services, such a public safety, streets maintenance and administrative functions, and the picture of how truly busy we are becomes clear.

Sales Tax

Sales tax is our single most important revenue stream, accounting for over 32% of our 2017 budgeted revenues. As mentioned above, sales tax revenue continues to grow steadily, with robust results across all sales tax categories. For 2017, we have budgeted \$19.3M in tax revenue in the Excise fund.

For the purposes of the 2017 budget, the Town is anticipating sales tax revenues to increase 1% over 2016 projections. Within the Excise Fund, sales tax totaled \$18.1M for 2015. The 2016 budget called for \$17.9M in budgeted Excise Fund sales tax revenue. The 2017 base budget number will be approximately \$1,400,000 higher than the 2016 figure at \$19.3M.



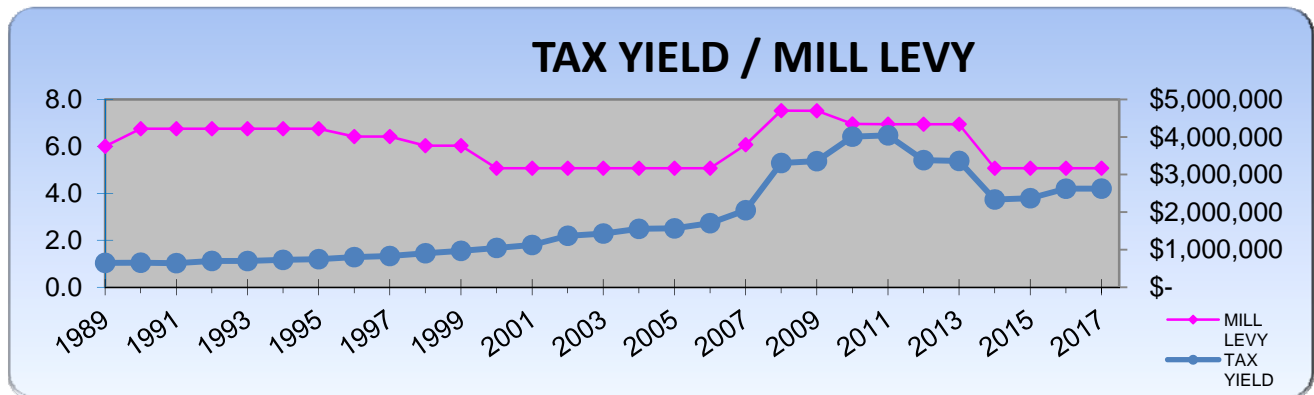
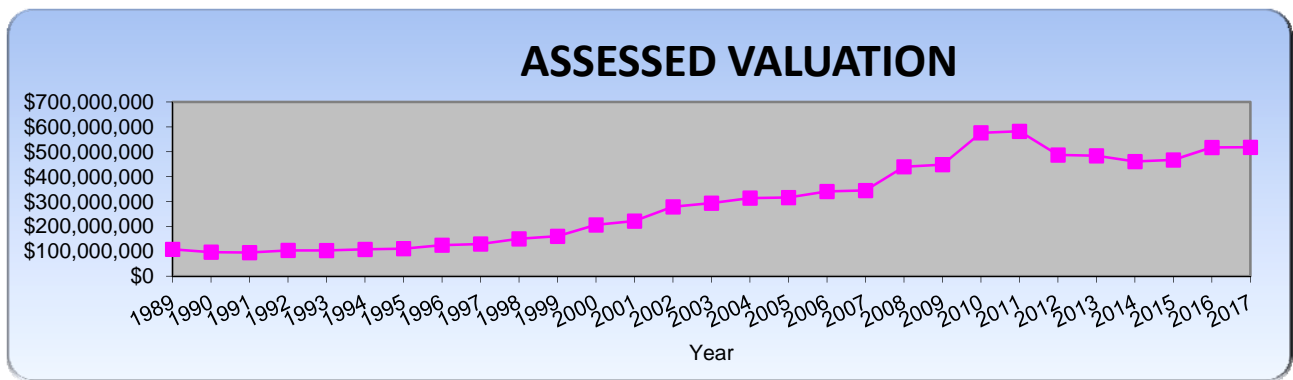
* One-time settlement of \$1.3 million received in 2010 due to a correction in sales taxes payments collected by the state and erroneously paid to another taxing jurisdiction.



Property Tax Revenue

Property taxes are the second single largest source of General Fund revenue for the Town. Property taxes are used to fund operations in the General Fund. For 2017, we are budgeting a small 1% increase in property tax revenues, from \$2,622,493 in 2016 to \$2,648,718 in 2017. Property tax generally lags behind other revenue sources during recoveries, and this cycle has been no exception. As this was not an assessment year, the small change in property tax revenue was to be expected. For 2016, we realized a 11.2% increase over 2015, which ended at \$2.4M.

The below table illustrates the fluctuations in this revenue stream. However, it should also be noted that the mill levy to support a General Obligation Debt issue was only in effect from 2007-2013 at which point the G.O. debt was retired.



Real Estate Transfer Tax (RETT)

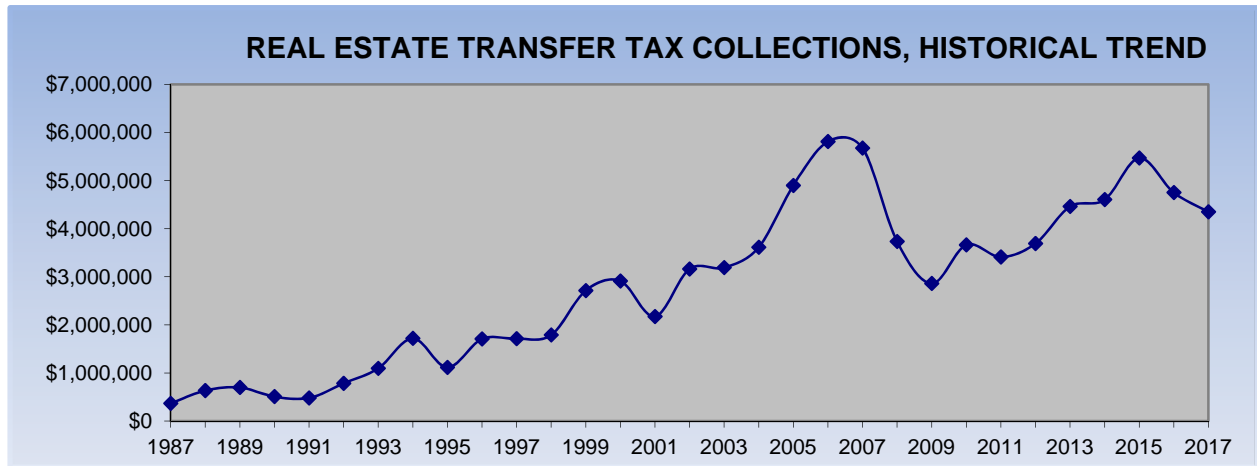
Breckenridge collects 1% of every real estate transaction conducted within the Town limits, with some exceptions. As the graph below illustrates, this is one of our most volatile revenue streams. This line suffered the greatest decrease during the recession, and has rebounded the fastest since. As such, we try to use RETT funds only for capital projects that can quickly be modified or put on hold.

We budget for RETT differently than we budget for other excise tax revenue streams. Staff builds a revenue estimate for 'one-off' projects for the upcoming budget year. Then we create a base level



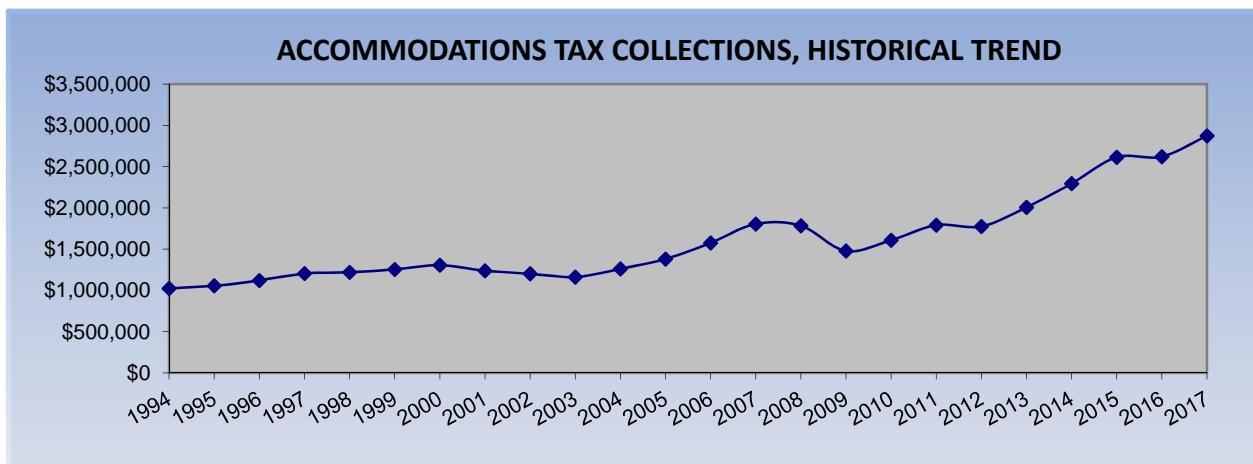
expectation of the ‘churn,’ or sales of existing properties. We then add the two to come up with the next year’s RETT forecast. As a result, RETT forecasts can be lower in a budget year than the current year, but not necessarily reflect a downturn in the local real estate market. Big projects coming into inventory can skew these numbers.

For 2017, we are budgeting \$4.35M in RETT, which is lower than 2016 projected of \$4.75M and the 2015 actual of \$5.47M. This is the result of the process described above.



Accommodation Tax

Accommodation tax is a much smaller revenue stream than sales tax in terms of dollar amount, but is very important as an indicator of how Breckenridge’s lodging community is faring. The 2011 budget was the first to include the additional 1% in accommodations tax approved by the voters in 2010. The additional 1% was dedicated to marketing efforts. As the table below demonstrates, this revenue stream has been growing steadily for the past two years, with dollar sales activity surpassing 2007-08 levels. The result has been that the goal of the 2010 ballot measure has been met; accommodations tax is the main source of funding for the Town’s considerable marketing efforts.





Accommodations tax rate in effect from 1992 to 2010 was 2.4%, a portion of which (.4%) was dedicated for Marketing purposes. Effective January 2011, the Accommodations Tax Rate increased to 3.4% of which 1.4% is dedicated to the Marketing Fund. The above graph illustrates the portion collected in the Excise Fund only. The Town Council has historically transferred another .5% of this tax for marketing purposes on a discretionary basis.

For 2017 we are forecasting a 1% increase over the 2016 projected number for accommodations tax.

Funds Overview

This section of the 2017 Budget Message will give overviews of each of the Town’s seventeen funds budget plans for the upcoming year.

Governmental Funds

General Fund

The majority of the services provided by the Town of Breckenridge are administered through the General Fund. This includes Police, Recreation, Administration, Finance, Municipal Services, Events and Communications, Human Resources, Community Development and Public Works.

A significant change in the General Fund for 2017 is the transfer of the transit and parking management programs to the new Parking and Transportation (P&T) fund. This will make year to year comparisons of the General Fund spend inconsistent for years prior to 2017. The reader will note that the Transit and Parking Management cost centers are shown in both the General and the P&T fund. This was done to provide a more complete picture to the reader. These programs will be listed solely in the P&T fund next year. The details of these programs for 2017 will be discussed in greater detail in the P&T fund discussion.

Aside from the major changes listed above, the General Fund for 2017 does not have any major budgeting or programming changes. Our merit increase percentage will remain the same from 2016 at a range of 0-5.5%. Departments have the discretion to estimate their actual budget merit increase for upcoming years, which is a percentage between 0% and 5.5%.

Excise Fund

The major revenues in the Excise fund are summarized below.

	2016 Budget	2016 Projected	2017 Budget
Sales Tax	\$17,894,506	\$19,118,859	\$19,310,087
Accommodations Tax	2,620,373	2,845,016	2,873,500
RETT	4,240,000	4,751,803	4,350,000
TOTAL	\$ 24,754,879	\$26,715,678	\$26,533,587

The Excise fund serves as the Town’s main tax revenue center. There are no programming expenses in the Excise fund itself. Instead, funds are allocated through transfers from this fund to other funds to facilitate their operations. The biggest single transfer is to the General Fund, budgeted at \$10.4 million for 2017.



The transfer was \$11.6M in 2015 and \$14.0M in 2016. The decrease is largely due to the transfer of the parking management and transit programs moving to the P&T fund.

During 2016, the Town refunded our 2005 certificates of participation (COP) debt issue. This affects the Excise fund in that the new debt service payment for the 2016 COPs is lower than the old level for the 2005 COPs (see Appendix 5). This loan also provided funding for the Huron Landing affordable housing project. Please see the Affordable Housing fund detail below for more information.

Capital Fund

For 2017, the Town has a very ambitious Capital improvements plan (see Appendix 2). These include projects that will improve our Recreation Center, pedestrian walkways and lighting, and transportation infrastructure. These priorities are in line with Council goals (see Appendix 3) and are meant to meet the challenges we are currently facing that have resulted from our economic growth.

For 2017 we are able to move \$3.5M from our Garage fund to the Capital fund. Federal Grants received for new bus purchases have enabled us to make this one time transfer.

While these projects do represent a considerable capital outlay, Staff and Council are making sure the ongoing operational costs associated with new projects such as these will not be an unsustainable burden on the Town's finances.

For details on the 2017 capital improvement plan, please see Appendix 2.

Marketing Fund

The Council continues to emphasize that marketing efforts are extremely important to the continued success of the Town. In November 2010, Breckenridge voters approved a 1% increase to the Town's 2.4% accommodations tax. This revenue stream has allowed the marketing spend to be \$4.2M for 2017.

Affordable Housing Fund

Workforce surveys of the Breckenridge area indicated that affordable housing will remain a challenge for years to come, and this program continues to research potential long range solutions.

The Town has completed the Pinewood 2 affordable rental housing project during 2016, and the project is currently fully occupied. This was the Town's first low income housing tax credit project (LIHTEC), and the compliance process was and continues to be a challenge for staff. However, we have met that challenge and the result is that the project will be substantially funded by this effort.

We are currently completing the Huron Landing affordable housing project in a 50-50 partnership with Summit County. As mentioned above, this project is being funded by the 2016 COP issue the Town completed in early 2016. Summit County will reimburse the Town for 50% of the debt service expense, net of any net operating income from the project.

2017 will also see another affordable housing project progress, Dennison 2. Details for this project are still being worked out, but we anticipate substantial completion in 2017.

The childcare program is no longer administered out of this fund. Instead, it has been moved to its own fund, the Child Care fund, listed below.



2017 will see the beginning of a new revenue source, a .6% County-wide sales tax that will bring an estimated \$2.2M annually. The measure was approved by County voters in November of 2016 and sunsets in 10 years.

Open Space Fund

Acquisition of land for the purposes of conservation and recreation is the main purpose of this fund. The Open Space fund also houses our summer trails crew, which maintains and continuously improves our world class trails system.

Conservation Trust Fund

All governmental agencies that receive Colorado Lottery proceeds under the Great Outdoors Colorado (GOCO) program must maintain a Conservation Trust fund. The purpose of this fund is to receive and distribute the funds allocated to the Town through the program. Breckenridge’s share of this state-wide program is around \$40,000 annually, and the funds are used for outdoor recreation facilities as required.

Child Care Fund

Council has continued its commitment to community child care through the 2017 budget process. The program has been funded through a onetime transfer from the Affordable Housing fund, as well as continued transfers from the Marijuana fund. Our current projections show the fund as sustainable through 2021, at which time Council and Staff will be challenged to find funding sources for this top community priority.

Marijuana Fund

Amendment 64, passed by Colorado voters in 2012, mandates that retail marijuana be legal to possess and purchase by those adults over 21. As a result, we have established both a regulatory and financial structure to handle this novel and highly regulated trade. For 2017, we are predicting \$543,000 in tax revenue for this fund, both from our local taxes, State taxes, and licensing fees.

2015 saw the first downturn in marijuana sales activity in Town since its legalization. The months of March through July were down as much as 16.9% from 2014. However, 2016 has seen a large rebound in this area with projected in-town sales of recreational marijuana set to exceed 2014 levels. Although this is a relatively small revenue source for the Town, it is always of interest.

Special Projects Fund

The Special Projects fund houses our transfers to the Breckenridge Creative Arts (BCA) program and Breckenridge Heritage Alliance (BHA), as well as the Town’s Grants and Reusable Bags programs. The BCA became an independent non-profit organization in 2015. This reorganization is part of the long term vision for the BCA, however the organization will still require Town funding long term. Please see appendices 9 and 10 for the BHA and BCA 2017 budget documents.

Enterprise Funds

The following three funds (Utility, Golf, and Cemetery) are enterprise funds. As such, they are supported by user fees (see Appendix 8, Fee Schedule).



Utility Fund

The Town has been researching the need and options for a new water plant for several years. During 2014, planning began in earnest for this most important project. At public outreach meetings, staff presented to the public the case for a new plant, as well as potential rate impacts. As the need for increased capacity and redundancy in our water system is clear, the feedback from the public was very positive.

Construction cost estimates for the plan are currently being reviewed, and Council is set to make some major decisions in this area during 2017.

The 2017 water rate increases reflect the financial needs for major system capacity improvements. Plant Investment Fees, or PIFs, will go up 10%. They had been increasing at a 5% annual rate in years before 2016. Base water rates will go up 5%, a rate increase percentage we began in 2015.

For full details of the water rate changes, please see Appendix 8, Fee Schedule.

Golf Fund

The golf course completed its major irrigation project in 2016. This had been planned for some time and will serve the facility well going forward. We had excellent weather this summer, as opposed to the 2015 season, enabling us to maximize revenue through the construction project. Future plans include a renovation to the golf course clubhouse, as well as new cutting edge technology golf carts with GPS capability! The entire irrigation project was accomplished using only fee revenues. No tax revenue or transfers were required to fund the project.

Cemetery Fund

This fund accounts for the revenues and costs associated with running our historic Valley Brook Cemetery. The Cemetery is planned to be self-sustaining, using fees for burial and plot sales to fund operations and maintenance.

Internal Service Funds

The following three funds (Garage, IT and Facilities) are internal service funds. Their purpose is to handle operational and capital expenses associated with vehicles, IT equipment and infrastructure, and major building maintenance. The funds charge an annual allocation to each department that covers these expenses. The goal is to charge each department a similar amount each year so as to avoid budgeting for large variable expenses on the department level.

Garage Fund

The Garage fund accounts for the acquisition, maintenance, and disposal of the Town's fleet. This includes everything from buses to sidewalk sweepers, and oil changes to engine overhauls. By utilizing the internal service fund structure, the Town is able to pay cash for vehicles and save many thousands of dollars on interest financing expenses.

In 2017 we plan a \$3.5M transfer from this fund to the Capital fund. This was made possible by grants received for major capital purchases (transit buses) made in 2016.



Information Technology

The IT fund is anticipating an upgrade to our Microsoft Office suite for 2017. We are also looking to redesign our Town’s internal website, as well as help upgrade the IT infrastructure in our Recreation center. The IT fund has been planning on this expense for years, and will be able to absorb this without any ‘spikes’ to departmental budgets.

Facilities Fund

The Facilities Fund is responsible for planning major repairs and maintenance projects to the Town’s considerable physical plant. For 2017, the Fund will administer improvements and repairs to the Ice Rink (flooring), and Town Hall (HVAC).

Parking and Transit

In November of 2015, the voters of Breckenridge approved a new lift ticket tax. The tax of 4.5% applies to all tickets sold for access to ski lift facilities within the Town of Breckenridge only. The tax took effect in July of 2016. The Town is anticipating \$3.5M in revenue from this tax for the 2016-17 ski season.

The ballot also stipulated that the revenue from this tax be used for transportation services and infrastructure within the Town, and that such expenditures be accounted for in a separate fund. As such, we have created the Parking and Transportation fund. The fund contains \$1.29M in capital expenses for 2016 which were approved by Council, and a further \$3.12M for 2017. Operational expenses for 2017 in the fund include the administrative, parking management, transit administration, and transit services programs. Revenues from our new paid parking program are collected in this fund. Please note that 2016 expenditure amounts for these programs have been disclosed in the P&T fund section of this document, although those expenditures were accounted for in the General fund. The figures are presented for the sake of year over year comparisons of the programs, and are clearly noted as General fund expenditures for 2016.

We are hopeful that this new revenue source, as well as the considerable addition funding the Town is putting towards this effort, will help alleviate the difficult problems we face around parking, transportation, and pedestrian accessibility.

Conclusion

Steady economic growth and the associated increase in revenues has become the norm for the Town of Breckenridge over the past few budget cycles. We remain conservative in our overall approach, but the need to address the challenges associated with growth is great. We are holding the line on staff expenditure levels and most program spending levels, but accelerating our capital, parking, and transit service levels. The preservation of our community character and continued success as a world class alpine resort are the goals of these efforts. We need to take steps to ensure that Breckenridge remains a great place to both visit and live. The new lift tax revenue stream will be a great help in pushing these efforts forward, but we must manage these efforts and their attendant costs judiciously. The future of our Town depends on these decisions.

Acknowledgements

Meeting the challenges of the myriad consequences of sustained growth is a theme throughout this document. Breckenridge has worked hard to maintain its position as a top tier, year-round alpine resort Town. However, the increased visitation volumes in both summer and winter have created the need for



better community transportation infrastructure and services. The increased business levels give us the ability to help meet these needs. We must be very careful to make sure we address challenges in a manner that will both solve the problems and preserve our community character.

This year we had some change in our budget team. Our Town Manager of 15 years retired, and the new Town manager and Assistant Town Manager took the lead. We made many changes to the process, and kept some processes the same. As always, we will continue to look for ways to improve our process to make it efficient, thorough, and transparent. We were very gratified when one councilperson remarked that this was the smoothest budget process they had ever seen, in spite of the changes and challenges we have experienced. The budget is always a huge team effort, and would not be a success without the contributions of all our great staff, managers, directors, and Council members.

Respectfully submitted,

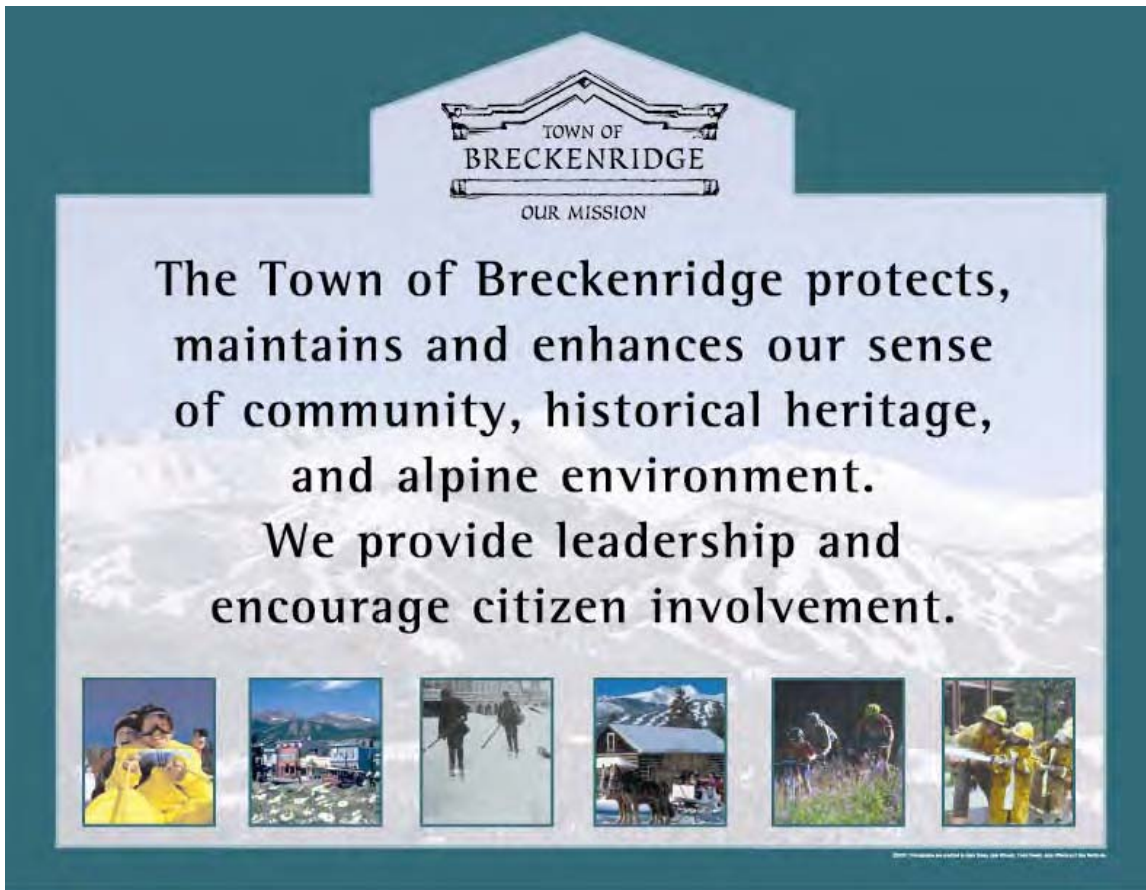
A handwritten signature in blue ink that reads "Rick C. Holman".

Rick Holman
Town Manager

A handwritten signature in black ink that reads "Brian Waldes".

Brian Waldes, CPA, CPFO
Director of Finance & Information
Technology

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The Town of Breckenridge protects, maintains and enhances our sense of community, historical heritage, and alpine environment. We provide leadership and encourage citizen involvement.

The graphic features the Town of Breckenridge logo at the top, followed by the mission statement text. Below the text is a row of six small images: a person in a yellow jacket, a scenic view of Breckenridge, two people skiing, a horse-drawn carriage, a person riding a horse, and two people in yellow jackets working together.

Town Council

Eric Mamula, Mayor

Wendy Wolfe, Mayor Pro Tem

Mark Burke

Erin Gigliello

Elisabeth Lawrence

Mike Dudick

Jeffrey Bergeron





The Town of Breckenridge has established the following long term goals which are expressed in the **Town of Breckenridge Vision Plan**

The Town of Breckenridge is a cohesive and diverse community...



1. Community Character

Where residents and visitors experience a historic mountain town with characteristic charm that offers a safe, friendly and peaceful atmosphere where individuals can live, work, play and raise a family.

2. Economic Viability/Sustainability

Where a strong and sustainable year-round economy insured through partnerships with local businesses, resort operators, and state and federal agencies and anchored by a healthy, vibrant Main Street, supports the diverse economic and employment needs of local residents.

3. Natural Resources

Where the actions of the community ensure that wildlife and its habitat are protected, that views from Town to the surrounding mountains are maintained, that both air and water quality are clean and improved, and that accessible open space, trails and backcountry are preserved.

4. Transportation

Where a multi-modal transportation system provides convenient, low cost, clean, sustainable links to the ski area base facilities, parking facilities, downtown and throughout the community and region.

5. Housing

Where a diversity of housing is integrated throughout the community and provides a variety of housing options.

6. Cultural Resources

Where art, architecture and cultural events and facilities improve the community experience for residents and visitors, offer diverse and affordable programming, and promote Breckenridge as a year-round cultural center for the region.

7. Recreational Resources

Where the natural beauty of the Rocky Mountains is augmented by world class recreational opportunities that provide diverse activities throughout the year. Those activities are served by community facilities that enrich the visitor experience while ensuring affordable and accessible recreation opportunities for residents and visitors.

8. Education, Government, Institutions

Where a responsive and accessible Town government encourages community participation in order to maintain and improve the quality of life for all.

9. Population

Where residents celebrate their collective diversity and where residents and visitors enjoy the mountain spirit that makes one feel comfortable, happy and healthy.

10. The Built Environment

Where the built environment is of high quality design and construction, that respects the historic



context and natural setting. The built environment will also convey innovation and creativity that supports community character and enhances the quality of life through sustainable building and development principles.

Overview of the Town

The Town of Breckenridge is located 9,603 feet above sea level in a U-shaped valley on the western slope of the Continental Divide. In 2009, the Town celebrated its 150th anniversary. The Town boasts world-class amenities for residents and visitors alike. The Breckenridge Ski Resort (owned and operated by Vail Resorts, Inc.) is one of the most visited amenities servicing multi-difficulty ski slopes across 4 peaks on the Ten Mile Range of the Rocky Mountains. However, the Town provides many facilities as well: the Arts District, Recreation Center, Gold Run Nordic Center, Riverwalk Center, Stephen C. West Ice Arena, and the Backstage Theatre. And summer is not to be forgotten; locals always say, "I came for the winters and stayed for the summers." The Open Space and Trails programs in Breckenridge provide unparalleled access to the natural beauty of Breckenridge year-round.

The Town also proactively supports the needs of residents through an affordable housing program and support of childcare facilities. Breckenridge has two elementary schools, four childcare facilities as well as a Colorado Mountain College Campus which offers both 2 year and (limited) 4 year degrees. It is a small Town with big town amenities.

There are 5.3 square miles within the town boundary. Although the Town is home to a permanent population of only approximately 4,540 (2010 census) residents, the peak population that includes day visitors, day skiers, overnight guests, and second homeowners, is estimated to exceed 36,000 on a busy day.

History:

Early Settlement and Mining:

The area that would become Breckenridge was part of the summer hunting grounds of the nomadic White River and Middle Park Ute Native Americans. Although there were a few trappers, mountain men, and traders roaming the area as early as 1840, the establishment of a town was the result of America's mid-nineteenth century rush to settle the West. By 1859 the Pike's Peak Gold Rush was on, and discovery of gold in the Breckenridge area brought miners and fortune seekers to the "Blue River Diggings." Intent upon locating in the Blue River Valley near Fort Mary B, General George E. Spencer's prospecting company founded "Breckinridge" in November of 1859. It is presumed that it was named after President James Buchanan's vice-president, John Cabell Breckinridge (1857-1861) although other theories also exist.

By June of 1860, a U.S. post office had been granted, and a single row of log cabins, tents, and shanties lined the banks of the Blue River. A Denver, Bradford, and Blue River Wagon Road Company connection was secured in 1861, giving lifeblood to the infant community. Breckenridge soon boasted several stores, hotels, and saloons and became the permanent county seat of Summit County, Colorado. A log cabin on the main street became the clerk and recorder's office in 1862.

The Civil War and increasing difficulty in locating free, accessible gold began to clear the camp of prospectors. Individual miners and mining companies consolidated their holdings. While there was some early hydraulic mining in the local gulches, including Lomax, Iowa, and Georgia, the mid-1860s saw a change in the character of the local mining industry. The days of the lone prospector were gone, and

by 1870 the population of Breckenridge had plummeted to 51. Breckenridge was quiet and would remain so until large-scale hydraulic mining created a boom in the early 1870s.

In 1879, rich silver and lead carbonates were discovered, and fortune hunters once again invaded Breckenridge. Miners, merchants, and professionals migrated to the mining camp for a different reason than in 1859. This time it was for silver rather than gold. Breckenridge became an important hard-rock mining location and a prominent supply center. There was plenty of "elbow room" to grow, and the community organized and incorporated a town government in 1880. An ambitious grid was laid out for the 320-acre town site. Breckenridge's wide, main street easily allowed freight wagons to turn around, and soon it became the center of social and athletic activities. During this mining heyday, the downtown provided miners with a variety of attractions. Without diversions, life in the mining camp would have been an endless cycle of routine work.

Soon, more substantial architecture appeared. Comfortable homes and churches were built on the hillside east of Main Street. Saloons and other false-fronted commercial businesses were confined to the downtown area, and Main Street became a business hub. By July of 1880, Breckenridge's population peaked to 1,657 people, and the camp was home to two dancehalls, ten hotels, and eighteen saloons. In addition, Ridge Street, which paralleled Main Street, boasted a grocery store, hotel, post office, dry goods store, bank, assay office, drug store, and newspaper office. In 1882, a depot site for the Denver, South Park, and Pacific Railroad was secured, bringing rail service to the community. Breckenridge's success doomed other rival mining camps, including Swan City, Preston, and Lincoln City.

The railroad route over 11,481-foot Boreas Pass was a particularly difficult segment, and keeping the tracks clear of snow was necessary to reach the remote Breckenridge location. The winter of 1898-99 proved particularly challenging when a record heavy snow fell. Using a rotary snowplow and multiple engines, the track was finally cleared on April 24, and service resumed after a 78-day snow blockade. In town, residents tunneled through the snow to get from one business to another during that heavy snow year.



By 1882, the town had added three newspapers, a schoolhouse, and a cemetery. Breckenridge reigned as queen of the Summit County mining towns. The townspeople had also managed to organize three fire companies to protect the very vulnerable wooden structures. Nevertheless, a major fire in 1884 destroyed a number of buildings along Main Street and Ridge Street. Despite the fire danger, local carpenters continued to build with wood because of the availability of materials and the reduced time, effort, and cost of construction. Few masonry buildings ever appeared in Breckenridge. The town's architecture consisted primarily of Victorian-era log houses, frame cottages, and simple clapboard, false-fronted buildings. In 1887 the largest gold nugget found in the State of Colorado at that time was discovered near Breckenridge. Hard-rock miner Tom Groves walked into town cradling a 13-pound 4 troy bundle that was appropriately named Tom's baby, and, once again, Breckenridge was the place to be.

The region was home to one of the most famous Methodist ministers in Colorado history—Reverend

John Lewis Dyer. Known as the “Snowshoe Itinerant,” John Dyer walked and skied his way through the mountains, bringing the gospel to those who might not otherwise hear it. Carrying heavy canvas sacks of mail over the snow-packed mountain passes, Father Dyer earned enough money to pursue his missionary work in Breckenridge. In 1880, he built Breckenridge's first church, now located on Wellington Road.

Dredge Mining and the early 1900s

By the turn of the century the earlier mining booms were over but gold dredging boats, which employed relatively few people, began operating in 1898. They worked the valley floor's creeks and riverbeds for over twenty years. Town officials believed the Tiger Placers Company would provide jobs during the national depression and allowed the Tiger #1 gold dredge to chew its way through downtown Breckenridge, from the northern town limits to the south end of Main Street. The two-story pontoon boat supported an armature that carried a line of moving buckets that was capable of digging to depths of 70 feet to access gold in the riverbed. The process left rock piles as high as two stories along the Blue River. The dredge also removed all vegetation and displaced any buildings in its path. The riverbed was literally turned upside-down, and much of the landscape was permanently altered. Few of the town's earliest buildings on the west side of the Blue River survived. World War II finally silenced the dredge on October 15, 1942, and the population in Breckenridge declined to approximately 296 individuals in 1950.

Post War to the Skiing Era

A number of Breckenridge's historic buildings were also lost during the "postwar" period for a variety of reasons. Some property owners demolished their structures to reduce their tax burden. Other buildings were lost to accidental fires, and some were purposely burned in practice exercises for volunteer fire crews. Some buildings were even torn down for firewood. While economic activity and population declined with the cessation of mining, Breckenridge never became a ghost town. Instead, it remained home to a few hardy, resilient residents.

Skiing, Recreation, and the Eisenhower Tunnel

A decade later, on December 16, 1961, Rounds and Porter, a Wichita, Kansas lumber company, opened the Breckenridge Ski Area, and a new boom era began. Transportation improvements fueled a new Breckenridge recreation “rush.”

The Eisenhower Tunnel, on Interstate 70, was completed in 1973 and reduced the drive time from Denver to Breckenridge to an hour and a half. As a result of the relatively easy access from the Denver metro area, the high country's recreational activities became increasingly popular.



Activities and Cultural Resources

Breckenridge is an all-season recreation and vacation destination. The mountains come alive in the winter with world-class skiing and snowboarding. Winter activities also include snowshoeing, ice-skating, sleigh rides, and snowmobiling. Winter carnivals, festivals, and events are plentiful. Breckenridge is also a popular summer and fall destination due to outstanding art, history, music, nature, and film programs and events. Summers offer unlimited hiking, biking, rock-climbing, in-line skating, horseback riding, fishing, golfing, and kayaking. Breckenridge is a year-round resort where

visitors and residents can enjoy great scenery, a wonderful climate, and a variety of activities for every interest.

Breckenridge Quick Facts:

Town Size:

- 3,690 acres/5.5 square miles
- 7 miles long/2 miles wide
- 2,200 Developed Acres
- 1,100 Undeveloped Acres
- 563 acres of town-owned land set aside for open space
- 43 acres of community parks

Amenities:

- Restaurants and Bars – 95
- Shops/Boutiques – 246
- Liquor/Grocery Stores – 9
- Historic District Structures – 250
- Hotels/Inns/Bed & Breakfasts – 494
- Condo Units – 2,583
- Parks – 7 parks, 1 preserve
- Nordic Centers – 2
- Skating Rinks – 1 indoor, 1 outdoor
- Golf Course – 1 public (27-holes)
- Tennis Courts – 2 indoor / 12 outdoor summer
- Museums/Art Galleries – 16
- Libraries – 1
- Churches – 6
- Fitness Facilities – 3
- Whitewater Kayak Park – 1
- Ball Fields -2
- Soccer Fields – 2
- Performing Arts Theater/Amphitheater – 2 (Riverwalk Center, Backstage Theater)
- Movie Theater - 1
- Daycare Centers – 4
- Public Parking Lots – 13



Average Temperatures:

Summer

- 70 degrees Fahrenheit (22 degrees Celsius) daytime
- 50 degrees Fahrenheit (10 degrees Celsius) nighttime

Winter

- 28 degrees Fahrenheit (-2 degrees Celsius) daytime
- 15 degrees Fahrenheit (-9 degrees Celsius) nighttime

Weather Averages per Year:

- Humidity – 30 percent
- Days of sunshine – 300
- Inches of snow - 300



Demographics:

Historical populations		
Census Pop.		%±
1870	51	—
1880	1,657	3,149.0%
1900	976	—
1910	834	-14.5%
1920	796	-4.6%
1930	436	-45.2%
1940	381	-12.6%
1950	296	-22.3%
1960	393	32.8%
1970	548	39.4%
1980	818	49.3%
1990	1,285	57.1%
2000	2,408	87.4%
2010	4,540	88.5%



2010 Breckenridge Population by Age:

Geography	Population	18 years of age & over	Under 18
Breckenridge	4,540	86.0%	14.0%
United States	308,745,538	76.0%	24.0%

Breckenridge 2010 Housing Units: Occupied versus Vacant

Geography	Housing Units	Occupied housing units	Vacant housing units
Breckenridge	6,911	28.2%	71.8%
United States	131,704,730	88.6%	11.4%

HOUSING OCCUPANCY		
Total housing units	6,911	100.00%
Occupied housing units	1,946	28.20%
Vacant housing units	4,965	71.80%
For rent	170	2.50%
Rented, not occupied	118	1.70%
For sale only	132	1.90%
Sold, not occupied	7	0.10%
For seasonal, recreational, or occasional use	4,387	63.50%
All other vacants	151	2.20%



These housing occupation statistics reflect the fact that a great deal of the properties in our community are second homes. This helps to illustrate some of the challenges faced and values prioritized by our residents as they experience resort town real estate costs and a high ratio of low-paying service jobs essential to the local economy.

Per the 2010 census, there were 6,911 housing units, 4,540 residents, 1,946 households, and 895 families residing in the town (360 of which have children under 18 years). The racial makeup of the town was 87.9% White, 9% Hispanic or Latino of any race, 0.7% African American, 0.1% Native American, 1.2% Asian, 0% Pacific Islander, 1.12% from other races, and 1% from two or more races.

Of the 1,946 households, 13.4% had children under the age of 18 living with them, 38.9% were married couples living together, 4.1% had a female householder with no husband present, and 54% were non-families. 25.8% of all households were made up of individuals and 2.8% had someone living alone who was 65 years of age or older. The average household size was 2.28 and the average family size was 2.73. In the town, the age distribution was spread out with 15.8% under the age of 20, 11.5% from 20 to 24, 43.2% from 25 to 44, 23.8% from 45 to 64, and 5.8% who were 65 years of age or older. The median age was 32.5 years. For every 100 females there were 126 males.

2010 Census data for BRECKENRIDGE, CO						
POPULATION BY SEX AND AGE	Total Population	% of Total Population	Male	% of Total Population	Female	% of Total Population
	4,540	100.00%	2,529	55.7%	2,011	44.30%
Under 5 years	193	4.30%	93	2.0%	100	2.20%
5 to 9 years	194	4.30%	111	2.4%	83	1.80%
10 to 14 years	157	3.50%	82	1.8%	75	1.70%
15 to 19 years	170	3.70%	92	2.0%	78	1.70%
20 to 24 years	521	11.50%	298	6.6%	223	4.90%
25 to 29 years	725	16.00%	434	9.6%	291	6.40%
30 to 34 years	486	10.70%	288	6.3%	198	4.40%
35 to 39 years	397	8.70%	219	4.8%	178	3.90%
40 to 44 years	355	7.80%	204	4.5%	151	3.30%
45 to 49 years	275	6.10%	143	3.1%	132	2.90%
50 to 54 years	281	6.20%	158	3.5%	123	2.70%
55 to 59 years	276	6.10%	135	3.0%	141	3.10%
60 to 64 years	246	5.40%	128	2.8%	118	2.60%
65 to 69 years	159	3.50%	88	1.9%	71	1.60%
70 to 74 years	59	1.30%	29	0.6%	30	0.70%
75 to 79 years	31	0.70%	20	0.4%	11	0.20%
80 to 84 years	6	0.10%	3	0.1%	3	0.10%
85 years and over	9	0.20%	4	0.1%	5	0.10%
Median age (years)	32.5		32.1		33.3	



Breckenridge housing overview

The data is based upon 2010 estimates.

Statistic	Breckenridge	Colorado	National
Average number of people per household	2.2	2.6	3
Median value owner occupied home	\$682,100	\$265,214	\$200,419
Median property taxes paid	\$2,693	\$1,773	\$1,696
Median rent asked	\$992	\$918	\$801
Percent owner occupied	35.80%	72.00%	72.30%
Percent renter occupied	64.20%	28.00%	27.70%

- The **median home value in Breckenridge** is 157.2% greater than the Colorado average and 240.3% greater than the National average.
- The **median price asked for homes in Breckenridge** is 262.1% greater than the Colorado average and 347.8% greater than the National average.
- The **median rental rates in Breckenridge** is 8.1% greater than the Colorado average and 23.8% greater than the National average.

Breckenridge cost of living index

Index	Breckenridge	Colorado	National
Cost of living index	127	101	100
Goods & Services index	107	99	100
Groceries index	103	100	100
Health care index	105	100	100
Housing index	186	109	100
Transportation index	94	98	100
Utilities index	90	91	100

- The cost of living in Breckenridge is 25.6% greater than the Colorado average.
- The cost of living in Breckenridge is 26.9% greater than the national average.

Each cost of living index is based on a national average of 100. If the amount is below 100, it is lower than the national average. If the amount is above 100, it is higher than the national average.

Breckenridge employment information

The data is based upon 2010 estimates.

Index	Breckenridge	Colorado	National
Income per capita	\$31,087	\$29,594	\$25,804
Median household income	\$54,000	\$60,248	\$52,328
Median household income owner occupied	\$73,521	\$68,088	\$63,664
Median household income renter occupied	\$41,912	\$40,266	\$35,685
Median earnings male	\$29,583	\$39,153	\$38,921
Median earnings female	\$23,633	\$22,779	\$23,115
Unemployment rate ₍₂₀₀₀₎	1.00%	2.70%	4.00%
Unemployment rate ₍₂₀₁₀₎	3.20%	8.00%	9.50%
Unemployment rate ₍₂₀₁₅₎	2.30%	3.50%	5.00%
Poverty level	8.80%	9.60%	12.30%



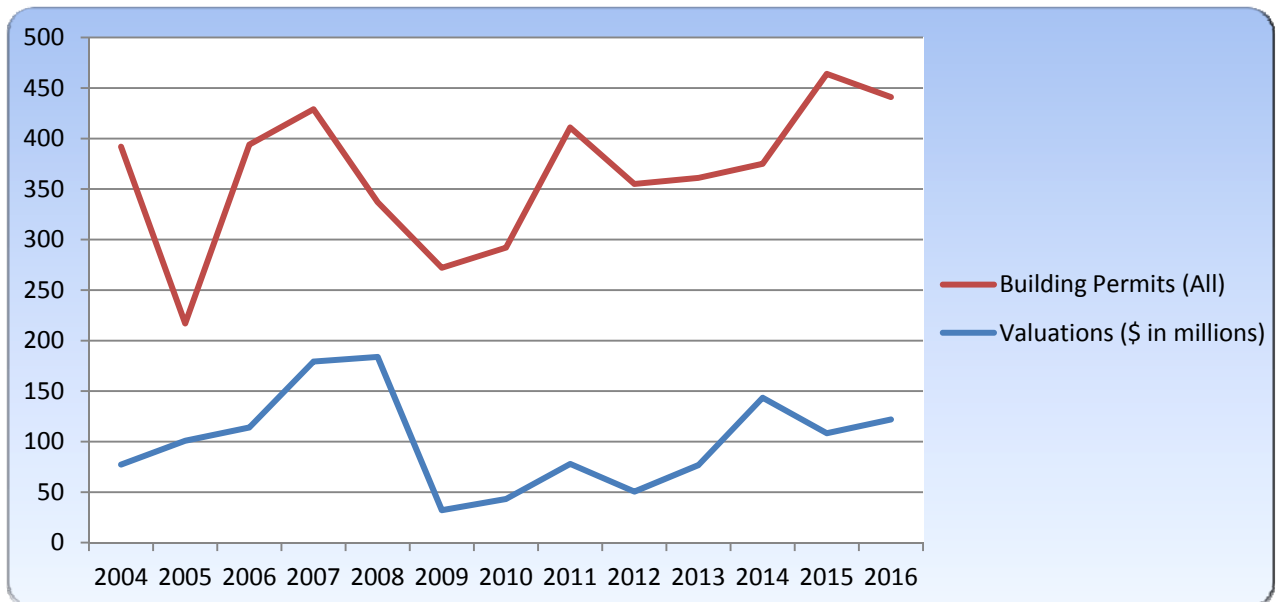
- The income per capita in Breckenridge is 5% greater than the Colorado average and 20.5% greater than the National average.
- The median household income in Breckenridge is 10.4% less than the Colorado average and 3.2% greater than the National average. The median household income in Breckenridge for owner occupied housing is 75.4% greater than the median household income for renter occupied housing in Breckenridge. The median earnings for males in Breckenridge is 25.2% greater than the median earnings for females.
- The poverty level in Breckenridge is 8.7% less than the Colorado average and 28.8% less than the National average.

Employment /Unemployment: unemployment is an indicator of the health of our economy. Since the economic recovery has taken hold, we have seen a decrease in the unemployment rate on a national, state and local level. Resort areas such as Summit County and neighboring Eagle and Pitkin Counties typically see seasonal changes in the unemployment rate, based on the operations of the ski areas. Although this seasonal trend continues, the percentage of year-round unemployed persons is lower than during the 2009-2012 recessionary period.

Unemployment in the construction sector had been lagging behind in the economic recovery, but it appears that this sector is finally seeing improvement. Three large-scale development permits valued at approximately \$78M were pulled in 2015. This is the reason valuations ticked up relative to the number of permits (see below). However, these developments are timeshare facilities so they do not provide local workforce housing. The number of building permits for 2015 exceeded that of the most recent high in 2007.

Building Permits:

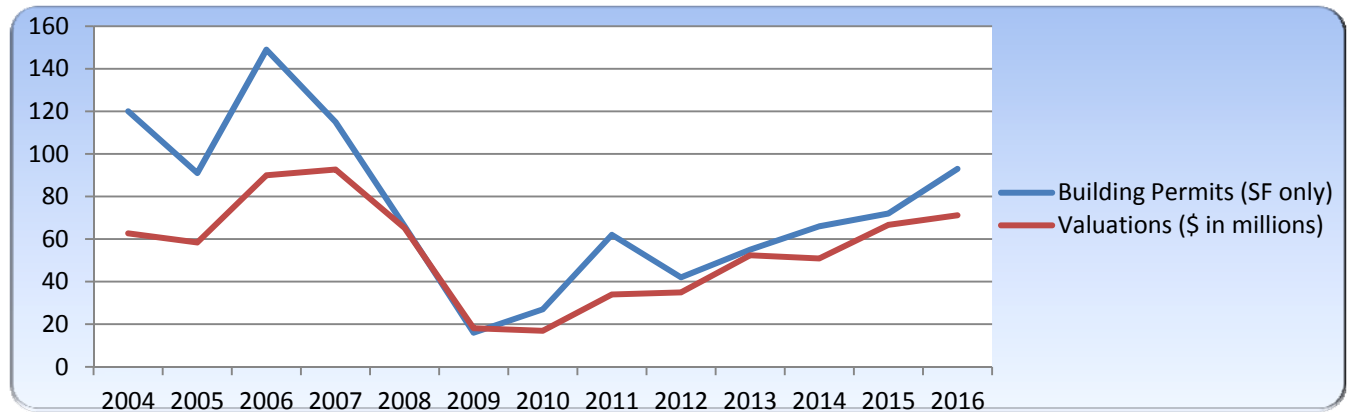
Year	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Building Permits (All)	392	217	394	429	337	272	292	411	355	361	375	464	441
Valuations (\$ in millions)	77.3	100.9	113.9	179.2	183.9	32.2	43.3	77.9	50.5	76.8	143.5	108.3	121.9





New residential construction has been ticking up as the inventory of homes for sale has been reduced. Below is a graph of permits and valuations for new single family homes only:

Year	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Building Permits (SF only)	120	91	149	115	66	16	27	62	42	55	66	72	93
Valuations (\$ in millions)	62.7	58.4	90.0	92.7	65.2	18.1	16.9	34.0	34.9	52.4	50.9	66.7	71.2



The number of building permits and valuation is beginning to approach that of 2005 when the real estate bubble began. Given the economic upheaval of the last recession this is somewhat concerning, but a recent survey shows a need for more workforce housing.

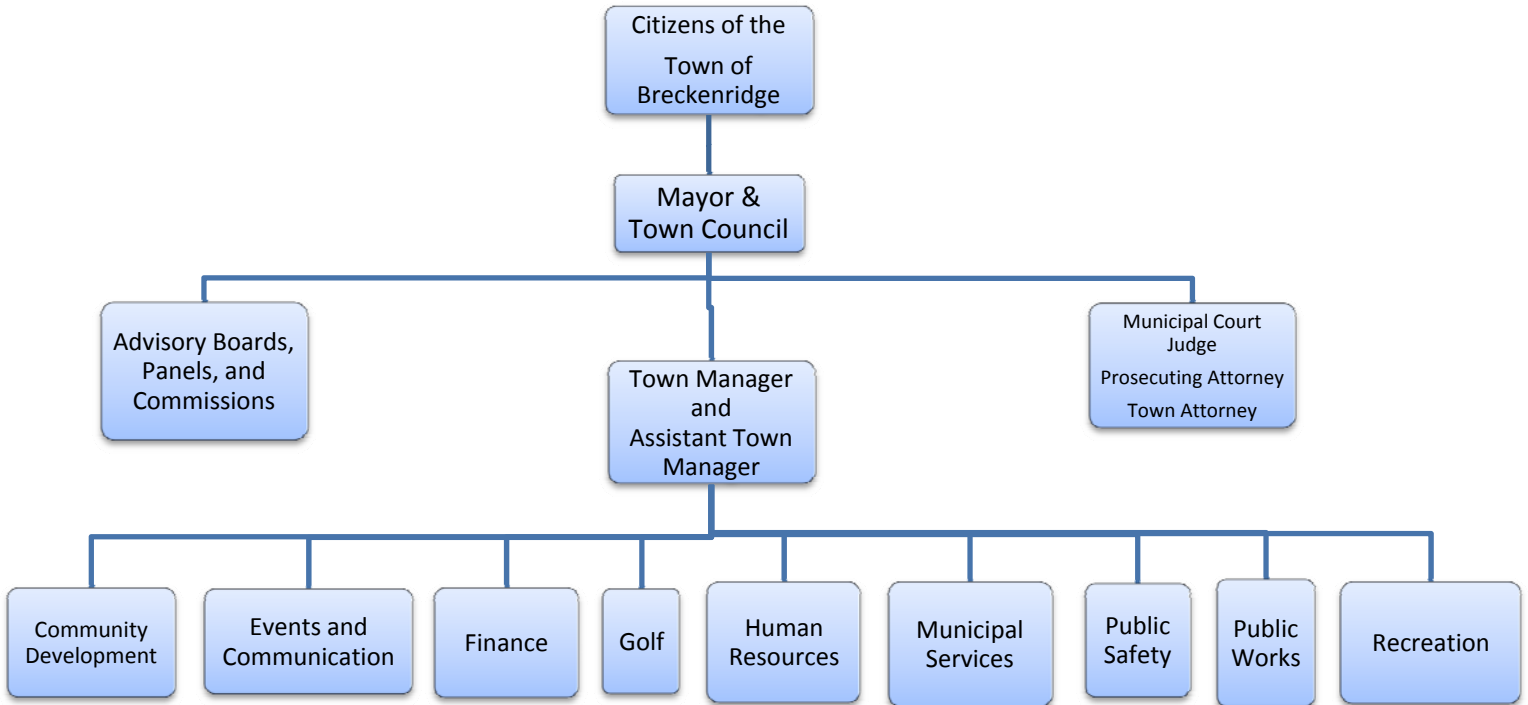
As the Town of Breckenridge is in close proximity to the Breckenridge Ski Resort, tourism is the source of most local employment.

Major Employers:

Rank	Business Name	2016 # of employees	2016 % of Total
1	VAIL SUMMIT RESORTS INC	873	15%
2	Peak 8 Properties LLC DBA BGV	496	9%
3	KEYSTONE FOOD & BEVERAGE COMPANY	278	5%
4	Beaver Run Resort & Conference Center	193	3%
5	City Market #30	118	2%
6	Empire Burger/Giampetros/Park & Main/Briar Rose	116	2%
7	Specialty Sports Venture	110	2%
8	VILLAGE AT BRECKENRIDGE ACQUISITION CORP	99	2%
9	Kenosha Steakhouse/Rita's	61	1%
10	RESORTQUEST COLORADO LLC	56	1%
Total of Top Ten Employers		2400	
Total Employees in Town Businesses		5663	
2016 % Employed by Top Ten Employers		42%	



Government: The Town of Breckenridge is a political subdivision of the State of Colorado organized as a Home Rule Municipality with a Council-Manager form of government. The Town's legislative authority is vested in an elected seven-member Town Council, which includes the Mayor. The council shall determine policies, enact local legislation, adopt budgets and appoint the Town Manager. The Town Manager shall execute the laws and administer the town government.



Advisory Boards, Panels, and Commissions

In addition to the Town Council, there are volunteer Citizen Advisory boards, committees, and panels that advise the Town Council on the proper course of action on any number of subjects. Through this system, civic-minded citizens can get involved in Town government. The Town, in turn, benefits from citizen knowledge, experience, and expertise.

Breckenridge Open Space Advisory Commission (BOSAC): A Town Council-appointed advisory body that helps oversee the Town’s Open Space program. The Town’s Open Space program was established in 1997 when Town voters approved a 0.5% sales tax to be dedicated exclusively to open space acquisition and management. BOSAC is responsible for reviewing open space activities including property purchases, forest management, trail construction and maintenance, natural area research, and more. BOSAC develops and approves annual work plans and provides budgetary recommendations for Town Council consideration. BOSAC members are appointed for two-year terms by Town Council.

Liquor Licensing Authority: Conducts public hearings for consideration of all applications relating to new alcohol beverage licenses; the consideration of a change of location for a current license; alleged violations of the Colorado Liquor and Beer Codes; and controversial issues pertaining to the liquor licensing process and/or laws.

Planning Commission: Responsible for reviewing development applications and advising the Town Council on development matters, code changes and policy issues. The Commission also acts as the Town's historic preservation commission and reviews restorations of historic properties, new



construction and applications for local landmarking. Planning Commissioners are appointed by the Town Council and serve four-year terms. They are required to be Breckenridge residents and electors.

Breckenridge Child Care Advisory Committee (BCAC): Advises the Council in regard to child care programs and funding. This advisory group is currently comprised of 6 community members representing various sectors; a Town Council member also serves on this committee.

Recreation Advisory Committee: An important link between the community and the programs, services and facilities provided by the Recreation Department. It is our belief that a partnership between staff and the community is of primary importance in identifying and meeting the recreational needs of the community.

Elections: Town elections shall be governed by the Colorado municipal election laws as now existing or hereafter amended or modified, except as otherwise provided by this charter, or by ordinance hereafter enacted. A regular municipal election shall be held on the first Tuesday in April, 1982, and biennially thereafter. Any special municipal election may be called by resolution or ordinance of the council at least thirty two (32) days in advance of such election. The resolution or ordinance calling a special municipal election shall set forth the purpose or purposes of such election. Polling places for all municipal elections shall be open from 7 A.M. to 7 P.M. on Election Day.

Introduction to Financial Policies: The Town of Breckenridge has developed a comprehensive set of financial policies which are an integral part of the development of service, capital, and financial plans and the budget. The preparation of the budget begins the financial management cycle, progresses to an adopted budget, and continues through accounting, monitoring and evaluating stages.

Accounting Policies: In general, it will be the policy of the Town to:

Develop a balanced Town budget in conjunction with the departments and Town Manager which is submitted to the Town Council for review and adoption prior to each fiscal year. A balanced budget according to State budget law is defined as one where expenditures are not in excess of available revenues plus beginning fund balances.

Prepare and present regular reports that analyze, evaluate, and forecast the Town's financial performance and economic conditions. This information will be made available to the public for their inspection.

An independent audit will be performed annually. The Town will issue annually a Comprehensive Annual Financial Report (CAFR) in accordance with generally accepted accounting principles (GAAP) as outlined in the Governmental Accounting, Auditing and Financial Reporting (GAAFR) publication.

The Town's annual budget for governmental funds is prepared using the modified accrual basis of accounting; under this method, the focus is on current financial resources measurement whereby revenues are recognized when they become both measurable and available. "Measurable" means the amount of the transaction that can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the related fund liability is incurred.

The annual budgets for the proprietary (enterprise) funds are prepared using the accrual basis of accounting, meaning that revenues and expenses are recognized when they are earned or incurred; when preparing the annual financial statements for these funds, the full accrual basis of accounting is used, meaning that revenues and expenses are recognized when they are earned and incurred. Depreciation is not included as a budget item in enterprise funds.

At the end of the fiscal year, adjustments are made to present the financial information in a format that is comparable to that used by other local government units around the country. The standards for this reporting are referred to as “generally accepted accounting principles” (or GAAP basis). The adjustments to convert the Town’s financial records from “budget basis” to “GAAP basis” are made to ensure that the Town’s financial statements are fairly and consistently presented in conformance with GAAP.

Fund Accounting: The Town of Breckenridge’s accounting system is organized and operated on a fund basis. Each accounting entity is accounted for in a separate “fund” which is defined as a fiscal accounting entity with a self-balancing set of accounts recording cash and other financial resources together with related liabilities and residual equities or balances, and changes therein. The separation of the Town’s activities into funds allows the Town to maintain the appropriate (required) controls over expenditures for each activity and to report on specific activities to interested citizens.

Fund Types and the purpose of each:

Governmental Funds:

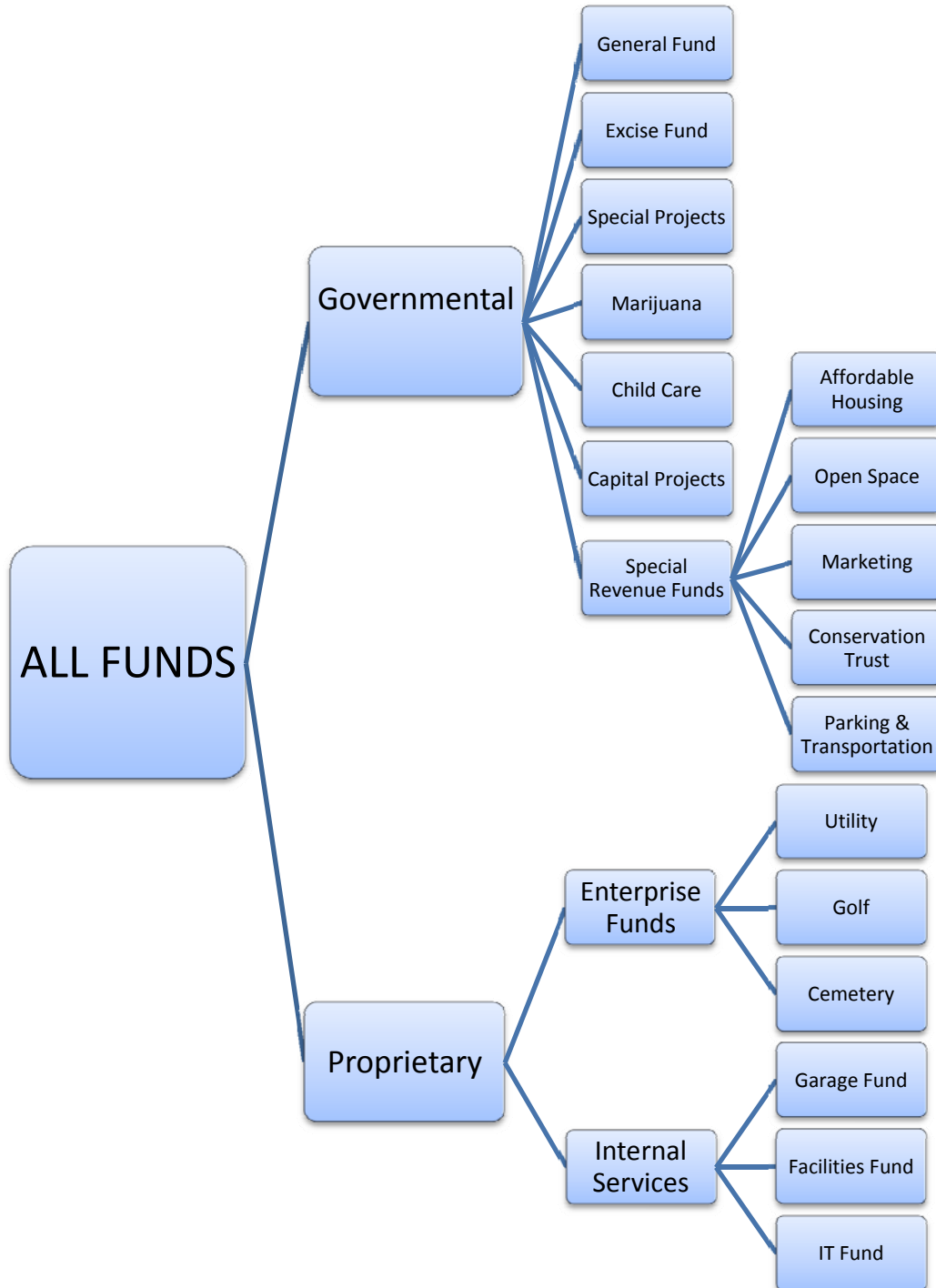
1. General Fund: to account for the administrative, police protection, parks, recreation, transit, streets, community development and administrative functions of the Town. Principal sources of revenue consists of property taxes, licenses and permits, grants, charges for services, intergovernmental revenue, interest earnings, and operating transfers from other funds. Major expenditures are for personnel, materials and supplies, purchased services, capital outlay and transfers to other funds.
2. Excise Fund: to account for the collection of Sales, Accommodation, and Real Estate Transfer taxes, along with franchise and other fees which are then transferred to other funds (primarily the General and Capital funds) to support their activities.
3. Capital Projects Fund: to account for resources designated to acquire and construct capital facilities primarily related to infrastructure, except for minor acquisitions financed from regular operating funds.
4. Special Projects Fund: to provide funding for non-routine and non-recurring projects and initiatives.
5. Marijuana Fund: to account for the collection of taxes on medical and retail sales of marijuana. These funds are unrestricted.
6. Child Care Fund: to account for expenses related to the child care programs supported by the Town.

Special Revenue Funds: To account for the proceeds of specific revenue sources that are legally restricted to expenditures with specified purposes. The Town has four Special Revenue Funds: Marketing, Affordable Housing, Open Space, and Conservation Trust.



Proprietary Funds: to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs (expenses including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user determination of revenues earned, expenses incurred, and/or net income as appropriate for capital maintenance, public policy, management control, accountability, or other purposes. The Town has six Proprietary Funds: Golf, Utility, Cemetery (these are Enterprise Funds), Information Technology, Garage, and Facilities (these are Internal Service Funds)

Fund Structure:





Budget Policies: the Town of Breckenridge annual budget appropriation will cover the twelve-month period beginning January 1 and ending December 31 of the following year. Town staff is responsible for preparing, monitoring and reporting on the Town's annual budget. The Town Manager shall annually submit to the council a budget and accompanying message. The budget shall provide a complete financial plan of all town funds and activities for the ensuing fiscal year and, except as required by law or the Town charter, shall be in such form as the manager deems desirable or the council may require. In organizing the budget, the manager shall utilize the most feasible combination of expenditure classification by fund, organization unit, program, purpose or activity and object. It shall begin with a clear, general summary of its contents and shall be so arranged as to show comparative figures for income and expenditures of the preceding fiscal year.

A public hearing on the proposed budget and proposed capital program shall be held by the council no later than forty five (45) days prior to the close of the fiscal year. Notice of the time and place of such hearing shall be published one (1) time at least seven (7) days prior to the hearing.

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

The council shall adopt the budget by resolution on or before the final day of the fiscal year. If it fails to adopt the budget by this date, the amounts appropriated for the current operation for the current fiscal year shall be deemed adopted for the ensuing fiscal year on a month-to-month basis, with all items in it prorated accordingly, until such time as the council adopts the budget for the ensuing fiscal year.

Adoption of the budget by council shall constitute appropriations of the amounts specified therein for expenditure from the funds indicated. The proceeds of any municipal borrowing authorized by article XI of this charter shall not be subject to any requirement of prior budgeting or appropriation as a condition to their expenditure. The amount necessary to repay any such municipal borrowing (including interest thereon) need not be budgeted or appropriated in full in the year in which the borrowing occurs; however, amounts necessary to pay debt service shall (except to the extent they may be payable from other legally available funds in the first year) be budgeted and appropriated on an annual basis, provided that no failure to budget and appropriate such annual debt service amounts shall affect the enforceability of any covenant of the town to make such payments. An appropriation for a capital expenditure shall continue in effect until the purpose for which the appropriation was made has been accomplished, or until the appropriation is abandoned or transferred. (Ord. 7, Series 2002, Election 4-2-2002)

Council shall cause the property tax to be certified to the county for collection as required by law. Copies of the budget and the capital program as adopted shall be public records and shall be made available to the public in the municipal building.

The budget may include an item for contingencies. Except in those cases where there is no logical account to which an expenditure can be charged, expenditures shall not be charged directly to contingencies; but instead, the necessary part of the appropriation for contingencies shall be transferred to the logical account, and the expenditure charged to such account. No such transfer shall be made without the express approval of the council, and then only for expenditures which could not readily be foreseen at the time the budget was adopted.



Amendments after Adoption:

- (a) Supplemental Appropriations. If, during the fiscal year, the Town Manager certifies there are available for appropriation revenues in excess of those estimated in the budget or revenues not previously appropriated, the council by resolution following a public hearing may make supplemental appropriations for the year up to the amount of such excess or unappropriated revenues. (Ord. 5, Series 1992, Election 4-7-1992)
- (b) Emergency Appropriations. To meet a public emergency affecting life, health, property or the public peace, the council may make emergency appropriations. Such appropriations may be made by emergency ordinance in accordance with provisions of section 5.11. To the extent that there are no available unappropriated revenues to meet such appropriations, the council may by emergency ordinance authorize the issuance of emergency notes as provided in article XI of this charter.
- (c) Reduction Of Appropriations. If, at any time during the fiscal year, it appears probable to the manager that the revenues available will be insufficient to meet the amount appropriated, he shall report to the council without delay, indicating the estimated amount of deficit, any remedial action taken by him and his recommendation as to any other steps to be taken. The council shall then take such further action as it deems necessary to prevent or minimize any deficit and for that purpose it may by resolution reduce one or more appropriations.
- (d) Transfer Of Appropriations. Any time during the fiscal year, the manager may transfer part or all of any unencumbered appropriation balance among programs within a department, office or agency and, upon written request of the manager, the council may by resolution transfer part or all of any unencumbered appropriation balance from one department, office, agency or object to another.
- (e) Limitation — Effective Date. No appropriation for debt service may be reduced or transferred. No appropriation may be reduced below any amount required by law to be appropriated or by more than the amount of the unencumbered balance thereof. The supplemental appropriations, emergency appropriations and reduction or transfer of appropriations authorized by this section may be made effective immediately upon adoption.

Budget Preparation Policies: the Accounting Manager shall be responsible for preparing a budget schedule in order to present the Proposed Budget to the Council at the Budget Retreat.

2017 Budget Calendar:

- January Begin Planning for the 2017 Budget

- April Department Heads to discuss major topics in preparation for Spring Retreat

- May Spring Council Budget Retreat

- June
 - Budget training and Distribution of Budget Schedule
 - Departments to submit changes to positions or staffing levels to Human Resources
 - Vehicle requests submitted to Public Works
 - Technology requests submitted to Information Technology Department

- July
 - Fee changes submitted to the Budget Team
 - Revenue estimates submitted to the Budget Team for review
 - Capital Improvement Plan (CIP) distributed to Department Heads for review



August

- Assessors certify total new assessed and actual values for property tax revenues
- Feedback on Staffing, Vehicle and Technology requests provided to Departments
- Expense estimates submitted to the Budget Team
- Departmental Budget Review Meetings

September

- Revision and proofing of budget book by Finance and Departments
- Preview of Capital Improvement Projects with Council (Town Charter requires submission of CIP 2 weeks prior to budget submission)

October Submit Notice of Budget Delivery and CIP to Council (CRS 29-1-106)

October 15 Submit proposed budget and CIP to Council (Statutory requirement –deliver budget to Council no later than October 15 (CRS 29-1-106))

October 25 Council provides feedback at Budget Retreat

November 8 Council certifies Mill Levy, First Reading occurs and Public Hearing on Proposed Budget (TOB charter required deadline of November 15th)

November Assessors’ changes in assessed valuation will be made by a single notification

November 22 At Town Council Meeting, second reading of Mill Levy Ordinance, Second Public Hearing on Operating Budget, and adoption of 2015 Budget by Resolution.

December 15 Deadline to certify mill levy to the Board of County Commissioners (statutory requirement)

The Budget Process:

- The Town Manager, Assistant Town Manager, Finance Director and Accounting Manager review details of each department/fund proposed budget for efficiency and compliance with Council direction.
- Departments will provide a comparison showing the prior year, current year and budget year request. Any difference of a material amount in any given line item will include an explanation of the change.
- The Council shall approve all expenditures from each department and fund on a summarized basis.
- The budget document shall be prepared based on guidelines identified by the Government Finance Officers Association (GFOA), beginning with an introduction to the budget and followed by more detailed information presented by fund and department.
- The budget process shall encourage full participation of the public and ensure opportunities for public hearings and citizen participation. To provide citizens additional opportunities for input regarding the proposed budget, open public hearings shall be held at regularly scheduled Council meetings and work sessions.
- The Town shall adopt the budget in accordance with State requirements and certify the mill levy by the required date.
- The Town shall maintain an accounting system to monitor the budget throughout the year. This system shall provide reports and inquiry access to be used by Staff.



- The Finance Dept. will prepare monthly reports for Council which will include information comparing actual to budgeted expenditures.
- Town staff may present requests to amend the approved budget throughout the year, only after it has been determined by Staff that there are no savings available from other previously approved budget items. The Finance Dept. will prepare a supplemental appropriation resolution officially amending the budget annually.
- The Town will budget grant revenues only after the grant award letter has been received.

Department Responsibility: Departments are responsible for the following in the budget development process:

1. Completion of Budget Information template in provided timeframe, which includes standard narrative including goals & objectives, a functional organizational charge, and activity measures.
2. Financial Summary Requests: Information regarding historical and current financial line item allocations will be provided to each department. The information will be presented in such a format that the department will update the request and then return the final document to the Finance Director.
3. Appropriate revenue and expenditure projections that account for economic conditions, operating changes, community growth, etc. These will be developed in coordination with the Finance Dept.
4. Budget documents from departments will include explanations of significant variations from year to year or from budget to actual results.
5. Capital project planning and cost estimates.
6. Communicating information appropriately to departments and attending budget meetings.
7. Reviewing all budget materials for accuracy, content, and style.

Capital Program: the Town Charter requires a long-range capital improvement plan be submitted to the Town Council two weeks prior to the submission of the fiscal year budget. The capital program shall include:

1. A clear general summary of its contents.
2. A list of all capital improvements which are proposed to be undertaken during the following fiscal years, with appropriate supporting information as to the necessity for the improvement.
3. Cost estimates, method of financing and recommended schedules for each such improvement.
4. The estimated annual cost of operating and maintaining the facilities to be constructed or acquired.

This information may be revised or extended each year with regard to capital improvements still pending or in process of construction or acquisition.

Responsibilities and Reporting: the Engineering Department has the responsibility of preparing the five-year capital improvement plan. The Town Manager and Finance Director will review detailed worksheets used to generate the long range plans. The Finance Dept. will assist in developing appropriate systems to monitor and update the long range plans. Town staff will continually update the long range plans when any significant change is anticipated.

Financial Operating Policies: the Town will contain its expenditures to available revenues plus beginning fund balances, establish and adequately fund reserves, regularly monitor and report on budget performance, evaluate the fiscal impact of new proposals, operate as efficiently as possible and constantly review Town services for appropriateness and effectiveness. When the other Financial Policies fail to address a specific issue, financial operating policies will be reviewed for direction.

Current revenues will exceed current expenditures; each Town fund budget must identify ongoing resources that at least match expected ongoing annual requirements with some exceptions for long term planning. For certain funds, this will include the preparation of ten year pro formas.

Town staff will maintain a system of financial monitoring and control, the major components being a fiscal impact analysis of each significant action of the Town, preparation of financial status reports on the revenues and expenditures to date and budgetary control systems which identify actual to budget variances.

The Town will maintain cash reserves in order to avoid borrowing for general operating purposes, for unforeseen events and emergencies.

As required by GASB 34 for capital assets, the Town will maintain accurate inventories of capital assets, their condition, life span and cost. This information will be used to plan for adjustments to the enterprise fund fees and a long term capital improvement plan. An item is considered a capital asset if the cost is \$5,000 or more and it has a life of greater than five years.

The Town shall review its services and programs periodically in order to ensure the most cost-effective and efficient provision of services.

Revenue Policies: the Town is sensitive to the balance between the need for services and the Town's ability to raise fees, charges and taxes to support Town services. Revenues and rates in the annual budget and the long-range plans will be based on the following policies:

1. The Town will estimate its annual revenues conservatively via analytical processes.
2. Charges for services that benefit specific users should recover full costs, although competing Town policies may dictate a subsidy for a portion of the costs of such services.
3. Charges for service will be reviewed annually for all departments and adjusted, as needed for increased costs of providing those services.
4. The Town shall strive to diversify its revenues in order to maintain needed services during periods of declining economic activity.
5. The Town will use as efficiently as possible the resources that it already collects.
6. The Town will collect as efficiently as possible the resources to which it is already entitled by minimizing receivables and administering collections.
7. The Town will seek new resources consistent with the policies in this document and other Town goals.
8. As part of the annual budget process, major revenue generating proposals will contain an evaluation of the impact on the community. Such evaluation shall be based on prior year circumstances and include all local taxation and fees, not merely the specific service fee or tax proposal.



9. The Accounting Manager will be responsible for reporting any material revenue or expenditure that varies from budget. This will be monitored throughout the year and reported to the Town Manager and Council monthly in a variance analysis memo.
10. The Town will maintain compliance with legal revenue restrictions as identified by voters.

Reserves: Reserves are used to buffer the Town from downturns in the economy, to meet contractual or statutory obligations, to provide for emergency requirements, and to provide an additional source of accumulated funding for major capital improvements or redevelopment. In addition, the Town has resolved to maintain the following reserves:

- 3 month reserve of operational expenses to be maintained in the General Fund
- Emergency reserve required under the TABOR amendment
- 2 years of debt service payments in each respective fund

Additionally the Town has reserves in many other funds. These reserves are being maintained for the specific purpose of each of those funds. All funds should maintain a fund balance at a level which will provide for a positive cash balance throughout the year. Adequate insurance or fund reserves will be maintained to not jeopardize the financial position of the Town in the event of a major unplanned occurrence.

The Town places a priority on maintaining these reserves. Should a deficit exist in a fund with a required reserve, the Town will identify a specific fund to offset the deficit and establish a plan to increase the reserve in that fund. The Town Council may require additional reserves on an individual fund basis. The Council, Town Manager and Finance Director will make decisions on when a reserve will be spent down and will set the spending prioritization of restricted, committed, assigned and unassigned fund balances.

Debt Policies: Long term debt is a liability that places a future contractual or other obligation against future revenues of the Town, such as liabilities arising from bonds, lease purchase agreements and installment purchase contracts. The Breckenridge Town Charter Government has extensive verbiage on the forms of borrowing; however the Town has also established the following debt policies:

1. The Town will confine long term borrowing to capital improvements or projects that cannot be financed from current revenues.
2. The Town will not use long term debt for current or annual operations.
3. The Town will maintain good communications with bond rating agencies regarding its financial condition, following a policy of full disclosure on every financial report and bond prospectus. The Town will maintain a strong bond rating that is consistent with other Town goals.
4. The Town will review its legal debt limitation established by the State at least annually. Debt limits will be included in the statistical section of the Town's Comprehensive Annual Financial Report.

Legal Limits: Colorado State Statute limits the total amount of General Obligation debt to three percent (3%) of the jurisdiction's actual property values. The Town of Breckenridge has **no** debt that is applicable to this margin.

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ALL FUNDS
REVENUE AND EXPENDITURE SUMMARY
INCLUDES TRANSFERS AND FULL APPROPRIATION OF FUND BALANCES

ALL FUNDS	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
REVENUE SUMMARY				
ACCOMMODATION TAX	\$ 4,443,509	\$ 4,454,634	\$ 4,836,526	\$ 4,884,900
CHARGES FOR SERVICES	\$ 3,119,405	\$ 2,442,666	\$ 2,344,700	\$ 2,471,187
DEBT PROCEEDS	\$ -	\$ -	\$ -	\$ -
GOLF COURSE REVENUE	\$ 2,203,822	\$ 2,569,472	\$ 2,607,012	\$ 2,644,906
INTERGOVERNMENTAL REVENUE	\$ 1,344,577	\$ 3,433,492	\$ 1,948,876	\$ 2,297,211
FINES AND FORFEITS	\$ 429,361	\$ 446,047	\$ 465,797	\$ 437,298
INTERNAL SERVICE REVENUE	\$ 3,369,098	\$ 3,584,135	\$ 3,584,130	\$ 4,024,833
LICENSES AND PERMITS	\$ 1,513,551	\$ 1,247,093	\$ 1,302,986	\$ 1,331,774
LIFT TICKET TAX AGREEMENT	\$ -	\$ -	\$ -	\$ 3,500,000
MISCELLANEOUS INCOME	\$ 4,527,749	\$ 809,966	\$ 10,395,837	\$ 2,513,341
TAX CREDIT REBATE	\$ -	\$ -	\$ -	\$ 3,500,000
PROPERTY TAX	\$ 2,358,581	\$ 2,622,493	\$ 2,622,493	\$ 2,648,718
REAL ESTATE TRANSFER TAX	\$ 5,468,732	\$ 4,240,001	\$ 4,751,803	\$ 4,350,000
OTHER TAXES/FEES TAX	\$ 1,072,757	\$ 961,600	\$ 856,554	\$ 847,036
RECREATION FEES	\$ 3,147,694	\$ 2,964,048	\$ 3,005,410	\$ 3,075,960
SALES TAX	\$ 21,410,354	\$ 21,137,897	\$ 22,631,525	\$ 25,057,850
MARIJUANA TAX	\$ 483,532	\$ 380,367	\$ 524,168	\$ 533,415
SALE OF ASSETS	\$ 1,001,106	\$ 1,299	\$ 70,140	\$ 6,083,402
TRANSFERS IN	\$ 29,301,521	\$ 28,636,976	\$ 30,716,439	\$ 33,557,793
WATER SYSTEM FEES	\$ 4,269,436	\$ 5,613,070	\$ 5,673,679	\$ 5,525,798
TOTAL REVENUES	\$ 89,464,785	\$ 85,545,256	\$ 98,338,075	\$ 109,285,422
	*Tax credit rebates for Pinewood 2 project now expected in 2017.			
	\$ 60,163,263	\$ 56,908,280	\$ 67,621,636	# \$ 75,727,629
EXPENDITURES by CATEGORY				
PERSONNEL	\$ 15,356,178	\$ 17,792,569	\$ 17,875,170	\$ 19,088,126
MATERIALS & SUPPLIES	\$ 2,120,356	\$ 2,714,022	\$ 2,612,367	\$ 2,936,007
CHARGES FOR SERVICES	\$ 11,468,716	\$ 11,981,567	\$ 16,250,389	\$ 12,690,776
CAPITAL OUTLAY	\$ 9,278,470	\$ 29,457,429	\$ 29,394,731	\$ 40,794,955
FIXED CHARGES	\$ 3,236,474	\$ 3,361,317	\$ 3,368,420	\$ 3,766,175
DEBT SERVICE	\$ 3,457,183	\$ 1,056,678	\$ 1,499,204	\$ 1,606,333
GRANTS/CONTINGENCIES	\$ 2,713,012	\$ 2,825,234	\$ 3,036,124	\$ 3,448,902
TRANSFERS/FULLY APPR. FD BALS	\$ 29,316,121	\$ 44,884,664	\$ 31,223,142	\$ 49,885,374
TOTAL EXPENDITURES	\$ 76,946,510	\$ 114,073,480	\$ 105,259,547	\$ 134,216,648
EXPENDITURES BY PROGRAM (GF=programs in the General Fund)				
GENERAL GOVERNMENT (GF)	\$ 2,035,021	\$ 2,309,167	\$ 2,420,447	\$ 2,395,846
FINANCE (GF)	\$ 765,415	\$ 879,765	\$ 851,946	\$ 882,572
PUBLIC SAFETY (GF)	\$ 3,274,868	\$ 3,765,998	\$ 3,655,244	\$ 3,144,735
COMMUNITY DEVELOPMENT (GF)	\$ 1,520,382	\$ 1,667,454	\$ 1,679,684	\$ 1,722,484
PUBLIC WORKS (GF)	\$ 7,834,947	\$ 8,876,948	\$ 9,580,862	\$ 6,703,430
RECREATION (GF)	\$ 4,447,626	\$ 4,859,165	\$ 4,757,389	\$ 4,955,290
CONTINGENCIES (GF)	\$ 659,420	\$ 1,331,593	\$ 1,912,068	\$ -
ADJUSTMENTS/TRANSFERS (GF)	\$ -	\$ -	\$ -	\$ 4,000,000
UTILITY FUND	\$ 2,362,925	\$ 16,223,238	\$ 6,271,015	\$ 15,778,257
CAPITAL FUND	\$ 6,637,330	\$ 12,051,478	\$ 7,134,000	\$ 17,517,810
MARKETING FUND	\$ 4,261,291	\$ 4,191,412	\$ 3,841,411	\$ 4,612,540
GOLF COURSE FUND	\$ 1,509,547	\$ 2,947,811	\$ 3,173,226	\$ 2,690,512
EXCISE TAX FUND	\$ 25,526,495	\$ 28,233,999	\$ 30,802,682	\$ 25,265,514
HOUSING FUND	\$ 4,576,499	\$ 12,106,576	\$ 15,828,334	\$ 19,393,232
OPEN SPACE ACQUISITION FUND	\$ 4,638,506	\$ 2,414,870	\$ 2,712,913	\$ 2,684,339
CONSERVATION TRUST FUND	\$ 65,004	\$ 49,171	\$ 44,000	\$ 45,000
GARAGE SERVICES FUND	\$ 1,027,081	\$ 4,590,140	\$ 3,554,661	\$ 8,081,224
INFORMATION TECHNOLOGY FUND	\$ 1,102,810	\$ 1,084,993	\$ 1,112,123	\$ 1,272,167
FACILITIES MAINTENANCE FUND	\$ 166,431	\$ 2,358,047	\$ 200,270	\$ 234,920
SPECIAL PROJECTS FUND	\$ 2,780,211	\$ 2,934,626	\$ 3,238,516	\$ 3,582,366
MARIJUANA FUND	\$ 940,921	\$ 361,954	\$ 351,841	\$ 746,540
CEMETERY FUND	\$ 4,290	\$ 13,572	\$ 10,452	\$ 4,500
CHILD CARE FUND	\$ 809,489	\$ 821,503	\$ 836,463	\$ 869,268
PARKING & TRANSPORTATION FUND	\$ -	\$ -	\$ 1,290,000	\$ 7,634,102
TOTAL EXPENDITURES	\$ 76,946,510	\$ 114,073,480	\$ 105,259,547	\$ 134,216,648

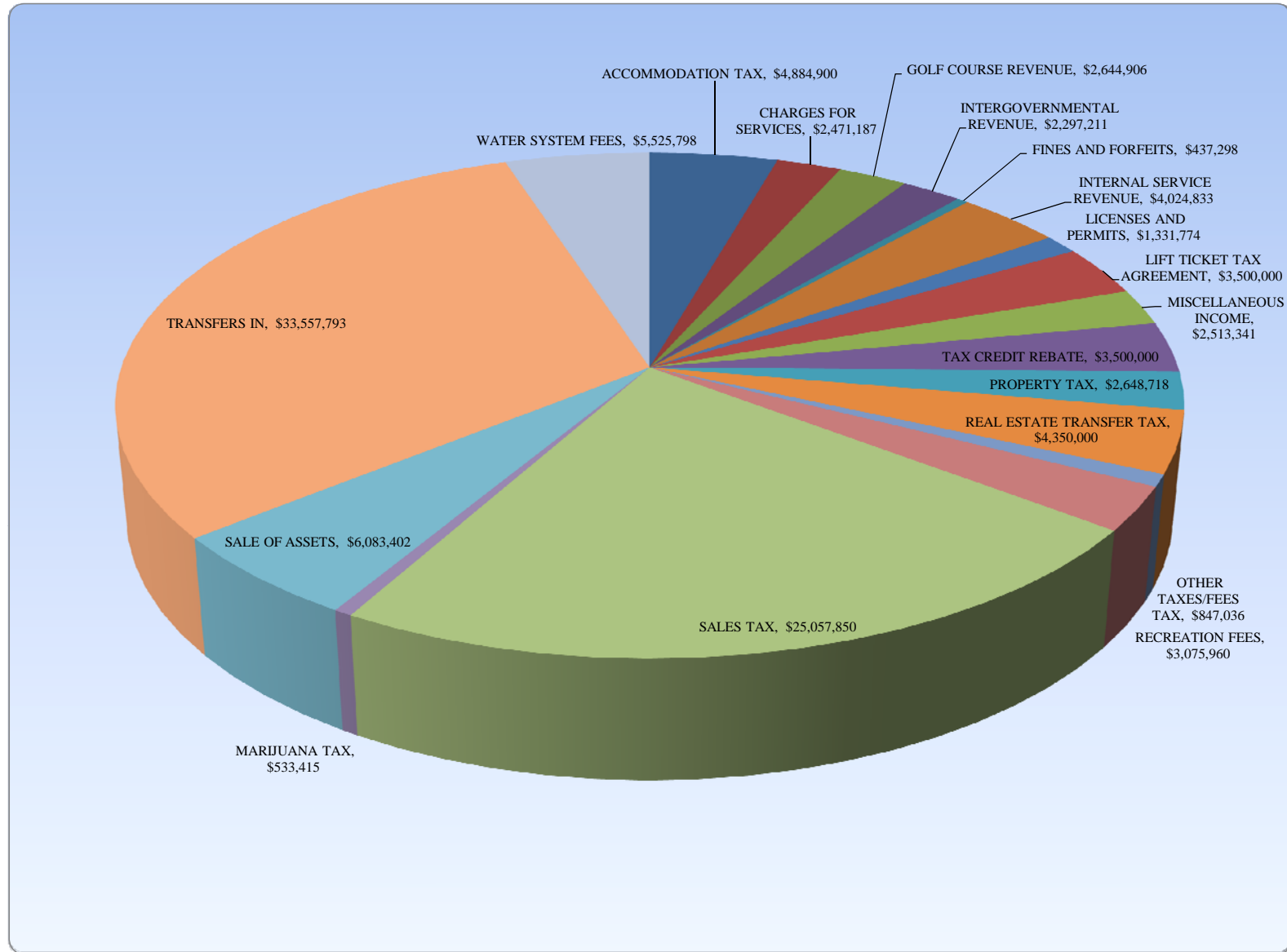


REVENUE AND EXPENDITURE SUMMARY
ALL FUNDS-NET OF TRANSFERS, EXCLUDING FULLY APPROPRIATED FUND BALANCES

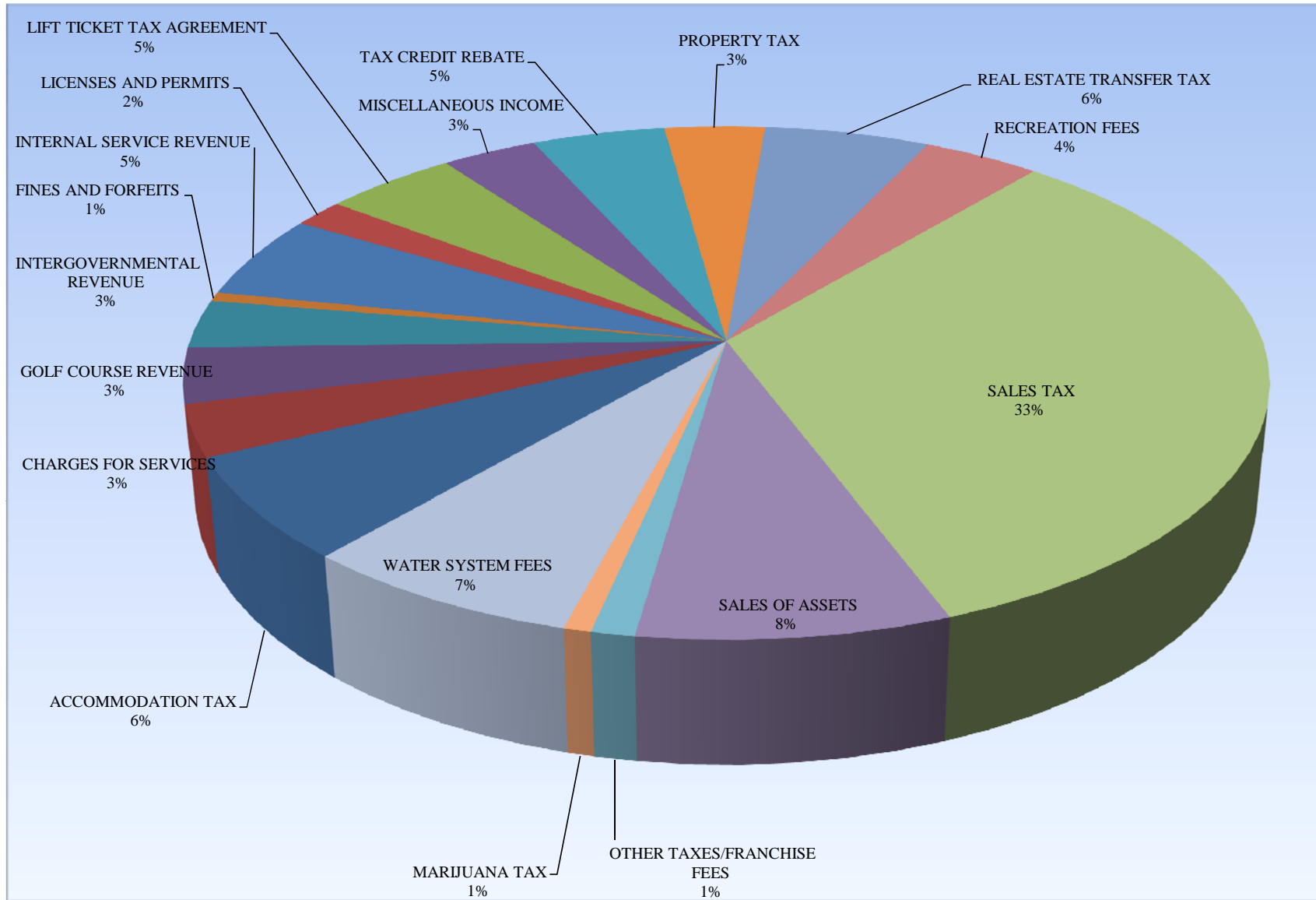
ALL FUNDS	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
REVENUE SUMMARY				
ACCOMMODATION TAX	\$ 4,443,509	\$ 4,454,634	\$ 4,836,526	\$ 4,884,900
CHARGES FOR SERVICES	\$ 2,690,044	\$ 1,996,619	\$ 1,878,903	\$ 2,471,187
DEBT PROCEEDS	\$ -	\$ -	\$ -	\$ -
GOLF COURSE REVENUE	\$ 2,203,822	\$ 2,569,472	\$ 2,607,012	\$ 2,644,906
INTERGOVERNMENTAL REVENUE	\$ 1,344,577	\$ 3,433,492	\$ 1,948,876	\$ 2,297,211
FINES AND FORFEITS	\$ 429,361	\$ 446,047	\$ 465,797	\$ 437,298
INTERNAL SERVICE REVENUE	\$ 3,369,098	\$ 3,584,135	\$ 3,584,130	\$ 4,024,833
LICENSES AND PERMITS	\$ 1,513,551	\$ 1,247,093	\$ 1,302,986	\$ 1,331,774
LIFT TICKET TAX AGREEMENT	\$ -	\$ -	\$ -	\$ 3,500,000
MISCELLANEOUS INCOME	\$ 4,925,776	\$ 1,247,211	\$ 10,851,533	\$ 2,513,341
TAX CREDIT REBATE	\$ -	\$ -	\$ -	\$ 3,500,000
PROPERTY TAX	\$ 2,358,581	\$ 2,622,493	\$ 2,622,493	\$ 2,648,718
REAL ESTATE TRANSFER TAX	\$ 5,468,732	\$ 4,240,001	\$ 4,751,803	\$ 4,350,000
RECREATION FEES	\$ 3,147,694	\$ 2,964,048	\$ 3,005,410	\$ 3,075,960
SALES TAX	\$ 21,410,354	\$ 21,137,897	\$ 22,631,525	\$ 25,057,850
SALES OF ASSETS	\$ 1,022,506	\$ -	\$ 70,140	\$ 6,083,402
OTHER TAXES/FRANCHISE FEES	\$ 1,511,419	\$ 962,041	\$ 856,995	\$ 847,036
MARIJUANA TAX	\$ 54,804	\$ 390,027	\$ 533,828	\$ 533,415
WATER SYSTEM FEES	\$ 4,284,436	\$ 5,598,070	\$ 5,658,679	\$ 5,510,348
TOTAL REVENUES	\$ 60,178,263	\$ 56,893,280	\$ 67,606,636	\$ 75,712,179
EXPENDITURES by CATEGORY				
PERSONNEL	\$ 15,356,178	\$ 17,792,569	\$ 17,875,170	\$ 19,088,126
MATERIALS & SUPPLIES	\$ 2,120,356	\$ 2,714,022	\$ 2,612,367	\$ 2,936,007
CHARGES FOR SERVICES	\$ 11,468,716	\$ 11,981,567	\$ 16,250,389	\$ 12,690,776
CAPITAL OUTLAY	\$ 9,278,470	\$ 24,284,951	\$ 29,394,731	\$ 40,794,955
FIXED CHARGES	\$ 3,236,474	\$ 3,361,317	\$ 3,368,420	\$ 3,766,175
DEBT SERVICE	\$ 3,457,183	\$ 1,056,678	\$ 1,499,204	\$ 1,606,333
GRANTS/CONTINGENCIES	\$ 2,713,012	\$ 2,825,234	\$ 3,036,124	\$ 3,448,902
TOTAL EXPENDITURES	\$ 47,630,389	\$ 64,016,338	\$ 74,036,405	\$ 84,331,274
EXPENDITURES by PROGRAM				
GENERAL GOVERNMENT (GF)	\$ 2,035,021	\$ 2,309,167	\$ 2,420,447	\$ 2,395,846
FINANCE (GF)	\$ 765,415	\$ 879,765	\$ 851,946	\$ 882,572
PUBLIC SAFETY (GF)	\$ 3,274,868	\$ 3,765,998	\$ 3,655,244	\$ 3,144,735
COMMUNITY DEVELOPMENT (GF)	\$ 1,520,382	\$ 1,667,454	\$ 1,679,684	\$ 1,722,484
PUBLIC WORKS (GF)	\$ 7,834,947	\$ 8,876,948	\$ 9,580,862	\$ 6,703,430
RECREATION (GF)	\$ 4,447,626	\$ 4,859,165	\$ 4,757,389	\$ 4,955,290
CONTINGENCIES (GF)	\$ 659,420	\$ 1,331,593	\$ 1,912,068	\$ -
UTILITY FUND	\$ 1,905,773	\$ 5,883,850	\$ 5,809,291	\$ 5,095,942
CAPITAL FUND	\$ 6,637,330	\$ 6,879,000	\$ 7,134,000	\$ 11,800,000
MARKETING FUND	\$ 4,261,291	\$ 4,191,412	\$ 3,841,411	\$ 4,233,192
GOLF COURSE FUND	\$ 1,479,547	\$ 2,917,511	\$ 3,142,926	\$ 2,660,110
EXCISE TAX FUND	\$ 568,524	\$ 569,910	\$ 566,932	\$ 537,965
HOUSING FUND	\$ 2,200,499	\$ 7,611,702	\$ 15,828,334	\$ 19,393,232
OPEN SPACE FUND	\$ 3,998,507	\$ 2,159,870	\$ 2,457,913	\$ 2,406,389
CONSERVATION TRUST FUND	\$ -	\$ -	\$ -	\$ -
GARAGE SERVICES FUND	\$ 1,027,081	\$ 4,590,140	\$ 3,554,661	\$ 4,581,224
INFORMATION TECHNOLOGY FUND	\$ 1,102,810	\$ 1,084,993	\$ 1,112,123	\$ 1,272,167
FACILITIES MAINTENANCE FUND	\$ 166,431	\$ 502,573	\$ 200,270	\$ 234,920
SPECIAL PROJECTS FUND	\$ 2,780,211	\$ 2,934,626	\$ 3,238,516	\$ 3,582,366
MARIJUANA FUND	\$ 150,925	\$ 165,586	\$ 155,473	\$ 221,540
CEMETERY FUND	\$ 4,290	\$ 13,572	\$ 10,452	\$ 4,500
CHILD CARE FUND	\$ 809,489	\$ 821,503	\$ 836,463	\$ 869,268
PARKING & TRANSPORTATION FUND	\$ -	\$ -	\$ 1,290,000	\$ 7,634,102
TOTAL EXPENDITURES	\$ 47,630,389	\$ 64,016,338	\$ 74,036,405	\$ 84,331,274
Net Revenues minus Expenditures	12,547,875	(7,123,058)	(6,429,769)	(8,619,095)



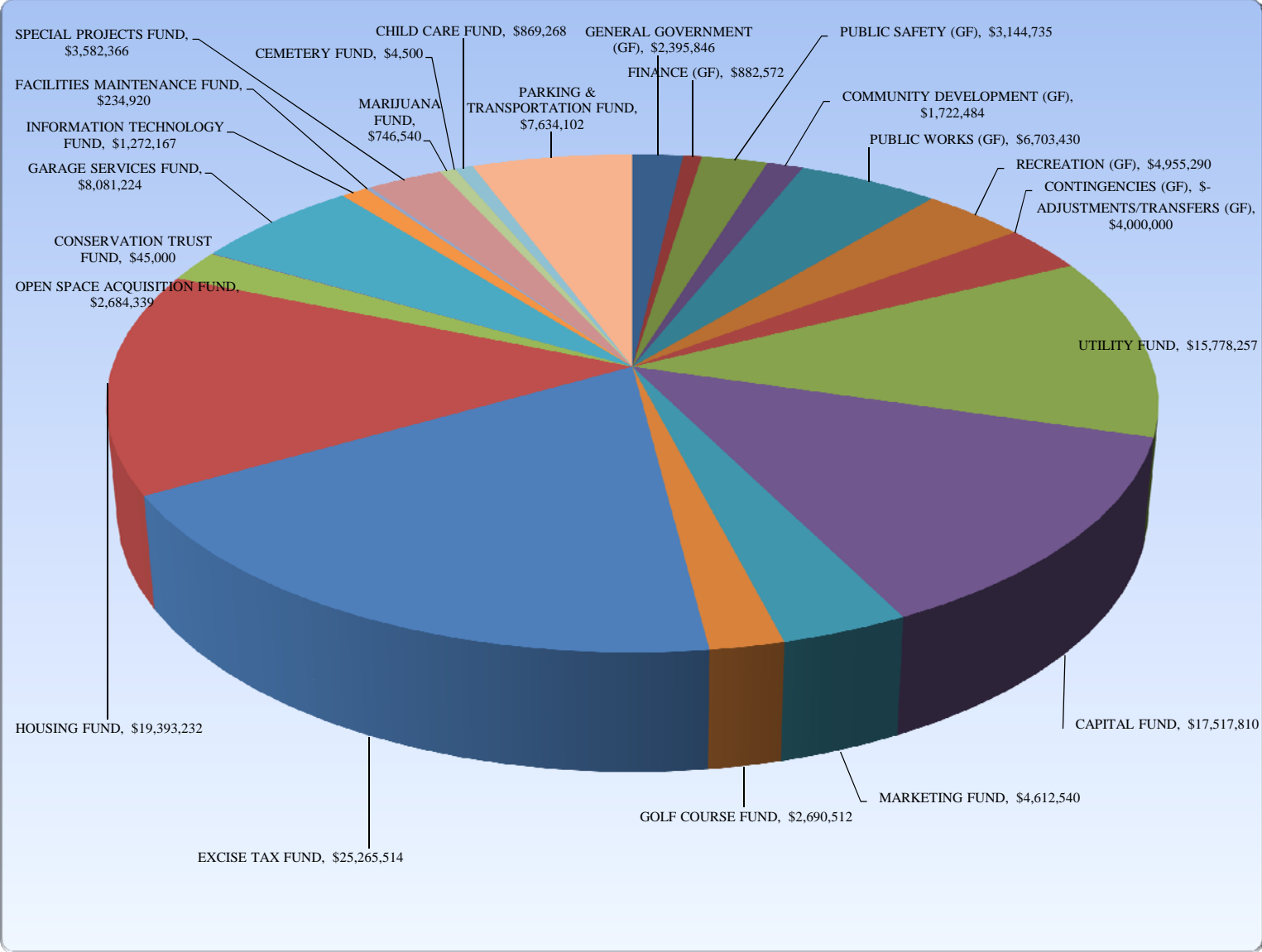
TOWN OF BRECKENRIDGE REVENUE, ALL SOURCES



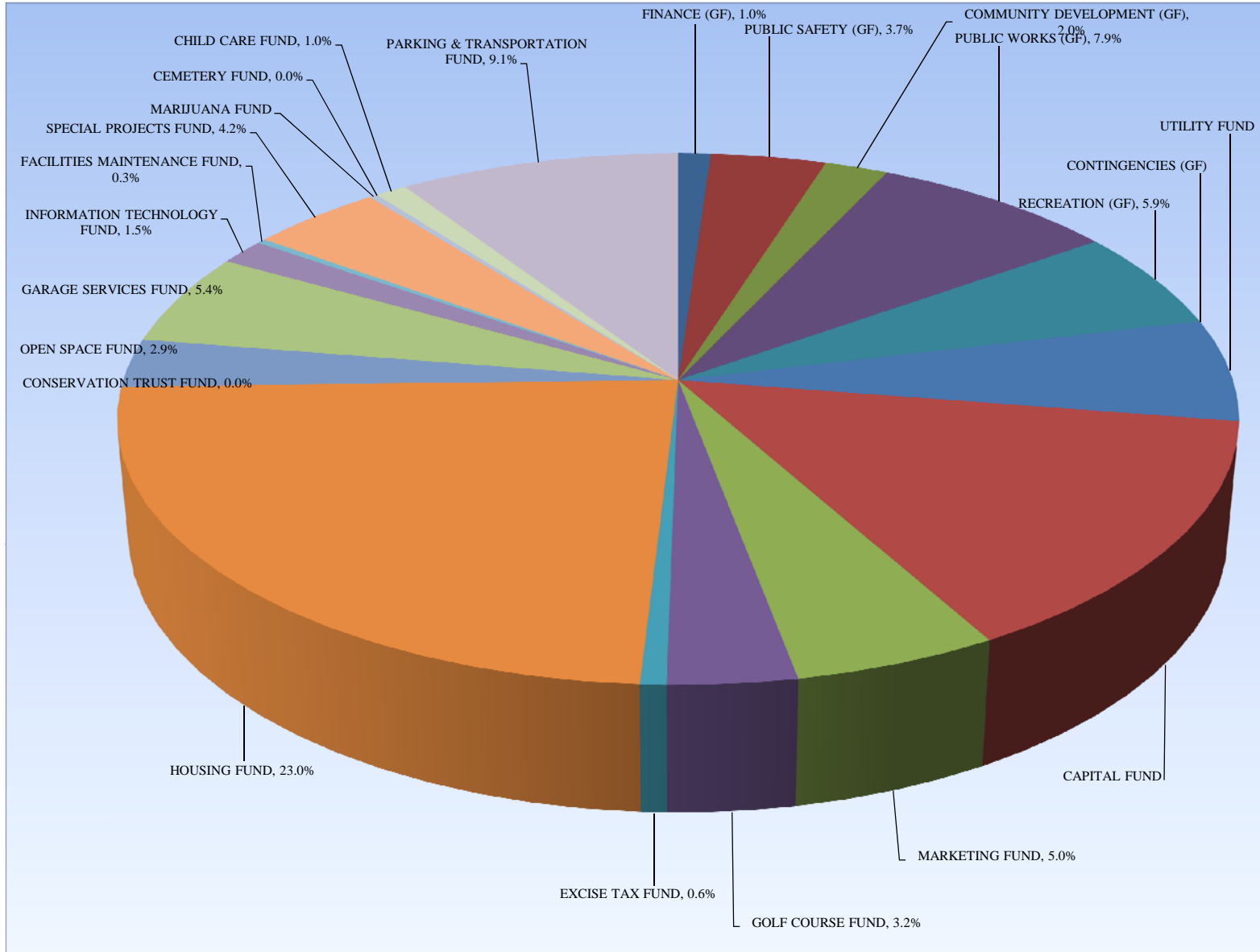
TOWN OF BRECKENRIDGE-2017 BUDGET ALL REVENUES NET OF TRANSFERS



TOWN OF BRECKENRIDGE EXPENDITURES BY PROGRAM, ALL FUNDS

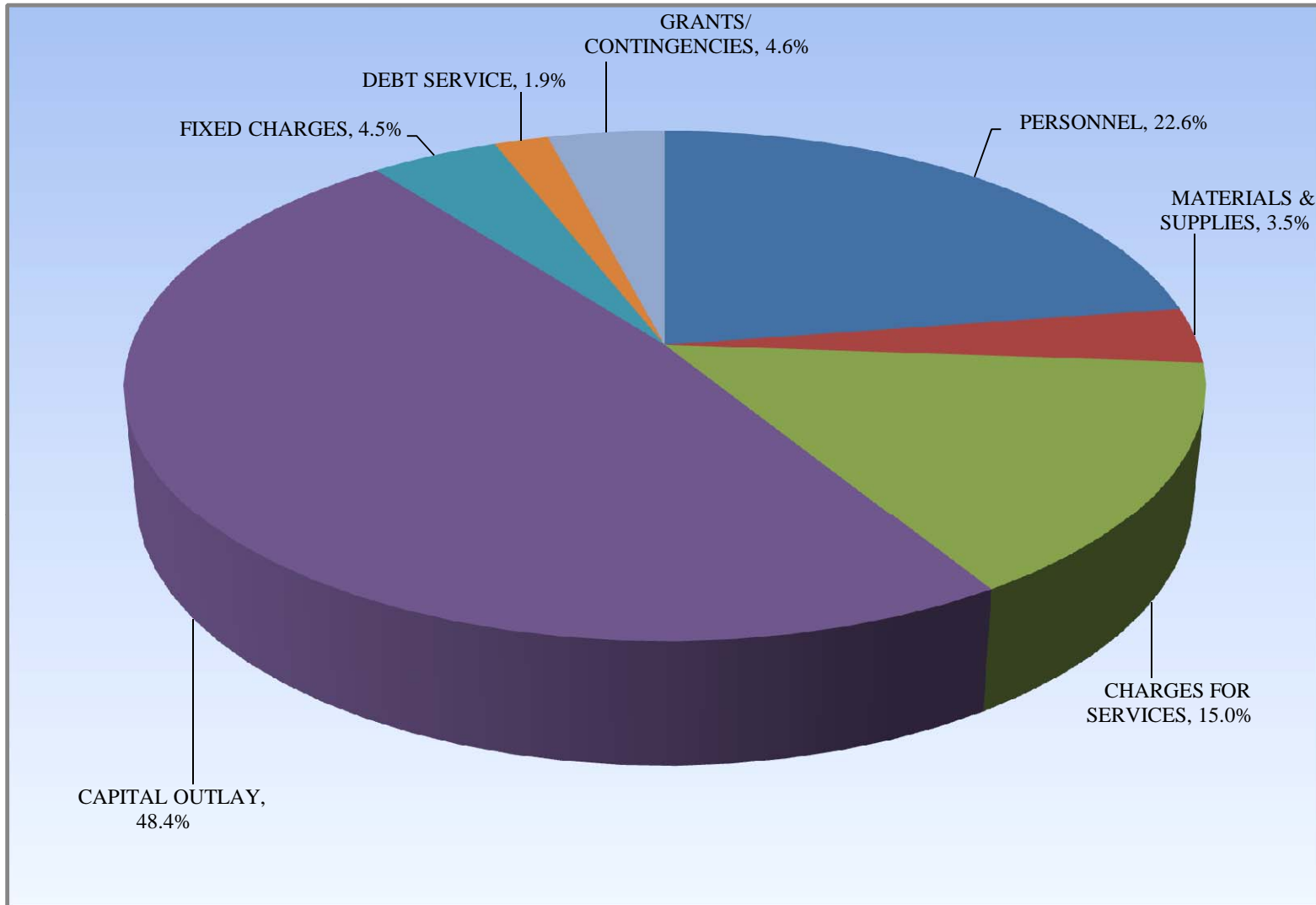


**TOWN OF BRECKENRIDGE-2017 BUDGET
ALL EXPENDITURES BY PROGRAM, NET OF TRANSFERS**



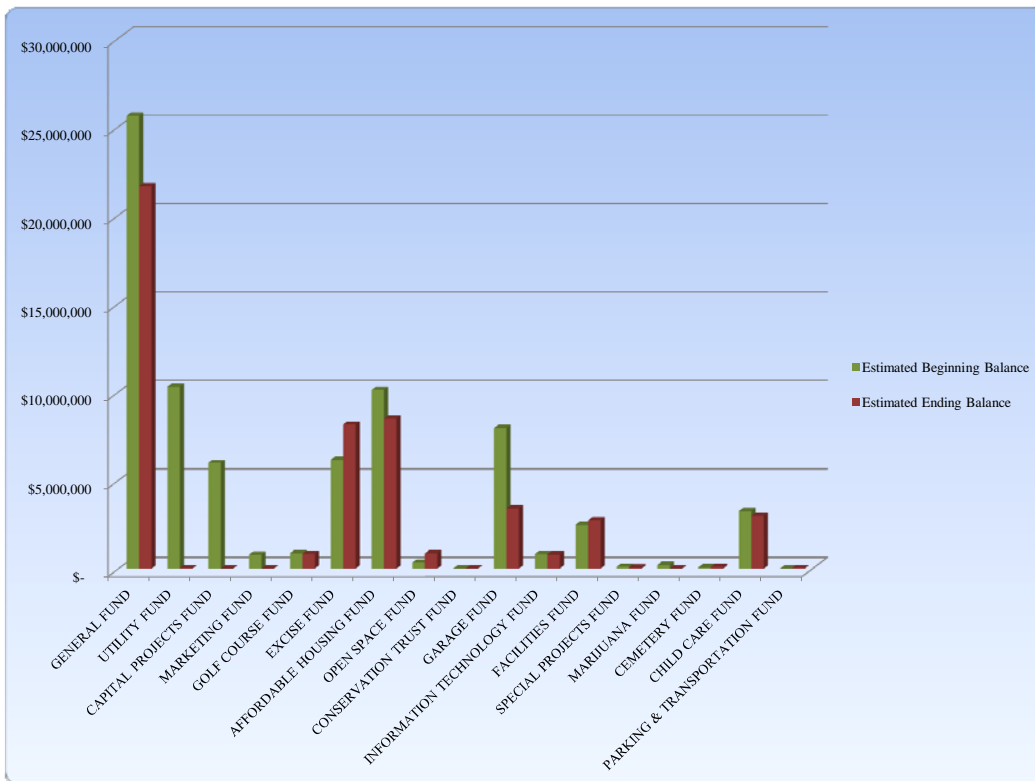
TOWN OF BRECKENRIDGE-2017 BUDGET

ALL EXPENDITURES BY CATEGORY, NET OF TRANSFERS



SUMMARY FUND BALANCE SCHEDULE

FUND	ESTIMATED BEGINNING BALANCE	2017 BUDGETED REVENUES	2017 BUDGETED EXPENSES/ EXPENDITURES	ESTIMATED ENDING BALANCE
GENERAL FUND	\$ 25,617,256	\$ 19,820,645	\$ 23,804,357	\$ 21,633,544
UTILITY FUND	\$ 10,289,459	\$ 5,525,798	\$ 15,778,257	\$ 37,000
CAPITAL PROJECTS FUND	\$ 5,977,810	\$ 11,540,000	\$ 17,517,810	\$ -
MARKETING FUND	\$ 789,172	\$ 3,823,368	\$ 4,612,540	\$ -
GOLF COURSE FUND	\$ 866,354	\$ 2,644,906	\$ 2,690,512	\$ 820,748
EXCISE FUND	\$ 6,153,371	\$ 27,272,282	\$ 25,265,514	\$ 8,160,139
AFFORDABLE HOUSING FUND	\$ 10,107,735	\$ 17,772,012	\$ 19,393,232	\$ 8,486,515
OPEN SPACE FUND	\$ 338,261	\$ 3,202,767	\$ 2,684,339	\$ 856,689
CONSERVATION TRUST FUND	\$ 2,992	\$ 45,000	\$ 45,000	\$ 2,992
GARAGE FUND	\$ 7,956,476	\$ 3,517,804	\$ 8,081,224	\$ 3,393,056
INFORMATION TECHNOLOGY FUND	\$ 817,676	\$ 1,256,665	\$ 1,272,167	\$ 802,174
FACILITIES FUND	\$ 2,486,415	\$ 473,559	\$ 234,920	\$ 2,725,054
SPECIAL PROJECTS FUND	\$ 98,811	\$ 3,548,566	\$ 3,582,366	\$ 65,011
MARIJUANA FUND	\$ 205,136	\$ 543,075	\$ 746,540	\$ 1,671
CEMETERY FUND	\$ 68,567	\$ 21,300	\$ 4,500	\$ 85,367
CHILD CARE FUND	\$ 3,258,157	\$ 601,325	\$ 869,268	\$ 2,990,214
PARKING & TRANSPORTATION FUND	\$ -	\$ 7,676,441	\$ 7,634,102	\$ 42,339
TOTAL	\$ 75,033,648	\$ 109,285,513	\$ 134,216,648	\$ 50,102,513



TOWN OF BRECKENRIDGE
FUND BALANCE REPORT
GENERAL FUND

January 1, 2015	FUND BALANCE	\$	22,860,159
	ACTUAL REVENUE	\$	22,957,419
	ACTUAL EXPENSES	\$	20,537,679
	GAIN / (REDUCTION)	\$	<u>2,419,740</u>
December 31, 2015	FUND BALANCE	\$	25,279,899
January 1, 2016	FUND BALANCE	\$	25,279,899
	PROJECTED REVENUE	\$	25,194,998
	PROJECTED EXPENSES	\$	24,857,640
	BUDGETED GAIN / (REDUCTION)	\$	<u>337,358</u>
December 31, 2016	FUND BALANCE	\$	25,617,256
January 1, 2017	FUND BALANCE	\$	25,617,256
	BUDGETED REVENUE	\$	19,820,645
	BUDGETED EXPENSES	\$	23,804,357
	BUDGETED GAIN / (REDUCTION)	\$	<u>(3,983,712)</u>
December 31, 2017	FUND BALANCE	\$	21,633,544
	TABOR RESERVED FUNDS	\$	(1,591,651)
	MEDICAL INSURANCE RESERVE	\$	(600,000)
	OPERATIONS RESERVE	\$	(7,934,786)
	BUDGETED NET FUND BALANCE	\$	<u><u>11,507,108</u></u>



GENERAL FUND ANALYSIS

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
FUND BALANCE, JANUARY 1	\$ 22,860,159	\$ 25,279,899	\$ 25,279,899	\$ 25,617,256
<u>REVENUE</u>	\$ 22,957,419	\$ 24,239,869	\$ 25,194,998	\$ 19,820,645
TOTAL AVAILABLE	<u>\$ 45,817,577</u>	<u>\$ 49,519,768</u>	<u>\$ 50,474,897</u>	<u>\$ 45,437,901</u>
<u>EXPENDITURES</u>				
Operating Expenditures	\$ 19,986,814	\$ 22,440,086	\$ 23,000,572	\$ 19,804,357
Capital Expenditures	\$ 550,865	\$ 1,250,004	\$ 1,857,068	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -
Transfers	\$ -	\$ -	\$ -	\$ 4,000,000
TOTAL EXPENDITURES	<u>\$ 20,537,679</u>	<u>\$ 23,690,090</u>	<u>\$ 24,857,640</u>	<u>\$ 23,804,357</u>
ANNUAL EXCESS/(DEFICIT)	\$ 2,419,740	\$ 549,779	\$ 337,358	\$ (3,983,712)
FUND BALANCE, DECEMBER 31	<u>\$ 25,279,899</u>	<u>\$ 25,829,666</u>	<u>\$ 25,617,256</u>	<u>\$ 21,633,544</u>
TABOR RESERVED FUNDS				\$ 1,591,651
INSURANCE RESERVE FUNDS				\$ 600,000
OPERATIONS RESERVE				\$ 7,934,786
NET FUND BALANCE	<u>\$ 25,279,899</u>	<u>\$ 25,829,666</u>	<u>\$ 25,617,256</u>	<u>\$ 11,507,108</u>



**GENERAL FUND
REVENUE BY SOURCE**

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
<u>TAXES</u>				
General Property Taxes	\$ 2,358,581	\$ 2,622,493	\$ 2,622,493	\$ 2,648,718
Delinquent Property Taxes	\$ 2,648	\$ 1,008	\$ 2,650	\$ 2,672
Specific Ownership Taxes	\$ 129,276	\$ 131,301	\$ 131,301	\$ 132,614
Interest on Property Taxes	\$ 2,923	\$ 2,527	\$ 2,925	\$ 2,954
TOTAL	\$ 2,493,429	\$ 2,757,329	\$ 2,759,369	\$ 2,786,958
<u>LICENSES AND PERMITS</u>				
Liquor Licenses/Other Fees	\$ 33,202	\$ 24,001	\$ 25,000	\$ 25,000
Animal Licenses	\$ 1,695	\$ 598	\$ 600	\$ 600
Street Cut Permits	\$ 7,528	\$ 6,499	\$ 6,499	\$ 13,000
Misc. Licenses & Permits	\$ 3,060	\$ 2,099	\$ 3,500	\$ 3,500
Building Permits	\$ 580,058	\$ 400,751	\$ 425,798	\$ 450,845
Electric Permits	\$ 46,298	\$ 36,998	\$ 39,310	\$ 41,623
Plumbing Permits	\$ 41,491	\$ 26,335	\$ 27,981	\$ 29,627
Mechanical Permits	\$ 61,611	\$ 36,639	\$ 55,000	\$ 41,219
Parking Permits	\$ 77,191	\$ 70,000	\$ 125,000	\$ -
TOTAL	\$ 852,134	\$ 603,920	\$ 708,688	\$ 605,414
<u>CHARGES FOR SERVICES</u>				
Subdivision Review Fees	\$ -	\$ 3,000	\$ -	\$ 3,090
Class 'A' Fees	\$ 44,855	\$ 28,999	\$ 18,834	\$ 19,400
Class 'B' Fees	\$ 7,143	\$ 13,000	\$ 20,152	\$ 20,760
Class 'C' Sign Fees	\$ 7,670	\$ 3,000	\$ 9,000	\$ 9,270
Class 'C' Fees	\$ 40,450	\$ 31,000	\$ 33,000	\$ 31,930
Class 'D' Fees	\$ 96,275	\$ 57,003	\$ 75,000	\$ 71,998
Sale of Planning Documents	\$ 409	\$ 2,452	\$ 300	\$ 300
Sale of Maps	\$ 40	\$ -	\$ 50	\$ -
Sale of Misc. Pub. & Rcpts.	\$ 1,435	\$ -	\$ 1,871	\$ 1,790
Security Checks	\$ 2,370	\$ 1,500	\$ 1,500	\$ 1,500
Parking Fees	\$ 455,801	\$ 390,002	\$ 450,000	\$ -
Building Plan Review	\$ 441,222	\$ 298,174	\$ 416,083	\$ 335,446
Erosion Control Fee	\$ 6,419	\$ 3,000	\$ 7,500	\$ 7,500
Misc. Other Fees	\$ 29,979	\$ 30,803	\$ 28,275	\$ 28,250
TOTAL	\$ 1,134,067	\$ 861,933	\$ 1,061,565	\$ 531,234



GENERAL FUND REVENUE BY SOURCE CONTINUED	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
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INTERGOVERNMENTAL REVENUE

Grants	\$ 223,702	\$ 207,264	\$ 221,316	\$ 34,717
Motor Vehicle Reg. Fee	\$ 27,709	\$ 27,999	\$ 35,000	\$ 27,999
Highway Users	\$ 249,974	\$ 232,651	\$ 250,030	\$ 249,674
Road & Bridge Levy	\$ 191,404	\$ 210,523	\$ 210,523	\$ 210,523
Other Governmental	\$ 505,960	\$ 506,058	\$ 507,008	\$ 27,000
TOTAL	\$ 1,198,749	\$ 1,184,495	\$ 1,223,877	\$ 549,913

FINES AND FORFEITS

Parking Tickets *	\$ 229,693	\$ 219,999	\$ 235,000	\$ -
Traffic Citations	\$ 82,250	\$ 90,000	\$ 90,000	\$ 95,000
Penal Fines	\$ 82,661	\$ 91,450	\$ 96,200	\$ 96,200
Dog Fines	\$ 1,685	\$ 1,598	\$ 1,598	\$ 1,598
Court Cost Fee Charges	\$ 18,475	\$ 25,001	\$ 25,000	\$ 25,000
PD Surcharge	\$ 14,597	\$ 17,999	\$ 17,999	\$ 19,500
TOTAL	\$ 429,361	\$ 446,047	\$ 465,797	\$ 237,298

* Parking Management was moved to the Parking & Transportation Fund beginning in 2017

TRANSFERS FROM OTHER FUNDS

From Water Fund	\$ 457,152	\$ 461,724	\$ 461,724	\$ 466,341
From Excise Fund	\$ 11,649,996	\$ 14,037,564	\$ 14,037,564	\$ 10,400,000
From Golf Fund	\$ 30,000	\$ 30,300	\$ 30,300	\$ 30,603
From Open Space Fund	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 12,137,148	\$ 14,529,588	\$ 14,529,588	\$ 10,896,944

RECREATION FEES

Rec Programs	\$ 806,696	\$ 809,689	\$ 812,710	\$ 805,310
Rec Operations	\$ 1,651,096	\$ 1,464,652	\$ 1,495,250	\$ 1,560,250
Nordic Center	\$ 228,659	\$ 215,103	\$ 233,250	\$ 229,700
Ice Rink Operations	\$ 456,546	\$ 464,604	\$ 444,200	\$ 470,700
TOTAL	\$ 3,142,997	\$ 2,954,048	\$ 2,985,410	\$ 3,065,960

MISCELLANEOUS INCOME

PEG Fees	\$ 9,934	\$ 10,101	\$ 10,101	\$ 9,596
Investment Income	\$ 88,311	\$ 70,200	\$ 254,370	\$ 256,914
Pension Forfeitures	\$ 155,491	\$ 59,999	\$ 50,000	\$ 50,000
Sale of Assets	\$ 956,320	\$ -	\$ -	\$ -
Rental Income	\$ 129,375	\$ 167,993	\$ 166,831	\$ 171,786
Insurance Recoveries	\$ 52,613	\$ -	\$ 263,920	\$ 19,000
Reimbursement of Expend.	\$ 25,794	\$ 6,126	\$ 48,197	\$ 6,126
BGVCC 10 Year Agreement	\$ 50,000	\$ 50,004	\$ 50,000	\$ 49,996
Miscellaneous Income	\$ 37,038	\$ 33,837	\$ 105,443	\$ 71,651
Interest Income/Loan Pmts	\$ 64,660	\$ 504,249	\$ 511,842	\$ 511,855 *
TOTAL	\$ 1,569,535	\$ 902,509	\$ 1,460,704	\$ 1,146,924

*Loan principal revenue will be reclassified to balance sheet during audit

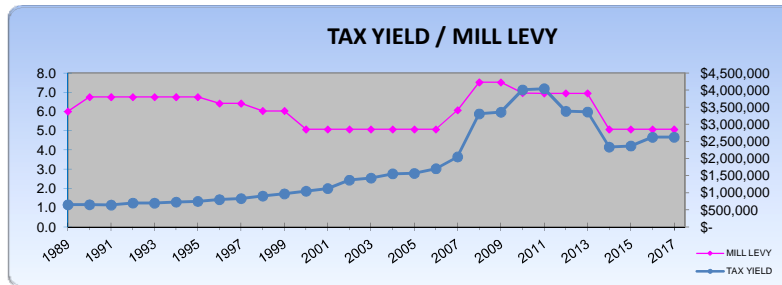
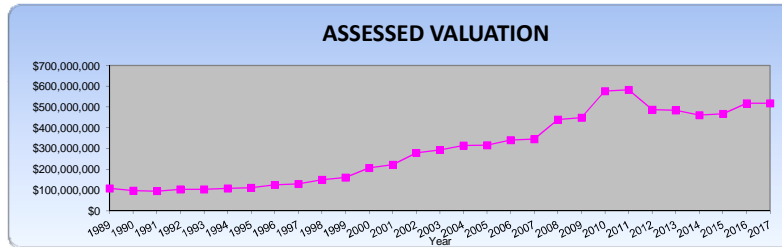
TOTAL GENERAL FUND	\$ 22,957,419	\$ 24,239,869	\$ 25,194,998	\$ 19,820,645
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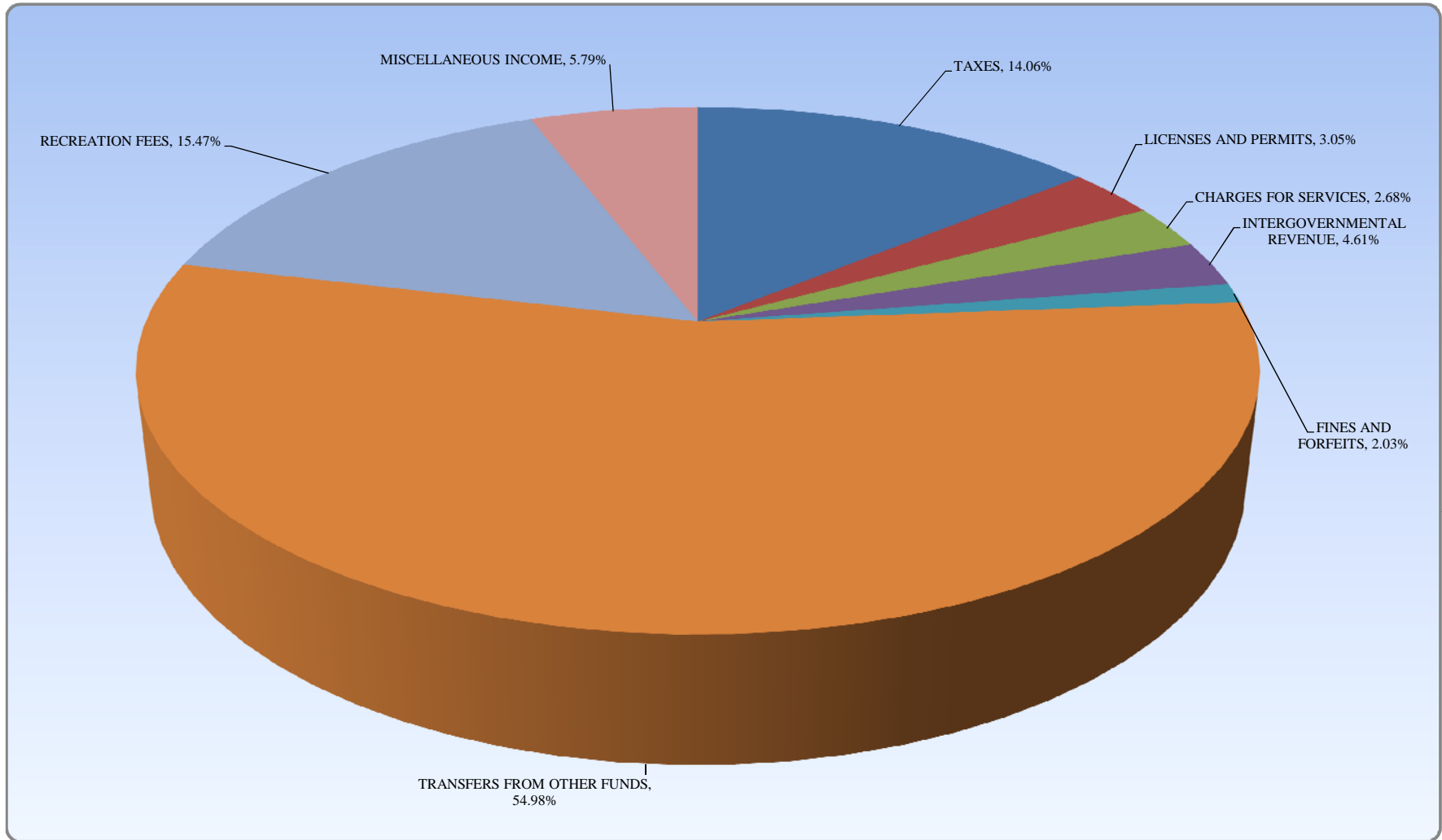
**TOWN OF BRECKENRIDGE
PROPERTY TAX REVENUE TREND
ASSESSED VALUATION AND TAX YIELD
1989-2017**

YEAR	ASSESSED VALUATION	MILL LEVY	TAX YIELD
1989	\$ 108,052,250	6.00	\$ 648,314
1990	\$ 96,593,790	6.75	\$ 652,008
1991	\$ 94,967,840	6.75	\$ 641,033
1992	\$ 103,597,670	6.75	\$ 699,284
1993	\$ 103,275,490	6.75	\$ 697,110
1994	\$ 107,791,000	6.75	\$ 727,589
1995	\$ 110,693,190	6.75	\$ 747,179
1996	\$ 124,721,469	6.42	\$ 800,712
1997	\$ 129,335,340	6.42	\$ 830,333
1998	\$ 150,056,030	6.03	\$ 904,838
1999	\$ 160,571,550	6.03	\$ 968,246
2000	\$ 206,295,660	5.07	\$ 1,045,919
2001	\$ 221,663,430	5.07	\$ 1,123,834
2002	\$ 278,773,540	5.07	\$ 1,369,916
2003	\$ 293,607,170	5.07	\$ 1,429,204
2004	\$ 313,879,060	5.07	\$ 1,553,843
2005	\$ 315,986,100	5.07	\$ 1,566,493
2006	\$ 340,582,390	5.07	\$ 1,704,898
2007	\$ 344,447,650	6.070	\$ 2,048,981
2008	\$ 439,735,820	7.520	\$ 3,306,663
2009	\$ 448,310,720	7.514	\$ 3,355,853
2010	\$ 576,083,270	6.957	\$ 4,007,811
2011	\$ 582,216,260	6.945	\$ 4,043,717
2012	\$ 487,101,900	6.945	\$ 3,382,923
2013	\$ 484,016,670	6.945	\$ 3,361,496
2014	\$ 460,750,130	5.070	\$ 2,336,003
2015	\$ 467,130,440	5.070	\$ 2,368,351
2016	\$ 517,252,300	5.070	\$ 2,622,469
2017	\$ 517,832,480	5.070	\$ 2,625,411

Note: mill levy for debt service expired in 2014
Preliminary assessed value



TOWN OF BRECKENRIDGE GENERAL FUND REVENUES BY SOURCE - 2017



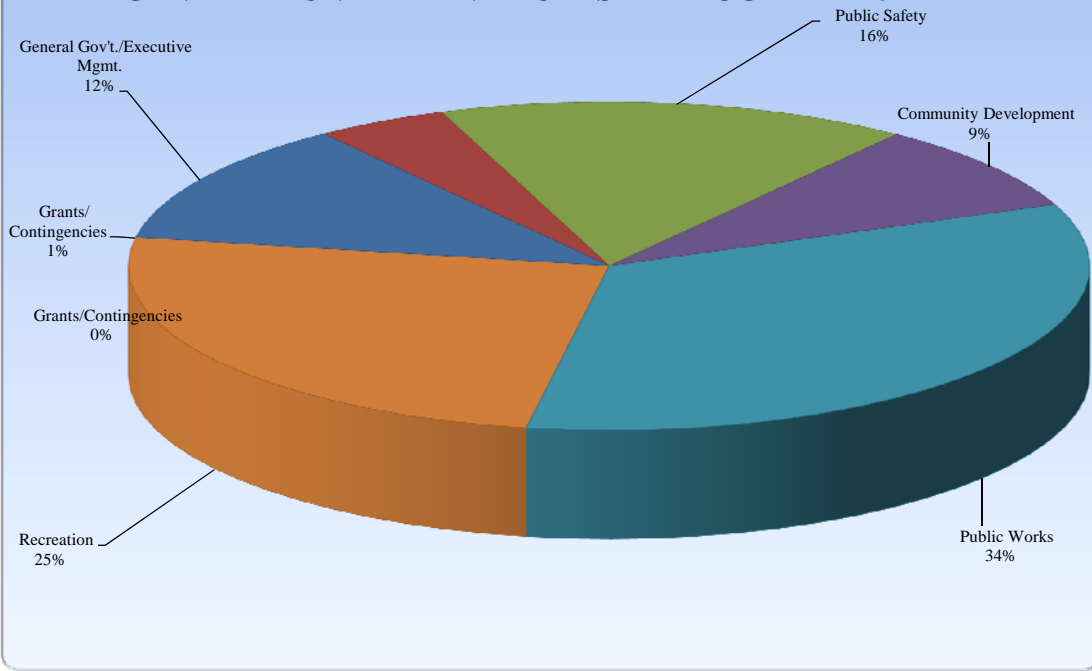
**GENERAL FUND
EXPENDITURES BY CATEGORY AND PROGRAM**

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
EXPENDITURES				
Personnel	\$ 12,495,073	\$ 14,314,488	\$ 14,424,414	\$ 12,539,245
Transfers	\$ -	\$ -	\$ -	\$ 4,000,000
Materials & Supplies	\$ 871,071	\$ 917,216	\$ 899,277	\$ 936,536
Charges for Services	\$ 3,391,880	\$ 3,810,847	\$ 4,279,356	\$ 3,801,048
Fixed Charges	\$ 3,228,916	\$ 3,397,535	\$ 3,397,525	\$ 2,527,528
Grants/Contingencies	\$ (126)	\$ -	\$ -	\$ -
Capital Outlay	\$ 550,865	\$ 1,250,004	\$ 1,857,068	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 20,537,679	\$ 23,690,090	\$ 24,857,640	\$ 23,804,357

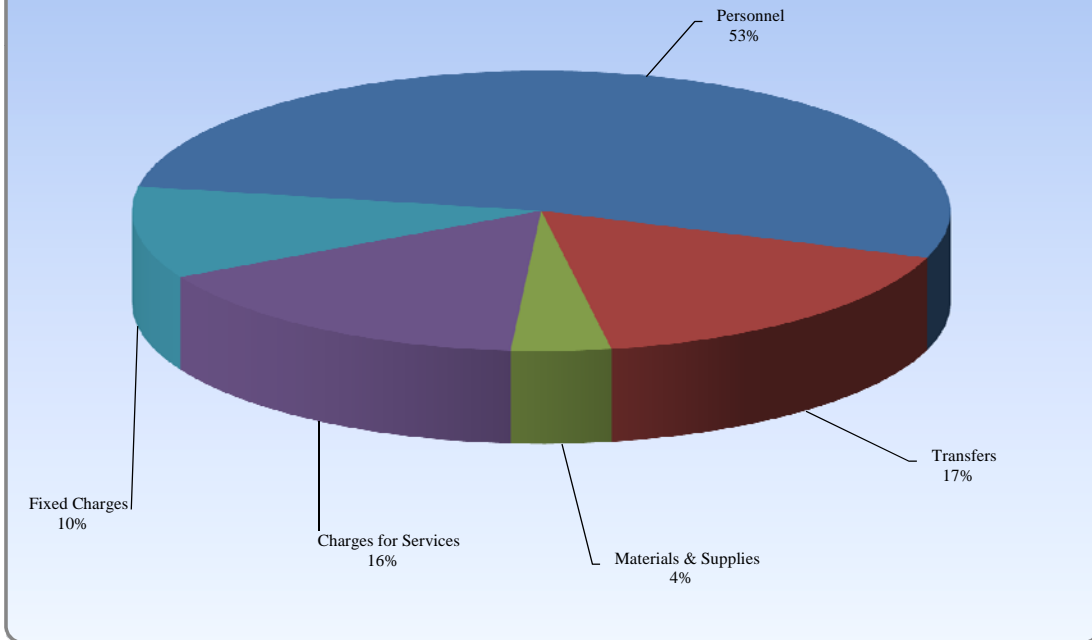
EXPENDITURES BY PROGRAM

General Gov't./Executive Mgmt.	\$ 2,035,021	\$ 2,309,167	\$ 2,420,447	\$ 2,395,846
Finance	\$ 765,415	\$ 879,765	\$ 851,946	\$ 882,572
Public Safety	\$ 3,274,868	\$ 3,765,998	\$ 3,655,244	\$ 3,144,735
Community Development	\$ 1,520,382	\$ 1,667,454	\$ 1,679,684	\$ 1,722,484
Public Works	\$ 7,834,947	\$ 8,876,948	\$ 9,580,862	\$ 6,703,430
Recreation	\$ 4,447,626	\$ 4,859,165	\$ 4,757,389	\$ 4,955,290
Grants/Contingencies	\$ 659,420	\$ 1,331,593	\$ 1,912,068	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -
Transfers	\$ -	\$ -	\$ -	\$ 4,000,000
TOTAL EXPENDITURES	\$ 20,537,679	\$ 23,690,090	\$ 24,857,640	\$ 23,804,357

**TOWN OF BRECKENRIDGE
GENERAL FUND EXPENDITURES BY PROGRAM - 2017**



**TOWN OF BRECKENRIDGE
GENERAL FUND EXPENDITURES BY CATEGORY - 2017**



REVENUE & EXPENDITURE SUMMARY

GENERAL GOVERNMENT	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
REVENUE				
Court Costs & Forfeits	\$ 184,952	\$ 217,097	\$ 222,847	\$ 229,348
Other Fines	\$ -	\$ -	\$ -	\$ -
General Tax Support	\$ 252,830	\$ 292,526	\$ 293,223	\$ 301,904
TOTAL REVENUE	<u>\$ 437,782</u>	<u>\$ 509,623</u>	<u>\$ 516,070</u>	<u>\$ 531,252</u>
EXPENDITURES				
Personnel	\$ 210,446	\$ 230,729	\$ 238,847	\$ 249,803
Materials & Supplies	\$ 525	\$ 5,160	\$ 5,106	\$ 5,700
Charges for Services	\$ 224,766	\$ 271,801	\$ 270,184	\$ 274,248
Minor Capital Outlay	\$ -	\$ -	\$ -	\$ -
Fixed Charges	\$ 2,045	\$ 1,933	\$ 1,933	\$ 1,501
TOTAL EXPENDITURES	<u>\$ 437,782</u>	<u>\$ 509,623</u>	<u>\$ 516,070</u>	<u>\$ 531,252</u>
EXPENDITURES BY PROGRAM				
Law & Policy Making	\$ 143,143	\$ 180,536	\$ 188,918	\$ 193,744
Municipal Court	\$ 155,222	\$ 176,355	\$ 175,207	\$ 184,683
Advice & Litigation	\$ 139,417	\$ 152,732	\$ 151,945	\$ 152,825
TOTAL EXPENDITURES	<u>\$ 437,782</u>	<u>\$ 509,623</u>	<u>\$ 516,070</u>	<u>\$ 531,252</u>



PROGRAM: Law and Policy Making
DEPARTMENT: General Government
DIVISION: Legislative
PROGRAM NO: 0411

PROGRAM DESCRIPTION:

The Town Council is the legislative and policy making body of the Town. Municipal elections are held bi-annually in April. Council members are elected for four year terms. The Mayor's salary is \$1,200 per month and the Town Council members' salaries are each \$800 per month. Town Council responsibilities include enacting ordinances and resolutions for the proper governing of the Town's affairs, reviewing and adopting the annual budget, appointing various Town officials and citizens to boards and commissions, representing the Town at official functions, and establishing such policies and measures as required to promote the general welfare of the Town and the safety and health of its citizens. A small portion of the cost of this program is charged to the Water Fund.

This program provides for Council related expenses including dues for organizations such as the Colorado Association of Ski Towns, Colorado Municipal League, and the I-70 Coalition. Council training and professional meeting expenses have been included for 2015.

PROGRAM EXPENDITURES:

	2015	2016	2016	2017
	ACTUAL	BUDGET	ESTIMATED	ADOPTED
PERSONNEL	102,853	119,239	127,259	130,783
MATERIALS & SUPPLIES	6	204	150	200
CHARGES FOR SERVICES	39,379	60,360	60,776	62,459
FIXED CHARGES	905	733	733	302
	<u>\$ 143,143</u>	<u>\$ 180,536</u>	<u>\$ 188,918</u>	<u>\$ 193,744</u>

PRIOR YEAR ACCOMPLISHMENTS:

2016 Accomplishments include: Opening of Pinewood II; Opening of Kingdom Park Playground; Opening of Breckenridge Theater; Groundbreaking on Huron Heights; Groundbreaking on Denison Placer; Groundbreaking on Ironsprings/Highway 9 Re-route; Parking/Transit/Traffic Management Final Report & Implementation Plan; Building Acquisition for Breckenridge Montessori School; Audit of current Planning & Sign Code; Roof on Outdoor Ice Rink; Blue River Reclamation Project; Inaugural State of the Town.

BUDGET YEAR GOALS:

Enhancements to the Welcome Center; Recreation Center Remodel; Affordable Rental Housing; Long Term Affordable Childcare; Four O' Clock Roundabout; Comprehensive Parking/Transit/Traffic Management Plan; Long Term Water Planning; Sustainable Breck Programs; Continued improvements to Public Outreach & Engagement.



PROGRAM: **Municipal Court**
 DEPARTMENT: General Government
 DIVISION: Clerk and Municipal Services
 PROGRAM NO: 0421

PROGRAM DESCRIPTION:

Municipal court is responsible for action on all complaints filed with the court, including penal, traffic, animal and other municipal code violations. The presiding judge works part-time, and conducts hearings, arraignments, trials and sentencing twice a month.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
PERSONNEL	107,593	111,490	111,588	119,020
MATERIALS & SUPPLIES	519	4,956	4,956	5,500
CHARGES FOR SERVICES	45,970	58,709	57,463	58,964
CAPITAL OUTLAY	-	-	-	-
FIXED CHARGES	1,140	1,200	1,200	1,199
	<u>\$ 155,222</u>	<u>\$ 176,355</u>	<u>\$ 175,207</u>	<u>\$ 184,683</u>

PRIOR YEAR ACCOMPLISHMENTS:

Continued efforts to streamline efficiencies by crosstraining the rest of the Municipal Services staff in all court processes. As a result, the Municipal Services Specialist can now assist in most daily functions for Court.
 Completed audit of Bench Warrants, clearing old warrants and closing/dismissing those cases.
 Worked with Summit County Communications to begin the JusticeWeb implementation process (new server needed).
 Signed with nCourt to allow online payment processing for Court citations, integrated with Justware to provide proper allocation.
 Municipal Court Administrator elected Vice President for the Colorado Association for Municipal Court Administration (CAMCA).

BUDGET YEAR GOALS:

Review court processes, policies and procedures to ensure proper implementation.
 Work with Prosecuting Attorney and Judge to ensure timely case management, including discovery delivery and agreement notifications.
 Per HB 16-1311, review all Bench Warrants and speak with Judge to process those containing fines and fees due. This includes possibility of utilizing collections to gather monies.
 The Municipal Court Administrator will continue to be involved in Colorado Association of Municipal Court Administrators on a state-wide level and as a member of the Board.

SERVICE INDICATORS:

	2013	2014	2015
# Jury Trials Scheduled/Occurred	12/1*	4/0	1/0
ACCOMMODATION TAX	4,988/20,820	6,046/15,525	3,249/15,763
	\$30,218.24 /	\$79,281.72/	\$35,058.07/
CHARGES FOR SERVICES	\$35,076.27	\$71,267.00	\$32,760.55

* 1 reached agreement after potential jurors were waiting to be selected



PROGRAM: **Advice and Litigation**
DEPARTMENT: General Government
DIVISION: Legal
PROGRAM NO: 0431

PROGRAM DESCRIPTION:

The Town Attorney is the legal advisor for all Town officials, commissions, and agencies. He represents the Town in lawsuits, litigation, and hearings. He also prepares ordinances, contracts, deeds, and all legal instruments.

The Town retains Timothy H. Berry for most of its legal consultation needs. For 2017, staff will continue to monitor how the Attorney's time is used to ensure effective and efficient consulting.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
PERSONNEL	-	-	-	-
MATERIALS & SUPPLIES	-	-	-	-
CHARGES FOR SERVICES	139,417	152,732	151,945	152,825
CAPITAL OUTLAY	-	-	-	-
FIXED CHARGES	-	-	-	-
	<u>\$ 139,417</u>	<u>\$ 152,732</u>	<u>\$ 151,945</u>	<u>\$ 152,825</u>



REVENUE & EXPENDITURE SUMMARY

EXECUTIVE & MANAGEMENT	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
REVENUE				
Liquor License Fees	\$ 33,202	\$ 24,001	\$ 25,000	\$ 25,000
Administration Revenue	\$ 35,690	\$ 14,999	\$ -	\$ 7,750
General Tax Support	\$ 1,460,849	\$ 1,679,185	\$ 1,798,022	\$ 1,750,569
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL REVENUE	\$ 1,529,741	\$ 1,718,185	\$ 1,823,022	\$ 1,783,319
EXPENDITURES				
Personnel	\$ 1,258,659	\$ 1,380,568	\$ 1,495,828	\$ 1,428,043
Materials & Supplies	\$ 8,719	\$ 10,999	\$ 13,349	\$ 15,000
Charges for Services	\$ 186,408	\$ 245,328	\$ 232,566	\$ 219,394
Minor Capital Outlay	\$ -	\$ -	\$ -	\$ -
Fixed Charges	\$ 75,956	\$ 81,290	\$ 81,279	\$ 120,882
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL EXPENDITURES	\$ 1,529,741	\$ 1,718,185	\$ 1,823,022	\$ 1,783,319
EXPENDITURES BY PROGRAM				
Executive Management	\$ 771,631	\$ 806,923	\$ 920,061	\$ 782,797
Human Resources Admin.	\$ 501,672	\$ 622,043	\$ 620,692	\$ 658,223
Town Clerk Admin.	\$ 256,438	\$ 289,219	\$ 282,269	\$ 342,299
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL EXPENDITURES	\$ 1,529,741	\$ 1,718,185	\$ 1,823,022	\$ 1,783,319



PROGRAM: **Administrative Management**
DEPARTMENT: Executive Management
DIVISION: Executive Management
PROGRAM NO: 0442

PROGRAM DESCRIPTION:

The Town Manager is, by charter, the Chief Executive Officer of the Town and is directly responsible to the Town Council for planning, organizing, and directing the activities of all Town departments and agencies under his jurisdiction. The Town Manager is responsible for appointing and supervising Town employees, preparing and submitting the proposed annual budget and capital improvement plan, recommending approval of municipal ordinances and regulations, and implementing policies established by the Council. This account includes all costs associated with the administrative management program including the salaries of the Town Manager, Assistant Town Manager, Director of Communications, and Administrative Specialist. It also provides for communication for town government activities as well as coordination with various nonprofits and the Town's Grants & Scholarship programs. To recognize time spent on water matters, a portion of this program is reimbursed by the Water Fund.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 0	2017 ADOPTED
PERSONNEL	603,782	639,721	756,082	608,039
MATERIALS & SUPPLIES	1,395	3,500	1,850	7,500
CHARGES FOR SERVICES	131,314	125,404	123,842	131,270
CAPITAL OUTLAY	-	-	-	-
FIXED CHARGES	35,140	38,298	38,287	35,988
	<u>\$ 771,631</u>	<u>\$ 806,923</u>	<u>\$ 920,061</u>	<u>\$ 782,797</u>

PRIOR YEAR ACCOMPLISHMENTS:

The Town Manager's office continues to develop and implement council's policy direction on various issues, while also being responsible for leading and managing executive and professional staff for all operating departments.

BUDGET YEAR GOALS:

Execution of Town Council priority goals; management of executive and professional staff; maintain employee committees and monitor outcomes.

SERVICE INDICATORS:

	2013	2014	2015
Cash Grants, In-Kind Grants & Student Scholarships Awarded	93	96	105
Visits to Town Website	694,509	612,148	589,952
Social Media Reach (FB, Twtr)	2,044	3,503	5,402



PROGRAM: **Human Resources Administration**
 DEPARTMENT: Executive Management
 DIVISION: Human Resources Administration
 PROGRAM NO: 0443

The Human Resources (HR) team leads a variety of human resource and organizational development initiatives in the following areas:

Recruitment/Staffing	Employee Relations/Employee Engagement	Training & Development
Compensation and Benefits	Workers Compensation/Unemployment Claims	Systems, Reporting and Records
Employment Law	Performance Management	Risk Management/Safety

In the delivery of services, HR encourages understanding and involvement in the Town's organizational culture and Leadership Values & Philosophies. HR supports and advises the Senior Leadership Team (SLT) as they implement and manage strategies for organizational change.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
PERSONNEL	446,736	518,476	517,375	577,624
MATERIALS & SUPPLIES	2,314	2,000	6,000	2,000
CHARGES FOR SERVICES	15,586	62,427	58,177	35,927
CAPITAL OUTLAY	-	-	-	-
FIXED CHARGES	37,035	39,140	39,140	42,672
	\$ 501,672	\$ 622,043	\$ 620,692	\$ 658,223

PRIOR YEAR ACCOMPLISHMENTS:

- System Development (Recruitment):** On-board system customized for depts.
- Benefits/Pay:** Launch 2016 pay study; continued reporting for employer-mandated medical (Healthcare Reform).
- EE Development:** Program delivery in key areas such as EEO, Performance Mgmt; and other programs.
- Culture:** Leadership roundtables; mentoring/coaching; developmental plans; succession planning.
- Risk Management:** Job Hazard Analysis (JHA); Anti-Violence policy; SOP's for reporting; Emergency Response Training/PD, and other programs.

BUDGET YEAR GOALS:

HR goals for 2017 & beyond:

- System Development (Performance Tools):** Launch NeoGov 'Perform' software for performance appraisals.
- Benefits Management:** Provide new vision care benefit; training for plan participants; explore fiduciary needs for retirement plan.
- EE Development:** Link developmental needs and interests of talent to the Town's vision/mission; supervisory training; EEO and Anti-Workplace Violence policy and training.
- Culture:** Recognize talent for contributions via leadership nomination process.
- Risk Management:** Partner and lead in safety Initiatives, incl. Loss Control Standards; Job-Hazard Analysis; and, policy.

SERVICE INDICATORS:

	Year End			Relationship to GOALS
	2013	2014	2015	
Positions: Authorized REGULAR/Full-Time	160.75	159.75	157.75	Indicator of the human capital needs.
New Hires: REGULAR/Full-Time	19	13	21	Indicator of ability to retain full-time staff.
New Hires: Seasonal/PTYR/Other (excludes seas. rehires)	94	99	117	Reflects on Town's retention and seasonal returning staff (local market is tighter).
Recruitment: ~ # of Recruitments Conducted	71	99	103	Indicator of retention/turnover.
Recruitment: ~ Applications for Employment	1714	1646	2125	Indicator of interested applicants in Town jobs.
Recruitment: ~ Avg Applications per ea. Recruitment	24	16	19	Indicator of current market pressure on recruitment/applicant pools.
Recruitment: HR Web/Job Pages ~ Visitors to Site	44,144	41,148	41,805	Interest in Town positions; also, 8597 subscribers to job announcements in 2015.
EE Development: # In-House Training Programs Delivered	52	48	39	Indicator of efforts to develop skills in: 1) Leadership; 2) Risk Mgmt; 3) Employee Engagement
Recruitment: Orientation Sessions Held for New Hires	83	68	51	Indicator of efficiency efforts in hiring, as well as hiring volume.
Wellness Program Participants	140	150	147	Indicator of employee wellness engagement & ability to prevent/detect conditions early.



PROGRAM: **Clerk and Municipal Services**
 DEPARTMENT: Executive Management
 DIVISION: Clerk and Municipal Services
 PROGRAM NO: 0451

PROGRAM DESCRIPTION:

This program provides for administration of the Clerk and Municipal Services office in accordance with the legal requirements of the State Statutes and Town Charter.

The Clerk and Municipal Services office processes liquor licenses and permits; processes marijuana licenses; provides support services to the Breckenridge Town Council and Liquor and Marijuana Licensing Authority by compiling agenda packets, recording meeting minutes, publishing ordinances, resolutions and public notices; maintains the Town Code; conducts regular and special elections; manages Valley Brook cemetery including records, burials, headstone placement and cemetery lot sales; provides Town-wide record management services including scanning, indexing and retention; responds to open record requests; and coordinates property/casualty insurance coverage, claims, loss control and general risk management. Also oversees Municipal Court.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
Personnel	208,142	222,371	222,371	242,380
Materials & Supplies	5,009	5,499	5,499	5,500
Charges for Services	39,507	57,497	50,547	52,197
Capital Outlay	-	-	-	-
Fixed Charges	3,780	3,852	3,852	42,222
	<u>\$ 256,438</u>	<u>\$ 289,219</u>	<u>\$ 282,269</u>	<u>\$ 342,299</u>

PRIOR YEAR ACCOMPLISHMENTS:

Evaluated retention schedules for all documents in Caselle Document Management, organized storage area, and hosted "shred days".
 Conducted a successful Mayoral and Council election, as well as a coordinated election with Summit County, and assisted with the transition of the new Council.
 Improved Front Desk safety measures, including communications protocol, emergency buttons, and security lights.
 Municipal Services Manager achieved Certified Municipal Clerk designation.
 Moved from the Finance Division to Administration for streamlined Council and administrative functions.

BUDGET YEAR GOALS:

Investigate and select a new vendor for Agenda and Meeting Management.
 Work with the Police Department to implement an evacuation/safety plan for the division and the building.
 Improve safety and risk management processes by coordinating with Public Works staff and the Safety Committee.
 Streamline the document execution and storage process with regular audits and the possible relocation of documents from other divisions.

	2013	2014	2015
# of Council Meetings/Work Sessions/Retreats	48	49	48
Active Liquor Licenses	96	98	97
# Liquor License Authority Meetings	13	13	12
# Elections	1	2	1
# Registered Voters	4,653	4,272	4,620



REVENUE & EXPENDITURE SUMMARY

FINANCE	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
REVENUE				
General Tax Support	\$ 765,415	\$ 879,765	\$ 851,946	\$ 882,572
TOTAL REVENUE	<u>\$ 765,415</u>	<u>\$ 879,765</u>	<u>\$ 851,946</u>	<u>\$ 882,572</u>
EXPENDITURES				
Personnel	\$ 568,742	\$ 626,812	\$ 598,795	\$ 647,946
Materials & Supplies	\$ 5,409	\$ 8,796	\$ 7,800	\$ 8,800
Charges for Services	\$ 102,998	\$ 154,095	\$ 155,289	\$ 177,620
Minor Capital Outlay	\$ -	\$ -	\$ -	\$ -
Fixed Charges	\$ 88,266	\$ 90,062	\$ 90,062	\$ 48,206
	<u>\$ 765,415</u>	<u>\$ 879,765</u>	<u>\$ 851,946</u>	<u>\$ 882,572</u>
EXPENDITURES BY PROGRAM				
Administration	\$ 208,811	\$ 214,220	\$ 214,330	\$ 186,115
Accounting	\$ 556,604	\$ 665,545	\$ 637,616	\$ 696,457
TOTAL EXPENDITURES	<u>\$ 765,415</u>	<u>\$ 879,765</u>	<u>\$ 851,946</u>	<u>\$ 882,572</u>



PROGRAM: **Finance Administration**
DEPARTMENT: Finance and Information Services
DIVISION: Finance Services
PROGRAM NO: 0461

PROGRAM DESCRIPTION:

Finance Administration provides general financial services including budget support, sales tax reporting, and investment management. It also provides oversight of the Municipal Services Office, Municipal Court, Accounting, and Information Technology functions.

PROGRAM EXPENDITURES:

	<u>2015</u> <u>ACTUAL</u>	<u>2016</u> <u>BUDGET</u>	<u>2016</u> <u>ESTIMATED</u>	<u>2017</u> <u>ADOPTED</u>
Personnel	92,175	98,959	102,468	113,709
Materials & Supplies	1,280	1,800	800	1,800
Charges for Services	27,089	23,399	21,000	22,400
Capital Outlay	-	-	-	-
Fixed Charges	88,266	90,062	90,062	48,206
	<u>\$ 208,811</u>	<u>\$ 214,220</u>	<u>\$ 214,330</u>	<u>\$ 186,115</u>

PRIOR YEAR ACCOMPLISHMENTS:

Finance played an important role in several key Town financing projects during the past year. We took the necessary steps to obtain over \$10M in financing for both the new Huron Landing Affordable Housing project, as well as the refinancing of some older Town debt at a favorable rate.

BUDGET YEAR GOALS:

In 2017, we are looking forward to the beginning of the new Water Treatment Plant project, which will involve some complex financing mechanisms. Our office is also playing an integral part of planning for the Town's long term future by helping with our Traffic Congestion Relief plan, which has many financial aspects. As always, we will maintain our community approach to encouraging compliance on the part of local merchants.

SERVICE INDICATORS:

	<u>2013</u>	<u>2014</u>	<u>2015</u>
Sales Tax Audits Completed	10	9	22
Business Licenses Processed	5,464	5,222	5,684



PROGRAM: **Accounting**
 DEPARTMENT: Finance and Information Services
 DIVISION: Finance Services
 PROGRAM NO: 0462

PROGRAM DESCRIPTION:

Accounting encompasses business licensing, tax audit, accounts receivable, accounts payable, payroll, general ledger activities, and preparing the Town's financial reports (monthly Council reporting, the annual budget and comprehensive financial report).
 Accounting also provides direct support for utility billings/collections, accommodations and sales taxpayer returns, and real estate transfer tax collections.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
Personnel	476,567	527,853	496,327	534,237
Materials & Supplies	4,129	6,996	7,000	7,000
Charges for Services	75,909	130,696	134,289	155,220
Capital Outlay	-	-	-	-
Fixed Charges	-	-	-	-
	\$ 556,604	\$ 665,545	\$ 637,616	\$ 696,457

PRIOR YEAR ACCOMPLISHMENTS:

1. The Accounting Department received the GFOA Awards for both the Budget and the Comprehensive Annual Financial Report (CAFR).
2. Provided year over year water usage information to water customers in response to Council request. Will repeat annually.
3. Prepare CAFR independently with guidance from external audit firm.
4. Identified and worked with timeshare companies to properly license multiple units resulting in an additional \$50k in business license revenue.
5. Compared state taxable sales volumes to Town filings to identify issues such as non-payment or payments made to the Town in error. Took steps to rectify issues.
6. Work with IT to migrate Caselle and SIRE to updated/upgraded servers in order to improve functionality and processing speed providing better service to internal and external customers.
7. Work with Municipal Services as needed to ensure the success of the lift ticket tax ballot issue.
8. Created and distributed quarterly Key Performance Indicators for all Accounting Department activities.
9. Provided Public Works and the citizenry with information as needed regarding water usage and the new water plant.

BUDGET YEAR GOALS:

In 2017, we will continue to work on projects such as e-government solutions, business compliance, and improved reporting. Some examples are:

1. Implement Sales Tax Paper Filing Fee, supporting Town Council and Town Administration's sustainability goal of paperless processes.
2. Continue to increase participation in paperless processes within all functions of the division
3. Upgrade to KRONOS version 8.0 which will eliminate Java compatibility issues.
4. Identify and lien properties from which the Town has not received RETT due by reviewing all real estate transactions within Town limits.
5. Work with Town Council, Administration, and Vail Resorts to implement lift ticket tax that passed in November 2015 election.
6. Monitor and comply with changing requirements of the Affordable Care Act regarding reporting and providing health insurance to eligible employees.

SERVICE INDICATORS:

	<u>2013*</u>	<u>2014</u>	<u>2015</u>
Sales, Accommodation, MMJ returns: % Filed Online	14.0%	59%	62%
# of Utility Accounts	4,426	4,465	4,569
Utility Billing: % Electronic Delivery	73.7%	77.2%	81.0%
# of Payments to Vendors	4,823	4,729	4,619
% of ACH vs. check payments to vendors (AP)	53.0%	53.0%	57.0%
# Real Estate Transfer Tax Transactions	8,872	13,256	8,536
\$ of Payroll Payments (000)	7,870	8,139	8,719

*Online sales tax filing and payment went "live" in September of 2013



**REVENUE & EXPENDITURE
SUMMARY**

PUBLIC SAFETY	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
REVENUE				
Animal Licenses	\$ 1,695	\$ 598	\$ 600	\$ 600
Security Checks	\$ 2,370	\$ 1,500	\$ 1,500	\$ 1,500
Fines & Forfeits	\$ 235,383	\$ 230,124	\$ 213,047	\$ 10,274
Reimb. Of Expenditures	\$ 45,957	\$ 26,126	\$ 66,197	\$ 24,126
Parking	\$ 532,992	\$ 460,002	\$ 575,000	\$ -
Grants	\$ 64,462	\$ 48,024	\$ 62,076	\$ 34,717
General Tax Support	\$ 2,392,009	\$ 2,999,624	\$ 2,736,824	\$ 3,073,518
TOTAL REVENUE	<u>\$ 3,274,868</u>	<u>\$ 3,765,998</u>	<u>\$ 3,655,244</u>	<u>\$ 3,144,735</u>
EXPENDITURES				
Personnel	\$ 2,379,629	\$ 2,859,389	\$ 2,724,412	\$ 2,395,734
Materials & Supplies	\$ 66,564	\$ 67,901	\$ 77,290	\$ 67,890
Charges for Services	\$ 398,752	\$ 407,053	\$ 421,883	\$ 349,530
Minor Capital Outlay	\$ -	\$ -	\$ -	\$ -
Fixed Charges	\$ 429,923	\$ 431,655	\$ 431,659	\$ 331,581
	<u>\$ 3,274,868</u>	<u>\$ 3,765,998</u>	<u>\$ 3,655,244</u>	<u>\$ 3,144,735</u>
EXPENDITURES BY PROGRAM				
Administration & Records	\$ 875,117	\$ 942,401	\$ 905,224	\$ 908,687
Communications	\$ 210,684	\$ 228,600	\$ 220,075	\$ 215,056
Patrol Services	\$ 1,646,775	\$ 1,929,389	\$ 1,891,748	\$ 2,020,992
Community Services	\$ 542,291	\$ 665,608	\$ 638,197	\$ -
TOTAL EXPENDITURES	<u>\$ 3,274,868</u>	<u>\$ 3,765,998</u>	<u>\$ 3,655,244</u>	<u>\$ 3,144,735</u>



PROGRAM: **Administration and Records**
DEPARTMENT: Public Safety
DIVISION: Police Services
PROGRAM NO: 0511

PROGRAM DESCRIPTION:

The programs, staff, and funding within the administrative division support a variety of services and community initiatives. Within this division, the Chief, Assistant Chief and Administrative Analyst provide overall supervision, leadership and management for the department, its officers and non-sworn staff. The Chief of Police oversees Community Service/Parking Management, the Records Division, and Personnel Records within the Department. The Assistant Chief is responsible for operational oversight of the Patrol and Investigative divisions. The Administrative Analyst has responsibility for hiring/recruiting, professional standards, policy development and maintenance within the Lexicon policy manual, including daily training bulletins. The Records Supervisor controls and supervises the quality and the dissemination of all police records.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
Personnel	510,385	575,698	526,063	546,301
Materials & Supplies	13,014	14,997	15,000	15,000
Charges for Services	105,791	104,323	116,774	111,624
Capital Outlay	-	-	-	-
Fixed Charges	245,927	247,383	247,387	235,762
	<u>\$ 875,117</u>	<u>\$ 942,401</u>	<u>\$ 905,224</u>	<u>\$ 908,687</u>

PRIOR YEAR ACCOMPLISHMENTS:

As part of the Strategic Plan, the staff was involved with enhancing community outreach related to crisis intervention and mental health issues by establishing stronger relationships with mental health providers. The Department continued to increase its presence on social media which is an important avenue for providing crime prevention and safety information to the community. The Administrative Staff also developed a leadership mentoring program, and began evaluating the President's Final Report on 21st Century Policing and its potential applicability to the Breckenridge Police Department. In addition, the Department took final steps to merge its record management system into the State's new eDiscovery system to enhance records availability for the District Attorney's Office.

BUDGET YEAR GOALS:

In 2017 the Breckenridge Police Department will begin the process of accreditation by the Colorado Association of Chiefs of Police. There is considerable work in becoming accredited but it is a prestigious award and honor to achieve this accomplishment. The staff will also evaluate the Department's mission to ensure it is consistent with the needs of the community, and continue its efforts to develop performance measures to better understand if the Department is accomplishing its mission. The staff will work to establish a program of crime analysis to identify trends for criminal activity and vehicle crashes.



PROGRAM: **Communications**
 DEPARTMENT: Public Safety
 DIVISION: Police Services
 PROGRAM NO: 0512

PROGRAM DESCRIPTION:

This program and its funding provide communication services for police activities, and support records management processes and systems. Communication services, provided by the Summit County Communications Center, include handling telephone requests for emergency and routine services, as well as dispatching officers. This program also provides for communications-related software, hardware, and county staff required in the operation and maintenance of communication and records management systems.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
Personnel	-	-	-	-
Materials & Supplies	2,849	6,000	6,000	6,000
Charges for Services	203,036	222,600	214,075	209,056
Capital Outlay	-	-	-	-
Fixed Charges	4,800	-	-	-
	<u>\$ 210,684</u>	<u>\$ 228,600</u>	<u>\$ 220,075</u>	<u>\$ 215,056</u>

PRIOR YEAR ACCOMPLISHMENTS:

During 2015, the Communications Center handled 11,970 requests for police services in Breckenridge compared to 11,481 in 2014. The additional 489 requests in 2015 compared to 2014 represents a 4% increase and equates to a 26% increase over the past three years.

BUDGET YEAR GOALS:

The services provided by the Communications Center are funded by county agencies, with the cost determined annually, based on each agency's call volume, radio use, and population. Breckenridge continues to be the second highest user (26%) of the Communications Center after the Sheriff's Office (33%). The County maintains the internal service fund which funds the Records Management System (RMS), the RMS Technician, and dispatch positions. The other major budget components of this program support the department's cellular phone use, maintenance of radio equipment, and the replacement of portable radios.

SERVICE INDICATORS:

	<u>2013</u>	<u>2014</u>	<u>2015</u>
NW Incidents	10,509	11,481	11,970



PROGRAM: **Patrol Services**
 DEPARTMENT: Public Safety
 DIVISION: Police Services
 PROGRAM NO: 0513

PROGRAM DESCRIPTION:

This program provides 24-hour a day, 7-day a week police services to residents, the business community and visitors to the Town. Services include patrol, investigations, traffic management, response to citizen complaints, calls for service and other law enforcement related duties. The department has a strong commitment to Community Oriented Policing and problem solving. An organizational philosophy based on Community Policing Principles allows officers to work closely with community members, business owners and employees of other Town Departments to assist in problem solving efforts to reduce crime and maintain the community's quality of life.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
Personnel	1,483,774	1,760,054	1,712,695	1,849,433
Materials & Supplies	40,072	39,005	44,890	46,890
Charges for Services	24,446	28,930	32,763	28,850
Capital Outlay	-	-	-	-
Fixed Charges	98,484	101,400	101,400	95,819
	<u>\$ 1,646,775</u>	<u>\$ 1,929,389</u>	<u>\$ 1,891,748</u>	<u>\$ 2,020,992</u>

PRIOR YEAR ACCOMPLISHMENTS:

The patrol division responded to a high volume of calls for service which increased 4% over the previous year as well as engaged in a variety of community problem solving initiatives. This year, the Department added a downtown unit as part of patrol services. There is one sworn officer and one Community Service Officer assigned to the unit. Their priorities have been to provide assistance to the transient/homeless population, to provide timely police services to the downtown merchants and guests, and to engage in problem solving efforts in the downtown corridor. Additionally the Department continued to receive a federal grant providing partial funding for an officer who continues to identify resources and best practices for responding to those with mental illness. The Department's investigations division oversaw the successful completion of several cases including a hit and run resulting in death, marijuana business burglaries, and time consuming cases involving fraud and embezzlement as well as cyber stalking. Cyber crime investigations have escalated across the country to include Breckenridge. These types of crime require significant amounts of staff hours and resources to complete a thorough investigation.

BUDGET YEAR GOALS:

One of the major goals as detailed in the Strategic Plan for the upcoming year is to train all officers in the use of Crisis Intervention techniques in an effort to increase the Department's effectiveness in responding to critical events, particularly those incidents involving mental health consumers. Additionally, the Department will enhance internal training to include advanced tactical procedures to prepare officers to more effectively address a critical incident involving a suspect's use of deadly force. This type of incident has recently been on the rise across the U.S. and Breckenridge officers must be ready to respond should such an event occur in the community. Staff will continue to evaluate the effectiveness and value of the new downtown unit. The Department will also continue to identify community concerns while emphasizing strong community relations and providing high levels of service to the community.

SERVICE INDICATORS:

	2013	2014	2015
Community Outreach			
Schools			
DARE Graduates	69	76	110
Bike Rodeos	2	2	2
Public			
Safe Bar Meetings	13	9	10
Tips Meetings	3	7	6
Enforcement			
Reports	2,412	2,431	2157
Traffic			
Traffic Infractions	1,203	886	932
Warnings	1,407	1,170	1367
Total Traffic Stops	2,610	2,056	2299
Motor Vehicle Accidents	329	324	285
Calls			
# Cases	1,486	1,521	1691
Noise Complaints	199	208	215
Assaults	55	45	61
Criminal Mischief	161	112	126
Disorderly	76	43	33
Ski Theft	33	13	11
Snowboard Theft		12	5
Ski Pass Fraud	262	256	126
Arrests			
DUI	54	71	99
Felony	35	46	32
Misdemeanor	126	131	161
Total Arrests	696	687	558
Event Hours Worked, including in-kind services	1,120	1,027	1210



PROGRAM: **Community Services**
 DEPARTMENT: Public Safety
 DIVISION: Police Services
 PROGRAM NO: 0515

PROGRAM DESCRIPTION:

This program supports the department's efforts in community service activities, parking management, education and enforcement. The team is currently comprised of a Supervisor, four (4) Community Service Officers, and one parking administrative specialist. CSO's perform a variety of field and administrative duties in support of the department's community oriented approach to code and parking enforcement. They patrol the town by vehicle, on foot, or by bicycle and work with the community to identify, educate and enforce municipal code and other violations related to parking, animal control, trash and junk/abandoned vehicles. They also address other quality of life and community issues through their contacts with the public, as well as investigating minor criminal complaints, traffic accidents and respond to a variety of calls for service within the community.

PROGRAM EXPENDITURES:	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
Personnel	385,470	523,637	485,654	-
Materials & Supplies	10,630	7,899	11,400	-
Charges for Services	65,480	51,200	58,271	-
Capital Outlay	-	-	-	-
Fixed Charges	80,712	82,872	82,872	-
	\$ 542,291	\$ 665,608	\$ 638,197	\$ -

PRIOR YEAR ACCOMPLISHMENTS:

During the 2015/16 winter season, the Town documented a record year in pay parking revenue with a 10% increase from the previous year, up 60% compared to three years ago. Citation revenue increased 78% for the 2015/16 season, reflecting a collection rate of 78% which has remained consistent over the past four years. The Community Service division continues to increase the use of social media to provide residents and visitors with parking and traffic updates, as well as information on road closures. Staff worked to implement several parking management changes including new designated employee only parking and a new free employee permit. In addition, staff continued to monitor parking occupancy and to adjust the parking program accordingly.

BUDGET YEAR GOALS:

In the coming year, the Community Service and Parking division will focus on community outreach, education and enforcement of the new comprehensive Parking & Transit Plan, which incorporates numerous changes to the current program including downtown pay parking. Staff will work on improving signage in areas that have received multiple complaints and citation appeals to provide an improved customer experience. Technological opportunities will continue to be researched and implemented to improve the customer experience. CSOs will continue to be active in addressing issues of wildlife and trash in residential areas as well as on Town trails.

SERVICE INDICATORS:

	<u>2013</u>	<u>2014</u>	<u>2015</u>
Parking & Code Enforcement	(parking statistics are tabulated from May 1 - April 30)		
Parking Citations	8,536	6,396	7,516
Cites Excluding Voids, Warnings	6,883	5,426	6,333
Collection Rate	79%	77%	78%
Permits Sold	1,607	1,723	1,556
Dog Licenses	125	139	141
Dog at Large Citations	42	38	22
Wildlife calls	42	75	34



**REVENUE AND EXPENDITURE
SUMMARY**

COMMUNITY DEVELOPMENT	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
REVENUE				
Inspection Permits	\$ 729,458	\$ 500,723	\$ 548,089	\$ 563,314
Subdiv. Review Fees (50%)	\$ -	\$ 1,500	\$ -	\$ 1,545
Class 'A'	\$ 40,594	\$ 26,244	\$ 17,045	\$ 17,557
Class 'B'	\$ 6,607	\$ 12,025	\$ 18,641	\$ 19,203
Class 'C'	\$ 46,502	\$ 32,760	\$ 40,680	\$ 39,923
Class 'D'	\$ 96,275	\$ 57,003	\$ 75,000	\$ 71,998
Sale of Documents	\$ 409	\$ 302	\$ 300	\$ 302
Misc. Fees	\$ 2,231	\$ 2,503	\$ 2,852	\$ 2,503
Plan Review	\$ 441,222	\$ 298,174	\$ 416,083	\$ 335,446
Grants	\$ -	\$ -	\$ -	\$ -
General Tax Support	\$ 157,085	\$ 736,220	\$ 560,995	\$ 670,693
TOTAL REVENUE	<u>\$ 1,520,382</u>	<u>\$ 1,667,454</u>	<u>\$ 1,679,684</u>	<u>\$ 1,722,484</u>
EXPENDITURES				
Personnel	\$ 1,239,866	\$ 1,308,287	\$ 1,329,787	\$ 1,408,615
Materials & Supplies	\$ 6,034	\$ 11,000	\$ 9,540	\$ 11,000
Charges for Services	\$ 89,170	\$ 130,006	\$ 122,196	\$ 94,330
Minor Capital Outlay	\$ -	\$ -	\$ -	\$ -
Fixed Charges	\$ 185,312	\$ 218,161	\$ 218,161	\$ 208,539
Grants	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	<u>\$ 1,520,382</u>	<u>\$ 1,667,454</u>	<u>\$ 1,679,684</u>	<u>\$ 1,722,484</u>
EXPENDITURES BY PROGRAM				
Administration	\$ 1,025,708	\$ 1,140,390	\$ 1,131,727	\$ 1,134,564
Building Services	\$ 494,674	\$ 527,064	\$ 547,957	\$ 587,920
Arts District	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	<u>\$ 1,520,382</u>	<u>\$ 1,667,454</u>	<u>\$ 1,679,684</u>	<u>\$ 1,722,484</u>



PROGRAM: **Administration**
DEPARTMENT: Community Development
DIVISION: Administration
PROGRAM NO: 0611

PROGRAM DESCRIPTION:

This program funds the general operation of the Community Development Department, including administration and supervisory duties, wildfire/pine beetle mitigation, current planning/development review, and long range planning, including historic preservation, economic development, and sustainability initiatives. Administrative and supervisory functions include management responsibilities for the Department's different sections (current planning, long range planning, open space and trails, building), budget preparation and accounting, human resource management, and communications with Town management. Long range planning functions include staffing the Sustainability Task Force, Housing Committee, Child Care committee, coordination and implementation of the SustainableBreck Plan, support to the Breckenridge Heritage Alliance, restoration and interpretation of Town historic resources, preparation of monthly economic indicators, managing and monitoring of the affordable housing program, oversight of the Pinewood 2 and other Town sponsored housing projects, coordination of the child care program (including scholarships and teacher salary supplements), compilation of statistical information, coordination with County planning, and review of annexation proposals. Development review responsibilities include providing support for the Planning Commission and reviewing and processing all requests for development within the Town, making recommendations on changes to the Development Code, and enforcement of the Development Code and Sign Code.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
Personnel	846,827	901,135	901,135	910,702
Materials & Supplies	4,750	8,496	7,500	8,500
Charges for Services	56,644	81,767	74,100	79,100
Capital Outlay	-	-	-	-
Fixed Charges	117,487	148,992	148,992	136,262
	<u>\$ 1,025,708</u>	<u>\$ 1,140,390</u>	<u>\$ 1,131,727</u>	<u>\$ 1,134,564</u>

PRIOR YEAR ACCOMPLISHMENTS:

1. Continued numerous SustainableBreck initiatives (e.g., disposable bag program, residential EnergySmart program)
2. Certified five new businesses in the SustainableBreck business program
3. Initiated new LED bulb sale program targeted at reducing energy use in Town residences
4. Processing and approval of 542 development permits-a 15% increase over 2014
5. Adoption of a number of code amendments (e.g., Sign Code enforcement, Off Street Parking, TDR/Wetlands, and Temporary Tents)
6. Completed second year of successful chipping program to reduce forest fuel loads
7. Locally landmarked four properties

BUDGET YEAR GOALS:

1. Work with Steering Group and Planning Commission to Adopt comprehensive Development Code revisions
2. Continued implementation of the SustainableBreck Plan action items

	2013	2014	2015
Class A Permits Approved	10	7	9
Class B Permits Approved	21	11	12
Class C Permits Approved	71	22	18
Class D Major Permits Approved ¹		32	56
Class D Minor Permits Approved	407	394	441
Town Projects	7	4	6
Local Land marking Ordinances	3	7	4
Code Amendments Processed	8	6	4
Businesses achieving SustainableBreck certification	8	8	5
Number of Slash Piles/Chipping Program ²		3,083	2,627
Properties Participating in Chipping Program ²		884	1,110

¹Class D Major Permits were Processed as Class C Permits Prior to 2014

²Includes entire Upper Blue Basin (Some properties participated twice during summer and may be double-counted)



PROGRAM: **Building**
 DEPARTMENT: Community Development
 DIVISION: Building
 PROGRAM NO: 0621

PROGRAM DESCRIPTION:

This program funds building review and inspection services for all construction activities in Town. This includes the review of building plans before construction begins for compliance with adopted building codes and inspection of construction when buildings are being built. All aspects of construction are reviewed including structural elements, electrical, plumbing and mechanical systems. Construction is also reviewed for conformance with the Town's sustainable "green" building standards. The program also provides technical assistance to Town building projects.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
Personnel	393,039	407,152	428,652	497,913
Materials & Supplies	1,284	2,504	2,040	2,500
Charges for Services	32,525	48,239	48,096	15,230
Capital Outlay	-	-	-	-
Fixed Charges	67,826	69,169	69,169	72,277
	<u>\$ 494,674</u>	<u>\$ 527,064</u>	<u>\$ 547,957</u>	<u>\$ 587,920</u>

PRIOR YEAR ACCOMPLISHMENTS:

1. Implementation of the Energov permitting software system
2. Provided technical support through the construction of Pinewood II and the Breckenridge Theater
3. Saw an increase in permit activity and inspection levels.

BUDGET YEAR GOALS:

1. Increase number of customers making online inspection and permit requests through new permitting software.
2. Fully implement new permit tracking software and public interface
3. Provide technical support through construction of the Rec Center expansion, River walk Center improvements, and Denison Placer housing project

SERVICE INDICATORS:

	2013	2014	2015
Building Permits Issued	361	375	464
Inspection numbers	6,042	6,315	7,102
Fee's waived (\$) for Town, Solar, and Deed restricted properties	\$152,877	\$95,323	\$104,694



**REVENUE & EXPENDITURE
SUMMARY**

PUBLIC WORKS	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
REVENUE				
Administration	\$ 466,782	\$ 507,000	\$ 495,608	\$ 488,196
Streets	\$ 27,138	\$ 57,869	\$ 60,701	\$ 58,826
Parks	\$ 21,550	\$ 12,197	\$ 19,320	\$ 19,000
Facilities Maintenance	\$ 148,189	\$ 389,782	\$ 384,500	\$ 162,005
Transit	\$ 642,925	\$ 699,400	\$ 661,406	\$ -
Engineering	\$ 6,459	\$ 7,270	\$ 7,550	\$ 16,100
General Tax Support	\$ 6,521,904	\$ 7,203,430	\$ 7,951,777	\$ 5,959,303
TOTAL REVENUE	\$ 7,834,947	\$ 8,876,948	\$ 9,580,862	\$ 6,703,430
EXPENDITURES				
Personnel	\$ 4,168,358	\$ 4,912,547	\$ 5,149,758	\$ 3,369,075
Materials & Supplies	\$ 398,677	\$ 429,075	\$ 407,032	\$ 452,626
Charges for Services	\$ 1,260,587	\$ 1,436,444	\$ 1,925,190	\$ 1,561,850
Capital Outlay	\$ -	\$ -	\$ -	\$ -
Fixed Charges	\$ 2,007,325	\$ 2,098,882	\$ 2,098,882	\$ 1,319,879
TOTAL EXPENDITURES	\$ 7,834,947	\$ 8,876,948	\$ 9,580,862	\$ 6,703,430
EXPENDITURES BY DEPARTMENT				
Administration	\$ 485,887	\$ 542,302	\$ 554,010	\$ 515,424
Streets	\$ 1,738,574	\$ 1,966,072	\$ 1,976,843	\$ 2,148,020
Parks	\$ 1,312,780	\$ 1,511,372	\$ 1,522,312	\$ 1,858,524
Facilities Maintenance	\$ 1,560,183	\$ 1,801,416	\$ 2,115,014	\$ 1,778,023
Transit	\$ 2,416,838	\$ 2,692,921	\$ 3,049,818	\$ -
Engineering	\$ 320,685	\$ 362,865	\$ 362,865	\$ 403,439
TOTAL EXPENDITURES	\$ 7,834,947	\$ 8,876,948	\$ 9,580,862	\$ 6,703,430



PROGRAM: **Public Works Administration**
 DEPARTMENT: Public Works
 DIVISION: Public Works
 PROGRAM NO: 0701

PROGRAM DESCRIPTION:

This program provides labor, supplies and general services required to manage the various divisions of Public Works including Streets & Parks, Facilities, Fleet Maintenance, Water, Transit, and Engineering and provide customer service to internal and external customers. Most Capital Improvement Projects (CIP) are managed through this program. Personnel Services are those of the Director of Public Works/Town Engineer, the Public Works Director, the Administrative Services Manager, Administrative Specialist (expanded position for last quarter of 2014 and future), and the GIS Technician.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
Personnel	405,677	452,895	463,077	437,314
Materials & Supplies	11,746	6,504	6,504	8,900
Charges for Services	18,949	27,703	29,229	24,360
Capital Outlay	-	-	-	-
Grants	-	-	-	-
Fixed Charges	49,514	55,200	55,200	44,850
	<u>\$ 485,887</u>	<u>\$ 542,302</u>	<u>\$ 554,010</u>	<u>\$ 515,424</u>

PRIOR YEAR ACCOMPLISHMENTS:

Developed & assisted with the creation of the new TOB website - condensing & creating more user friendly content for our customers
 Supported internal (TOB-employed) and external customers (all other customers) seeking assistance via telephone, email, and in person means of communication.
 Assists in coordination/accomplishment of Public Works Department goals and operations

BUDGET YEAR GOALS:

The 2017 metric will provide a baseline for tracking the number of requests by month against future years.

This programs 2017 goals are to continue to analyze and restructure the administrative department to increase efficiency and customer service / support both internally and externally.

SERVICE INDICATORS:

	2013	2014	2015
Customers served*-external (all other)	2,182	2,922	2,874
Customers served*-internal (TOB-employed)	1,986	1,900	1,932

* The customer count includes those customers who need assistance and contact PW Admin via telephone or in person. This count includes inputs by Administrative Services Manager, Administrative Services Coordinator, Administrative Specialist and GIS Technician.



PROGRAM: **Street Maintenance**
 DEPARTMENT: Public Works
 DIVISION: Streets & Parks
 PROGRAM NO: 0711

PROGRAM DESCRIPTION:

This program funds salaries, supplies, and services required to administer the related programs of drainage maintenance, snow and ice removal, street cleaning, traffic control (signage and signals), surface repair and maintenance and assistance with special events. Winter and summer maintenance activities cover over 122 lane miles of streets, alleys, parking lots, and other Town facilities.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
Personnel	811,773	895,497	878,482	924,515
Materials & Supplies	130,237	120,223	124,261	145,300
Charges for Services	218,094	225,983	249,731	320,793
Capital Outlay	-	-	-	-
Fixed Charges	578,470	724,369	724,369	757,412
	<u>\$ 1,738,574</u>	<u>\$ 1,966,072</u>	<u>\$ 1,976,843</u>	<u>\$ 2,148,020</u>

PRIOR YEAR ACCOMPLISHMENTS:

Replaced guard rail at Valley Brook Rd.
 Assisted with the new Kingdom Park Playground
 Increased drainage maintenance
 Mapping additional assets including storm water infrastructure

BUDGET YEAR GOALS:

Storm sewer inspections and clean outs
 Install guard rail at Broken Lance
 Increase crack sealing roads

SERVICE INDICATORS:

	2014	2015	2016
Lane miles of streets maintained including but not limited to snow removal	122	122	122

	2013-2014 Season	2014-2015 Season	2015-2016 Season
Number of 24 yard loads of snow hauled from town	5,926	4,792	4,352



PROGRAM: **Park Maintenance**
 DEPARTMENT: Public Works
 DIVISION: Streets & Parks
 PROGRAM NO: 0721

PROGRAM DESCRIPTION:

This program funds the following:

Salaries, supplies, and services required to administer the related programs of park, sidewalk/landscape, street light, and cemetery maintenance.

Operation, maintenance and landscape improvements to the Town's park, medians, roundabouts and athletic facilities to include pavilions, tennis courts, one basketball court, volleyball courts, and the Skateboard park at Kingdom Park.

Year-round maintenance of the Town's pedestrian pathways, footbridges, and landscape and irrigation systems. Activities include sidewalk snow maintenance, watering, gardening, fertilizing, irrigation management, new plantings, trash/litter removal, and pedestrian bridge repairs.

Street light maintenance which funds supplies, parts, energy costs, and some contract electrical and painting services required to operate and maintain the Town's street lighting. This program also covers painting costs for Breckenridge's decorative lights and funds holiday lighting & decorations.

Assisting with special events and banners.

Cemetery maintenance which includes site irrigation, fence improvement program, gravesite maintenance and road grading.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
Personnel	707,769	797,249	803,644	848,167
Materials & Supplies	144,747	157,953	138,592	165,950
Charges for Services	268,144	312,354	336,260	546,700
Capital Outlay	-	-	-	-
Fixed Charges	192,120	243,816	243,816	297,707
	\$ 1,312,780	\$ 1,511,372	\$ 1,522,312	\$ 1,858,524

PRIOR YEAR ACCOMPLISHMENTS:

Install 8 more Bear proof trash cans at Vista Point, Kingdom Park, the overlook and other locations.
 Updated irrigation and planted new trees at the police department .
 Update Street Light Breaker Panel Boxes around Town.
 Added drip irrigation to Riverwalk

BUDGET YEAR GOALS:

Install 19 additional bear proof trash cans
 Dog Park Renovation
 Paint 1/5 of street lights
 Repair/maintenance of 2 pedestrian bridges
 Blue river repairs and restoration along Riverwalk corridor
 Stain Ski Hill pedestrian bridge
 Skate park fencing
 Replacement of retaining wall at Park Ave and Ski Hill

	2013	2014	2015
Miles of sidewalks maintained	24	24	24
Number of Acres of turf maintained	8	8	6
Number of Sq. Ft. of Roundabout and Medians Maintained	35,000	35,000	218,100
Number of Acres of synthetic turf maintained			2

*Expect increase in operational expenses to maintain additional Square Footage



PROGRAM: **Facilities Maintenance**
 DEPARTMENT: Public Works
 DIVISION: Facilities
 PROGRAM NO: 0731

PROGRAM DESCRIPTION:

This program provides for the administration, supervision, and direct expenses associated with the operation and maintenance of all Town facilities to include upgrades and insurance

This program further funds mechanical, plumbing, and electrical maintenance. Included are energy costs for Public Works, Town Hall, Police station, Schoonover Building, Welcome Center, Valley Brook House, Transit Station, BGVCC building. Janitorial costs for Town Hall, Public Works, Police Station, Welcome Center, BGVCC building, Transit Station Kingdom Park, the, Carter Park, and the River walk exterior bathrooms are included as are specific repair supplies, minor tools, and building improvements for these facilities:

Also included in this budget are the testing, monitoring, and certification of the Town's alarm systems and elevators

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
Personnel	682,310	792,224	784,847	820,560
Materials & Supplies	77,890	111,525	112,024	129,976
Charges for Services	690,817	736,822	1,057,298	664,057
Capital Outlay	-	-	-	-
Fixed Charges	109,166	160,845	160,845	163,430
	\$ 1,560,183	\$ 1,801,416	\$ 2,115,014	\$ 1,778,023

PRIOR YEAR ACCOMPLISHMENTS:

- 2016 Interior painting at Rec Center, Riverwalk, Town Hall, Transit Station, Schoonover Exterior and various dumpster buildings and bus stops; Installed card lock system at Clubhouse and Welcome Center; Town Hall dumpster remodel; Transit Center and Public Works Setpoint controls; Finished installation of new boiler systems at Golf Maintenance
- 2015 Interior painting at Rec Center, Riverwalk, Town Hall, Transit Station, Schoonover Exterior and various dumpster buildings and bus stops; Welcome Center Setpoint controls; Streets and Parks renovation; installation of new boiler systems at Clubhouse and Golf Maintenance

BUDGET YEAR GOALS:

Significant items proposed for 2017 include:

- Building improvements

Riverwalk ext. painting; Town Hall Setpoint controls; Door control access PW Fleet; Ice Rink outdoor HVAC replacement; Schoonover 2nd floor window replacement; PD carpet replacement; Carter Park event power; PW north storage barn lighting replacement LED; Town Hall lobby ceiling replacement; Riverwalk sewer lift station rebuild

- Other Contracted Services

- Sand Trap Cleaning
- Drain Cleaning
- Overhead Door Repair
- Window Cleaning
- Carpet Cleaning
- Contracted Janitorial Services
- Service Contract for PD Generator
- Service Contract for building elevators

A goal for 2017 is to continue to track quantifiable data to determine hours spent per building, by category, on preventative maintenance, special events and special projects. In addition, we will track the number of work orders that are open on any given day over the course of a year to help plan our service capabilities. We will also track the comparable data on buildings that have recently come online (BGVCC and Arts District, including Masonic Hall and Breckenridge Theater).

SERVICE INDICATORS:

	Town Hall	Riverwalk	Rec Center	Ice Rink	Arts	BGVCC	PW
Total Labor Hours per Building	968.56	634.67	1806.14	2000.67	861.44	844.36	2587.91
Total %	5.62%	3.68%	10.47%	11.60%	4.99%	4.90%	15.00%

Notable Labor Categories	% of Time Spent
Preventative Maintenance	6.28%
HVAC	7.32%
Plumbing	4.82%
Building Checks	18.29%
General Labor	8.38%

Hours Spent on Special Projects	886.14
Hours Spent on Special Events	262.38
Biggest Events: Oktoberfest and 4th of July	
Average Open WO's per Day	139

- Major Buildings maintained include Town Hall, Rec Center, Welcome Center, Riverwalk, PW buildings, Breck Transit Station, Police Station, Club House, Carter Park, Ice Rink, Arts District, Harris St. Building. Numerous other buildings include Dumpsters, Bus Stops, Parks, Historical and storage buildings.

Building Square footage by Year	2010	2011	2012*	2013**	2014***	2015	2016****
	372,930	372,930	373,742	382,166	386,588	386,588	387,488

*2012 Addition of Riverwalk Dumpster (252 sq. ft.), pole barn at Equestrian Center (560 sq. ft.)

**2013 Addition of TLP PW Admin Building (5520 sq. ft.) Purchase of Abby Hall (2904 sq. ft.)

***2014 Addition of the new Arts District Buildings (4422 sq. ft.)

****2016 Addition of snowmelt boilers for Town sidewalks and the addition of newly remodeled Breck Theater



PROGRAM: **Transit Administration**
DEPARTMENT: Public Works
DIVISION: Transit Management
PROGRAM NO: 0481

PROGRAM DESCRIPTION:

This program is responsible for developing and implementing strategies for improved Transit Operations management.

Responsibilities include grant writing, participation in the statewide Transit Coalition, long term strategic planning, ensuring DOT and FTA Compliance, transportation operations recommendations and management. This includes responsibility for the Free Ride Transit System administration and operations.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
Personnel	103,648	110,484	89,077	-
Materials & Supplies	169	150	50	-
Charges for Services		25,706	15,878	-
Capital Outlay	-	-	-	-
Fixed Charges	107,757	97,377	97,377	-
	<u>\$ 211,575</u>	<u>\$ 233,717</u>	<u>\$ 202,382</u>	<u>\$ -</u>

PRIOR YEAR ACCOMPLISHMENTS:

This program administers the resources needed to provide excellent transportation services in the Town of Breckenridge. There are no significant operational expense changes to this program.

BUDGET YEAR GOALS:

2017 Transit Admin goals reflected in dept, 0482 Transit Ops. in the Parking and Transportation Fund.

SERVICE INDICATORS:

Please see 0482 - Transit Operations for the total program metrics.



PROGRAM: **Transit Services**
 DEPARTMENT: Public Works
 DIVISION: Transit Management
 PROGRAM NO: 0482

PROGRAM DESCRIPTION:

The goal of the Transit system is to provide constituents and guests with a variety of transportation alternatives in a timely, convenient and safe environment that uses all resources of the Town of Breckenridge effectively.

The Town operates a year-round transit system using conventional transit coach buses. The system provides free, convenient transportation to visitors and locals for the transit needs ranging from transportation to and from recreation areas, the town's bed base, historic Main Street, retail areas of the community, and job access commuting. Service goes from the Ski and Racquet Club and Warrior's Mark on the south end of town to Airport Road on the north end of town. Service encompasses the east and west sides as well including the Peak 8/Ski Hill and Wellington neighborhoods.

All buses start at the Breckenridge Station Intermodal Transit Center on Watson Avenue and extend outward in spoke-and-hub type routes to the outlying route extremities of the system.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
Personnel	1,177,476	1,552,146	1,818,579	-
Materials & Supplies	31,816	30,219	23,100	-
Charges for Services	61,662	101,636	230,554	-
Capital Outlay	-	-	-	-
Fixed Charges	934,310	775,203	775,203	-
	\$ 2,205,263	\$ 2,459,204	\$ 2,847,436	\$ -

PRIOR YEAR ACCOMPLISHMENTS:

New bus technologies (such as an Interactive Schedule, Automatic Vehicle Location (Where's My Bus), and a ridership data collection system and database) all worked well in 2014. Ridership increased 13.4% in 2015. 2015's ridership was 8.5% higher than the transit system's all time high ridership levels in 2008. Transit provided traffic control in order to facilitate bus movements during peak periods.

BUDGET YEAR GOALS:

Annual Passenger Trips	750,000
Annual Service Hours	45,210
Annual Route Miles	399,500
On-Time Performance	92%
% of ski season days requiring traffic control	< 60%

SERVICE INDICATORS:

	ACTUALS	2012*	2013**	2014	2015
Annual Passenger Trips	538,504	614,425	660,369	748,806	
Annual Service Hours	23,856	30,798	30,061	30,630	
Annual Route Miles	212,163	244,828	238,873	276,726	
Cost Per Trip	\$ 4.25	3.77	3.52	3.28	
Cost Per Hour	\$ 95.98	75.19	77.38	80.18	
Cost Per Mile	\$ 10.79	9.46	9.74	8.87	
On-Time Performance	85%	92%	92%	92%	
% of ski season days requiring traffic control	59%	55%	54%	60%	

*2012's budget included one-time expenses for a Transit Study and a Ridership Data Collection system

**2013 budget reinstated some summer service for the Brown/Black routes.



PROGRAM: **Engineering Administration**
 DEPARTMENT: Public Works
 DIVISION: Engineering
 PROGRAM NO: 0801

PROGRAM DESCRIPTION:

The Engineering Division program funds supplies, labor (three graduate engineers), as needed to manage the Town's Capital Improvement Projects, Private Development engineering reviews, Building Permit reviews and final Certificate of Occupancy engineering inspections are included within this program.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
Personnel	279,704	312,052	312,052	338,519
Materials & Supplies	2,072	2,501	2,501	2,500
Charges for Services	2,921	6,240	6,240	5,940
Capital Outlay	-	-	-	-
Fixed Charges	35,988	42,072	42,072	56,480
	<u>\$ 320,685</u>	<u>\$ 362,865</u>	<u>\$ 362,865</u>	<u>\$ 403,439</u>

PRIOR YEAR ACCOMPLISHMENTS:

The Engineering Division provided a combination of design services, consultant management and construction inspection of the following projects: Old Masonic Hall completion, Prospector Park construction on Main Street, Breckenridge Theater renovation, Four O'clock Roundabout ROW acquisition, Fairview Roundabout landscaping installation, Adams Avenue and Jefferson Avenue Heated Sidewalk construction, Ice Arena Parking lot Expansion completion, and roadway resurfacing at various locations. Reviewed and inspected multiple Private Development projects as required (see below).

BUDGET YEAR GOALS:

Provide design, project management, and construction oversight of Capital Improvement Projects expected to include: Blue River Reclamation (McCain Property), Pinewood Apartments sidewalk connection, French Gulch Bus turnaround and pond remediation, reconstruction of the Block 11 entrance road (Fraction Drive), and the design of new public restrooms near Main Street

Provide Engineering Standards review and inspection of various private development projects. Continue to respond to an anticipated +/-250 development and building permits application.

SERVICE INDICATORS:

	2013	2014	2015
1. Private Development Building Permit Review			
No. of Building Permits Reviewed	181	250	260
No. of Building Permit CO's Inspections	42	60	75



**REVENUE & EXPENDITURE
SUMMARY**

RECREATION	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
REVENUES				
Rec Programs	\$ 806,696	\$ 809,689	\$ 812,710	\$ 805,310
Rec Operations	\$ 1,651,096	\$ 1,464,652	\$ 1,495,250	\$ 1,560,250
Nordic Center	\$ 228,659	\$ 215,103	\$ 233,250	\$ 229,700
Ice Rink Operations	\$ 456,546	\$ 464,604	\$ 444,200	\$ 470,700
General Tax Support	\$ 1,304,629	\$ 1,905,117	\$ 1,771,979	\$ 1,889,330
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
TOTAL REVENUES	<u><u>\$ 4,447,626</u></u>	<u><u>\$ 4,859,165</u></u>	<u><u>\$ 4,757,389</u></u>	<u><u>\$ 4,955,290</u></u>
EXPENDITURES BY PROGRAM				
Personnel	\$ 2,669,373	\$ 2,996,156	\$ 2,886,987	\$ 3,040,029
Materials & Supplies	\$ 385,144	\$ 384,285	\$ 379,160	\$ 375,520
Charges for Services	\$ 917,126	\$ 1,003,172	\$ 1,015,693	\$ 1,042,801
Capital Outlay	\$ 13,780	\$ -	\$ -	\$ -
Fixed Charges	\$ 305,273	\$ 306,361	\$ 306,358	\$ 321,489
Grants	\$ 156,931	\$ 169,191	\$ 169,191	\$ 175,451
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
TOTAL EXPENDITURES	<u><u>\$ 4,447,626</u></u>	<u><u>\$ 4,859,165</u></u>	<u><u>\$ 4,757,389</u></u>	<u><u>\$ 4,955,290</u></u>
EXPENDITURES BY PROGRAM				
Administration	\$ 643,992	\$ 726,533	\$ 746,378	\$ 787,776
Recreation Programs	\$ 1,048,947	\$ 1,122,189	\$ 1,116,779	\$ 1,148,894
Recreation Operations	\$ 1,705,877	\$ 1,823,222	\$ 1,790,721	\$ 1,865,542
Nordic Operations	\$ 246,667	\$ 288,240	\$ 248,757	\$ 261,288
Ice Rink Operations	\$ 802,143	\$ 898,981	\$ 854,754	\$ 891,790
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
TOTAL EXPENDITURES	<u><u>\$ 4,447,626</u></u>	<u><u>\$ 4,859,165</u></u>	<u><u>\$ 4,757,389</u></u>	<u><u>\$ 4,955,290</u></u>



PROGRAM: **Recreation / Administration**
 DEPARTMENT: Recreation
 DIVISION: Administration
 PROGRAM NO: 0851

PROGRAM DESCRIPTION:

The Recreation Administration division encompasses administrative staff; administrative support, personnel administration and support, department-wide advertising, marketing and promotions; operating supplies and services; technology and support; and other miscellaneous expenses necessary to provide facilities, programs and services to the community. Positions include the Director, Administrative Manager, Recreation Coordinator/Administration, Recreation Coordinator/Admin & Marketing, and a part time Attendant.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
Personnel	405,522	448,134	470,417	503,105
Materials & Supplies	9,617	14,998	15,000	15,000
Charges for Services	72,049	94,210	91,770	94,220
Fixed Charges	156,931	169,191	169,191	175,451
	<u>\$ 643,992</u>	<u>\$ 726,533</u>	<u>\$ 746,378</u>	<u>\$ 787,776</u>

PRIOR YEAR ACCOMPLISHMENTS:

- 1) Continued to effectively utilize local online marketing streams, such as submission to Summit Daily News calendar, BRC, etc. Tracked direct revenue from marketing promotions.
- 2) Implemented enhanced features of Active software system to provide greater exposure and customer engagement of department programs and services.
- 3) Developed departmental procedures, training and information to support efficient use of NeoGov HR software.
- 4) Led Recreation Center renovation project, public input processes and design development; along with RFP and public input for new Kingdom Park playground.

CURRENT YEAR GOALS

- 1) Continued expansion of promotional and marketing streams, along with development of enhanced analytics and data reporting including ROI, analytics, web traffic and ad revenue.
- 2) Refinement of Active recreation software system to provide online training and increase staff and customer engagement in programs and services.
- 3) Provide continued support, guidance and training for supervisors and managers in the use of new modules of the Town's NeoGov HR processing system.
- 4) Configuration and implementation of new and improved stand alone sub-site for the Recreation Department, as part of new TOB website project.
- 5) Continued leadership of long range departmental projects, such as Recreation Center renovation.

SERVICE INDICATORS:

	2013	2014	2015
Number of page views on the website for the Rec Center page	54,523	56,038	64,907
(most popular dept page):	26%	27%	29%
	24%	26%	27%



PROGRAM: **Recreation / Programs**
 DEPARTMENT: Recreation
 DIVISION: Programs
 PROGRAM NO: 0852

PROGRAM DESCRIPTION:

The Recreation Programs division includes personnel, operating supplies and charges for services required to offer a wide variety of activities including youth & toddler programs, sports & events, outdoor recreation & education (inc. climbing wall), tennis and ice programs. Positions include a manager, 5 programmers, and support staff.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
Personnel	803,906	884,220	873,510	888,252
Materials & Supplies	42,028	38,484	36,610	38,470
Charges for Services	185,586	191,217	198,391	214,584
Capital Outlay	-	-	-	-
Fixed Charges	17,427	8,268	8,268	7,588
	<u>\$ 1,048,947</u>	<u>\$ 1,122,189</u>	<u>\$ 1,116,779</u>	<u>\$ 1,148,894</u>

PRIOR YEAR ACCOMPLISHMENTS:

- 1) Converted paper waivers and day camp packets to online waivers that participants/parents can electronically sign. As a result of this initiative, 3,000 pages of paper were saved in 2015.
- 2) Increased community engagement through translation of many program waivers into Spanish. Continued safety and risk management focus through analysis & implementation of industry best practices.
- 3) Customer survey overall satisfaction score of 4.35 for 2016, which is slightly short of the 4.5 or higher goal.

CURRENT YEAR GOALS

- 1) Programs Training/Risk Management - develop a divisional unified training manual that has area specific pieces for the Programs Division Coordinators.
- 2) Evaluate community needs and utilize feedback for program development and outreach to additional target audiences.
- 3) Customer survey overall satisfaction score of 4.5 or higher

SERVICE INDICATORS:

	2013	2014	2015
Number of Program Participant Visits	43,545	60,372	64,610
Net Promoter Score	79%	75%	69%
Cost Recovery Rate	79%	76%	76%



PROGRAM: **Recreation / Recreation Center**
 DEPARTMENT: Recreation
 DIVISION: Recreation Center
 PROGRAM NO: 0853

PROGRAM DESCRIPTION:

The Recreation Center division includes personnel, operating supplies and charges for services required to operate and maintain the Breckenridge Recreation Center. Personnel include the Recreation Facilities Manager, Guest Services staff, Aquatics staff, and Fitness/Facilities staff. Most recurring annual expenses associated with the upkeep and maintenance of the full-service Recreation Center and Carter Park are included in the budget, such as pool chemicals, janitorial services, pro shop merchandise, fitness / facility equipment, facility repairs and maintenance.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
Personnel	994,952	1,114,890	1,036,979	1,136,745
Materials & Supplies	195,801	196,748	200,750	196,750
Charges for Services	404,601	413,956	455,364	434,454
Capital Outlay	13,780	-	-	-
Fixed Charges	96,744	97,628	97,628	97,593
	<u>\$ 1,705,877</u>	<u>\$ 1,823,222</u>	<u>\$ 1,790,721</u>	<u>\$ 1,865,542</u>

PRIOR YEAR ACCOMPLISHMENTS:

- 1) Minimized preventable employee injuries and incidents of property damage through training and internal procedure development.
- 2) Achieved over \$35,000 in aquatics programs revenue as a historical high.
- 3) Achieved an overall cost recovery of 98%.

CURRENT YEAR GOALS

- 1) Continue to improve risk management by adding additional trainings and staff drills throughout the year.
- 2) Increase facility walk-throughs and focus on facility presentation and cleanliness.
- 3) Effectively manage tennis court fees, booking procedures and reservations to maximize revenue potential.
- 4) Implement enhanced aquatic practices to minimize risk and improve customer service.
- 5) Conduct staff trainings on JSA's pertinent to their area of work through in-service or staff meetings.

SERVICE INDICATORS:

	2013	2014	2015
Number of Facility Participant Visits	181,482	189,290	218,801
Number of Rec Facility Permits Issued	200	207	231
Net Promoter Score	81%	79%	46%
Cost recovery rate	97%	91%	98%



PROGRAM: **Recreation / Nordic**
DEPARTMENT: Recreation
DIVISION: Nordic Operations
PROGRAM NO: 0855

PROGRAM DESCRIPTION:

The Gold Run Nordic Center operations include seasonal personnel, operating supplies and charges for services required to operate and maintain the Gold Run Nordic Center. Expenses include personnel costs, pro shop merchandise, ski and snowshoe equipment, production of season passes (cost shared with the operators of the Breckenridge Nordic Center), grooming costs (labor, fuel, equipment maintenance and replacement), and roughly 50% of expenses related to the Club House.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
Personnel	75,699	97,145	73,813	77,894
Materials & Supplies	50,665	48,057	45,050	45,800
Charges for Services	63,740	83,304	70,163	80,750
Capital Outlay	-	-	-	-
Fixed Charges	56,564	59,734	59,731	56,844
	<u>\$ 246,667</u>	<u>\$ 288,240</u>	<u>\$ 248,757</u>	<u>\$ 261,288</u>

PRIOR YEAR ACCOMPLISHMENTS:

- 1) Held monthly staff meetings to specifically address risk management issues such as weather extremes, kids programs and walkway and stairwell conditions.
- 2) Continued to work on improving net promoter score. Achieved a customer satisfaction average score of 4.6.
- 3) Successfully hosted three family snowshoe nights which were at max capacity and held the first ever fatbike race.

CURRENT YEAR GOALS

- 1) Develop or implement 3 JSA's to increase safety of staff when performing job functions.
- 2) Achieve an overall net promoter score of 70% or higher.
- 3) Increase registrations of the afterschool nordic program to 80 participants.

SERVICE INDICATORS:

	2013	2014	2015
Number of Participant Facility & Program Visits	7,554	5,945	6739
Cost Recovery Rate	89%	87%	97%
Net Promoter Score	81%	82%	66%



PROGRAM: **Recreation/ Ice Arena**
 DEPARTMENT: Recreation
 DIVISION: Ice Rink
 PROGRAM NO: 0856

PROGRAM DESCRIPTION:

The Ice Arena division encompasses the personnel, operating supplies and charges for services required to operate and maintain the Stephen C. West Ice Arena. The division operating budget provides for personnel, janitorial services and supplies, pro shop merchandise, skate equipment rental and maintenance, and ice surfacing equipment maintenance. The Ice Arena also partners with local not-for-profit groups to provide fund-raising opportunities, such as the Summit Youth Hockey Association.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
Personnel	389,294	451,767	432,268	434,033
Materials & Supplies	87,034	85,998	81,750	79,500
Charges for Services	191,150	220,485	200,005	218,793
Capital Outlay	-	-	-	-
Fixed Charges	134,665	140,731	140,731	159,464
	<u>\$ 802,143</u>	<u>\$ 898,981</u>	<u>\$ 854,754</u>	<u>\$ 891,790</u>

PRIOR YEAR ACCOMPLISHMENTS:

- 1) Held multiple staff meetings to enhance staff knowledge of risk management issues.
- 2) Improved information sharing between programs and front desk staff which improved customer service.
- 3) Significantly reduced customer complaints due to facility presentation.

CURRENT YEAR GOALS

- 1) Ensure through regular staff meetings that employees are trained on JSA's.
- 2) Expand revenue opportunities due to outdoor rink having a new roof and corresponding reduction of some maintenance costs.
- 3) Effectively manage proshop inventory and sales with a reduced proshop budget.

SERVICE INDICATORS:

	2013	2014	2015	
Number of Facility Visits	33,841	61,304	63,128	*
Number of Hours of Ice Rented to External User Groups	1069	872	1233	
Cost Recovery Rate	44%	51%	56%	
Net Promoter Score	86%	89%	82%	

* Beginning in 2014, Ice participation numbers include Summit Youth Hockey and Summer Hockey Camp participation to show the true usage of the ice arena facility



**REVENUE & EXPENDITURE
SUMMARY**

OTHER MISCELLANEOUS	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
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REVENUE

Nordic Loan Payments	\$64,660	\$504,249	\$511,842	\$511,855
BGVCC Naming Agreement	\$50,000	\$50,004	\$50,000	\$49,996
General Tax Support	\$612,258	\$858,699	\$1,431,581	\$3,519,424
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL REVENUE	<u>\$726,918</u>	<u>\$1,412,952</u>	<u>\$1,993,423</u>	<u>\$4,081,275</u>

EXPENDITURES

Personnel	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ 189,833	\$ 162,948	\$ 136,355	\$ 81,275
Capital Outlay	\$ 537,085	\$ 1,250,004	\$ 1,857,068	\$ -
Transfers	\$ -	\$ -	\$ -	\$ 4,000,000
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL EXPENDITURES	<u>\$ 726,918</u>	<u>\$ 1,412,952</u>	<u>\$ 1,993,423</u>	<u>\$ 4,081,275</u>

EXPENDITURES BY PROGRAM

Contingencies	\$ 659,420	\$ 1,331,593	\$ 1,912,068	\$ 4,000,000
Committees	\$ 67,498	\$ 81,359	\$ 81,355	\$ 81,275
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL EXPENDITURES	<u>\$ 726,918</u>	<u>\$ 1,412,952</u>	<u>\$ 1,993,423</u>	<u>\$ 4,081,275</u>



PROGRAM: **Committees**
 DEPARTMENT: General Government
 DIVISION:
 PROGRAM NO: 4000

PROGRAM DESCRIPTION:

This program contains all Town committees.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
PERSONNEL	-	-	-	-
MATERIALS & SUPPLIES	-	-	-	-
CHARGES FOR SERVICES	67,498	81,359	81,355	81,275
CAPITAL OUTLAY	-	-	-	-
FIXED CHARGES	-	-	-	-
	<u>\$ 67,498</u>	<u>\$ 81,359</u>	<u>\$ 81,355</u>	<u>\$ 81,275</u>

PRIOR YEAR ACCOMPLISHMENTS:

2015 Expenditures by Team/Committee:

Employee Relations Committee:	\$ 21,914
Benefits Committee:	\$ 1,775
Green Team	\$ 38,326
Safety Committee:	\$ 1,431
Training Committee:	\$ 152
Leadership Development Team:	\$ 3,900
	<u>\$ 67,498</u>

CURRENT YEAR GOALS

2016 Expenditures by Team/Committee:

Employee Relations Committee:	\$ 24,000
Benefits Committee:	\$ 4,000
Green Team	\$ 47,355
Safety Committee:	\$ 2,000
Training Committee:	\$ 2,000
Leadership Development Team:	\$ 2,000
	<u>\$ 81,355</u>



PROGRAM: **Contingencies**
DEPARTMENT: General Government
DIVISION:
PROGRAM NO: 0812, 1111

PROGRAM DESCRIPTION:

This program budgets monies for contingencies.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
Personnel	-	-	-	-
Materials & Supplies	-	-	-	-
Charges for Services	122,335	81,589	55,000	-
Capital Outlay	537,085	1,250,004	1,857,068	-
Transfers	-	-	-	4,000,000
Totals	\$ 659,420	\$ 1,331,593	\$ 1,912,068	\$ 4,000,000

PROGRAM COMMENTARY:

2015 expenditures include services contracted for parking campaign, Lomax Mine and Briggle House acquisition.

2016 capital expenditure is 318 N Main purchase & solar garden purchase

2017 Transfer is a short-term loan to the Affordable Housing fund



UTILITY FUND

January 1, 2015	FUND BALANCE	\$	8,980,285
	REVENUE	\$	4,269,436
	EXPENSES	\$	<u>2,362,925</u>
	ACTUAL GAIN / (REDUCTION)	\$	1,906,510
December 31, 2015	FUND BALANCE	\$	<u><u>10,886,795</u></u>
January 1, 2016	FUND BALANCE	\$	10,886,795
	PROJECTED REVENUE	\$	5,673,679
	PROJECTED EXPENSES	\$	<u>6,271,015</u>
	PROJECTED GAIN / (REDUCTION)	\$	(597,336)
December 31, 2016	FUND BALANCE	\$	<u><u>10,289,459</u></u>
January 1, 2017	FUND BALANCE	\$	10,289,459
	BUDGETED REVENUE	\$	5,525,798
	BUDGETED EXPENSES	\$	<u>5,191,261</u>
	ADOPTED GAIN / (REDUCTION)	\$	334,537
January 1, 2018	FUND BALANCE	\$	<u><u>10,623,996</u></u>
	RESERVED FOR DEBT SERVICE	\$	37,000
	AVAILABLE FUND BALANCE	\$	<u><u>10,586,996</u></u> Fully appropriated

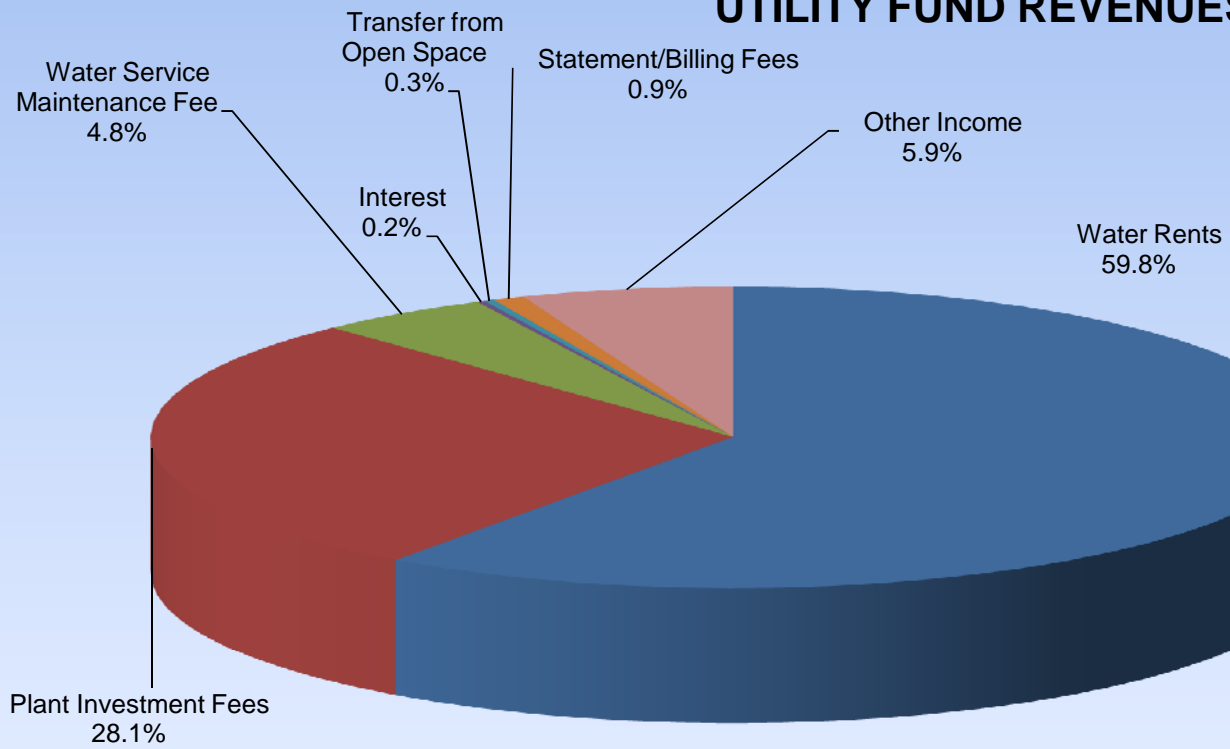


**TOWN OF BRECKENRIDGE
2017 ANNUAL BUDGET
UTILITY FUND ANALYSIS**

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
FUND BALANCE, JANUARY 1	\$ 8,980,285	\$ 10,886,795	\$ 10,886,795	\$ 10,289,459
REVENUES				
Water Rents	\$ 2,978,408	\$ 3,213,588	\$ 3,128,588	\$ 3,305,332
Plant Investment Fees	\$ 798,995	\$ 1,864,282	\$ 2,025,162	\$ 1,552,173
Water Service Maintenance Fee	\$ 258,520	\$ 263,499	\$ 261,952	\$ 267,291
Interest	\$ 6,206	\$ 8,424	\$ 12,038	\$ 12,038
Transfer from Open Space	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,450
Statement/Billing Fees	\$ 84,820	\$ 64,499	\$ 58,000	\$ 48,500
Debt Proceeds	\$ -	\$ -	\$ -	\$ -
Other Income	\$ 127,486	\$ 183,778	\$ 172,939	\$ 325,014
TOTAL REVENUES	\$ 4,269,436	\$ 5,613,070	\$ 5,673,679	\$ 5,525,798
TOTAL AVAILABLE	\$ 13,249,720	\$ 16,499,865	\$ 16,560,474	\$ 15,815,257
EXPENDITURES				
General Services	\$ 2,196,999	\$ 2,433,841	\$ 2,371,983	\$ 2,088,524
Water Rights	\$ 98,829	\$ 141,109	\$ 88,452	\$ 137,113
Debt Service	\$ 16,325	\$ 60,624	\$ 60,624	\$ 60,624
Capital Projects	\$ 50,773	\$ 3,710,000	\$ 3,749,956	\$ 2,905,000
TOTAL EXPENDITURES	\$ 2,362,925	\$ 6,345,574	\$ 6,271,015	\$ 5,191,261
Fully Appropriated Fund Balance	\$ -	\$ 9,877,664	\$ -	\$ 10,586,996
FUND BALANCE, DECEMBER 31	\$ 10,886,795	\$ 276,627	\$ 10,289,459	\$ 37,000



TOWN OF BRECKENRIDGE UTILITY FUND REVENUES 2017



EXPENDITURE SUMMARY BY CATEGORY AND PROGRAM

WATER DIVISION	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
EXPENDITURES BY CATEGORY				
Personnel	\$ 790,967	\$ 976,716	\$ 952,675	\$ 981,970
Materials & Supplies	\$ 136,781	\$ 137,598	\$ 131,500	\$ 145,700
Charges for Services	\$ 817,240	\$ 848,777	\$ 764,401	\$ 1,037,353
Capital Outlay	\$ -	\$ 3,730,000	\$ 3,769,956	\$ 2,675,000
Fixed Charges	\$ 144,460	\$ 130,135	\$ 130,135	\$ 195,295
Debt Service	\$ 16,325	\$ 60,624	\$ 60,624	\$ 60,624
Transfers	\$ 457,152	\$ 461,724	\$ 461,724	\$ 95,319
TOTAL EXPENDITURES BY CATEGORY	\$ 2,362,925	\$ 6,345,574	\$ 6,271,015	\$ 5,191,261
EXPENDITURES BY PROGRAM				
General Services	\$ 2,196,999	\$ 2,433,841	\$ 2,371,983	\$ 2,088,524
Water Rights Management	\$ 98,829	\$ 141,109	\$ 88,452	\$ 137,113
Debt Service	\$ 16,325	\$ 60,624	\$ 60,624	\$ 60,624
Capital Projects	\$ 50,773	\$ 3,710,000	\$ 3,749,956	\$ 2,905,000
TOTAL EXPENDITURES BY PROGRAM	\$ 2,362,925	\$ 6,345,574	\$ 6,271,015	\$ 5,191,261

PROGRAM: **General Services**
 DEPARTMENT: Public Works
 DIVISION: Water
 PROGRAM NO: 1531

PROGRAM DESCRIPTION

This program funds employee salaries/benefits, repair parts/services, minor equipment, contracted services, electric, gas, water treatment chemicals/testing, training, wearing apparel, postage, phone, insurance, garage/IT/facilities allocations, general fund transfer, and notices/advertising as well as 20% of the Public Works Director/Town Engineer salary.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
PERSONNEL	790,967	976,716	952,675	981,970
MATERIALS & SUPPLIES	136,781	137,598	131,500	145,700
CHARGES FOR SERVICES	667,638	707,668	675,949	650,240
CAPITAL OUTLAY	-	20,000	20,000	20,000
FIXED CHARGES	144,460	130,135	130,135	195,295
TRANSFERS	457,152	461,724	461,724	95,319
	<u>\$ 2,196,999</u>	<u>\$ 2,433,841</u>	<u>\$ 2,371,983</u>	<u>\$ 2,088,524</u>

PRIOR YEAR ACCOMPLISHMENTS:

Inspected half of hydrants (490)
 Distribution loss 8% in 2014 (10% is national average)
 1900 locates completed in 2014. 2015: 828 Completed as of 7/27/15
 6 main breaks in 2014. 5 main breaks in 2015 (5/100 miles = 0.05 breaks/mile)
 Finished turbidity average = 0.04ntu for 2014 and 0.04ntu for Jan-July 2015(AWWA & Town goal is 0.1ntu) (Maximum allowed is 0.3ntu)
 Implemented improved cross connection control program requiring annual backflow device testing
 2014 Customer use = 141 gallons per SFE per day (calculated using ALL meter readings)
 No drinking water regulations violations
 Extra Customer assistance with backflow program
 Repaired distribution valves and replaced 2 hydrants

BUDGET YEAR GOALS:

Paint pump station interior pipes
 4 main breaks (reduction of one due to Pk7 main upgrade & reduction of two based on trend)
 Inspect 50% of fire hydrants
 No drinking water violations
 Finished turbidity average = 0.05ntu (AWWA & Town goal is 0.1ntu) (Maximum allowed is 0.3ntu)
 Efficiency of plant 90%
 Distribution loss 5% (10% is national average)
 Conduct backflow surveys and meet state required .60 compliance ratio
 Extra Customer assistance with backflow program
 Overall water plant production 10% reduction due to Water Conservation Ordinance & less main/service leakage.

SERVICE INDICATORS:

	2013	2014	2015
Efficiency of plant (yield)	80%	82%	86%
Number of locates	1,722	2,043	1,900
Customer water usage (MG)*	550	563	519
Overall water plant production (MG)	580	604	564



*based on meter readings

PROGRAM: **Water Rights Management**
DEPARTMENT: Public Works
DIVISION: Water
PROGRAM NO: 1537

PROGRAM DESCRIPTION:

This program funds legal, engineering, and contractual expenses to maintain or expand the town's water rights.

PROGRAM EXPENDITURES:

	2015	2016	2016	2017
	ACTUAL	BUDGET	ESTIMATED	ADOPTED
PERSONNEL	-	-	-	-
MATERIALS & SUPPLIES	-	-	-	-
CHARGES FOR SERVICES	98,829	141,109	88,452	137,113
CAPITAL OUTLAY	-	-	-	-
FIXED CHARGES	-	-	-	-
	<u>\$ 98,829</u>	<u>\$ 141,109</u>	<u>\$ 88,452</u>	<u>\$ 137,113</u>

PRIOR YEAR ACCOMPLISHMENTS:

Emphasis in 2015 relates to the challenges associated with water rights management. Of significance in 2015:

\$30,000 for water legal services

\$15,000 for engineering services

\$67,400 for contracted services to include fees for storage & rights contracts

Continue to accurately and legally administer our water rights.

Water right was decreed for alternate point of diversion for second water plant (Future expenses to be from Capital-1540)

BRWD Well # 3 Diligence (Old Warriors Mark Plant diversion-now alternate point of diversion at Tarn) complete

Complied with Colorado Water Rights laws as administered by the State Engineer, Division of Natural Resources.

BUDGET YEAR GOALS:

Appropriately administer the Town's water rights to fill the Tarn reservoir after repairs.



PROGRAM: **Water Debt Service**
DEPARTMENT: Public Works
DIVISION: Water
PROGRAM NO: 1538

PROGRAM DESCRIPTION:

The debt service program represents annual principal and interest payments on the indebtedness of the Water Fund.

PROGRAM EXPENDITURES:

	2015	2016	2016	2017
	ACTUAL	BUDGET	ESTIMATED	ADOPTED
PERSONNEL	-	-	-	-
MATERIALS & SUPPLIES	-	-	-	-
CHARGES FOR SERVICES	-	-	-	-
CAPITAL OUTLAY	-	-	-	-
DEBT PAYMENTS	16,325	60,624	60,624	60,624
	<u>\$ 16,325</u>	<u>\$ 60,624</u>	<u>\$ 60,624</u>	<u>\$ 60,624</u>

PRIOR YEAR ACCOMPLISHMENTS:

	<u>Loan Payment</u>	<u>Maturity Date</u>
CWCB Loan - Peak Seven Plant	\$ 60,624	2022



PROGRAM: **Water Capital Projects**
 DEPARTMENT: Public Works
 DIVISION: Water
 PROGRAM NO: 1540

PROGRAM DESCRIPTION:

This program funds major equipment purchases, engineering evaluations, studies, water line replacements, water line additions, water system improvements, and major system improvements.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
PERSONNEL	-	-	-	-
MATERIALS & SUPPLIES	-	-	-	-
CHARGES FOR SERVICES	50,773	-	-	250,000
CAPITAL OUTLAY	-	3,710,000	3,749,956	2,655,000
FIXED CHARGES	-	-	-	-
	<u>\$ 50,773</u>	<u>\$ 3,710,000</u>	<u>\$ 3,749,956</u>	<u>\$ 2,905,000</u>

PRIOR YEAR ACCOMPLISHMENTS:

- Relocated N. Ridge St. water main
- Phase 2 engineering/design services for Tarn treatment processes rehab/upgrade.
- Replaced ~40000 feet of water main in PK 7 neighborhood (phase 2).
- Owner's representative chosen for second water plant
- Water legal and engineering services resulting in decree of alternate point of diversion for second water plant

BUDGET YEAR GOALS:

- Construction of chlorine monitoring station
- Valve upgrade at Tarn water plant
- Heater replacement at Tarn water plant
- Distribution system valve insertion and hydrant addition
- Dam repairs

SERVICE INDICATORS:

	2013	2014	2015
Number of water main breaks	4	6	6
Number of miles maintained	100	100	100



**TOWN OF BRECKENRIDGE
ANNUAL BUDGET
CAPITAL PROJECTS FUND ANALYSIS**

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
FUND BALANCE, JANUARY 1	\$ 3,507,274	\$ 5,886,200	\$ 5,886,200	\$ 5,977,810
REVENUES				
Summit County Payment	\$ 2,409,972	\$ -	\$ 281,610	\$ -
Parking District	\$ 5,072	\$ -	\$ -	\$ -
McCain Rent/Rock Royalties	\$ 90,509	\$ 99,996	\$ 100,000	\$ 50,000
Transfer from General Fund	\$ -	\$ -	\$ -	\$ -
Transfer from Open Space	\$ 624,999	\$ 240,000	\$ 240,000	\$ 262,500
Transfer from Excise Tax	\$ 5,820,700	\$ 6,305,000	\$ 6,560,000	\$ 7,682,500
Transfer from Conservation	\$ 65,004	\$ 44,000	\$ 44,000	\$ 45,000
Transfer from Garage Fund	\$ -	\$ -	\$ -	\$ 3,500,000
TOTAL REVENUES	\$ 9,016,256	\$ 6,688,996	\$ 7,225,610	\$ 11,540,000
TOTAL AVAILABLE	\$ 12,523,530	\$ 12,575,196	\$ 13,111,810	\$ 17,517,810
EXPENDITURES				
Current Capital Projects	\$ 6,637,330	\$ 6,879,000	\$ 7,134,000	\$ 11,800,000
Previous Spending Authority	\$ -	\$ 5,172,478	\$ -	\$ 5,717,810
TOTAL EXPENDITURES	\$ 6,637,330	\$ 12,051,478	\$ 7,134,000	\$ 17,517,810
FUND BALANCE, DECEMBER 31	\$ 5,886,200	\$ 523,718	\$ 5,977,810	\$ (0)



PROGRAM: **Capital Projects**
DEPARTMENT: General Government
DIVISION:
PROGRAM NO:

PROGRAM DESCRIPTION:

Capital Expenditures are budgeted here to provide reliable year-to-year cost comparisons for programs we set up for other governmental functions.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
PERSONNEL	-	-	-	-
MATERIALS & SUPPLIES	-	-	-	-
CHARGES FOR SERVICES	-	-	-	-
CAPITAL OUTLAY	6,637,330	6,879,000	7,134,000	11,800,000
PREVIOUS SPENDING AUTHORITY	-	5,172,478	-	5,717,810
FIXED CHARGES	-	-	-	-
	<u>\$ 6,637,330</u>	<u>\$ 12,051,478</u>	<u>\$ 7,134,000</u>	<u>\$ 17,517,810</u>

PROGRAM COMMENTARY:

Capital Projects proposed for 2017 are described in the Capital Improvement Plan.



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

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
FUND BALANCE, JANUARY 1	\$ 425,285	\$ 335,576	\$ 335,576	\$ 789,172
REVENUES				
Business License	\$ 720,721	\$ 703,513	\$ 709,638	\$ 716,701
Accommodation Tax	\$ 1,829,680	\$ 1,834,261	\$ 1,991,510	\$ 2,011,399
Sales Tax	\$ 351,383	\$ 342,462	\$ 371,381	\$ 375,100
Interest Income	\$ 621	\$ 844	\$ 1,806	\$ 1,827
Miscellaneous Income	\$ 115,716	\$ -	\$ -	\$ -
Transfer From Excise Fund (includes 0.5%)	\$ 1,153,461	\$ 655,093	\$ 711,254	\$ 718,340
Additional Transfer to Fund DMO	\$ -	\$ 500,004	\$ 500,000	\$ -
US Pro Challenge Revenue	\$ -	\$ -	\$ 9,418	\$ -
	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ 4,171,582	\$ 4,036,177	\$ 4,295,007	\$ 3,823,368
TOTAL AVAILABLE	\$ 4,596,867	\$ 4,371,753	\$ 4,630,583	\$ 4,612,540
EXPENDITURES				
Materials and Supplies	\$ 1,549	\$ -	\$ -	\$ -
Marketing-Community Fund	\$ 405,165	\$ 350,000	\$ -	\$ 100,000
Charges for Services-DMO	\$ 3,849,890	\$ 3,836,300	\$ 3,836,300	\$ 4,125,115
Fixed Charges	\$ 4,688	\$ 5,112	\$ 5,111	\$ 8,077
TOTAL EXPENDITURES	\$ 4,261,291	\$ 4,191,412	\$ 3,841,411	\$ 4,233,192
Fully Appropriated Fund Balance	\$ -	\$ -	\$ -	\$ 379,348
FUND BALANCE, DECEMBER 31	\$ 335,576	\$ 180,339	\$ 789,172	\$ (0)



PROGRAM: **Marketing**
DEPARTMENT: Executive Management
DIVISION:
PROGRAM NO: 0472

PROGRAM DESCRIPTION:

The Marketing Fund accounts for the Town's allocation to the designated Destination Marketing Organization (DMO) which is the Breckenridge Tourism Office/BTO (aka GoBreck & formerly known as the Breckenridge Resort Chamber/BRC) and represents the marketing plan as reviewed and recommended by the BTO Board of Directors to Town Council as well as other Marketing-related opportunities, including the USAPC and unforeseen opportunities. The amount to the DMO reflects the successful passage of a 1% increase to the Accommodations Tax (in 2011) along with an additional .5% of the Accommodations Tax from the Excise Fund and other funds which may be agreed upon by Council. The DMO amount includes support for the Welcome Center staffing, Events, Advertising, Public Relations, Group Sales, Research, Promotions, Electronic Media, etc.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
MATERIALS & SUPPLIES	1,549	-	-	-
CHARGES FOR SERVICES-DMO	3,849,890	3,836,300	3,836,300	4,125,115
COMMUNITY FUND	405,165	350,000	-	100,000
FIXED CHARGES	4,688	5,112	5,111	8,077
	<u>\$ 4,261,291</u>	<u>\$ 4,191,412</u>	<u>\$ 3,841,411</u>	<u>\$ 4,233,192</u>

PRIOR YEAR ACCOMPLISHMENTS:

The Community Fund provides support for the collaborative efforts (BSR, BTO & ToB) of the Dew Tour (December).

CURRENT YEAR GOALS:

Continued implementation of the Event Evaluation Plan (Committee, process, reporting, ROI, etc.) and the new GoBreck organizational structure, including committees such as Business Services, Marketing, Finance, Events Evaluation, etc. Successful collaborations (ToB, BSR & ToB) in the productions of the Weather Summit (January) & Dew Tour (December).



GOLF FUND

January 1, 2015	FUND BALANCE	\$	1,220,851
	REVENUE	\$	2,203,822
	EXPENSES	\$	1,992,105
	ACTUAL GAIN / (REDUCTION)	\$	211,717
December 31, 2015	FUND BALANCE	\$	1,432,568
January 1, 2016	FUND BALANCE	\$	1,432,568
	PROJECTED REVENUE	\$	2,607,012
	PROJECTED EXPENSES	\$	3,173,226
	PROJECTED GAIN / (REDUCTION)	\$	(566,214)
December 31, 2016	FUND BALANCE	\$	866,354
January 1, 2017	FUND BALANCE	\$	866,354
	BUDGETED REVENUE	\$	2,644,906
	BUDGETED EXPENSES	\$	2,690,512
	BUDGETED GAIN / (REDUCTION)	\$	(45,606)
December 31, 2017	FUND BALANCE	\$	820,748

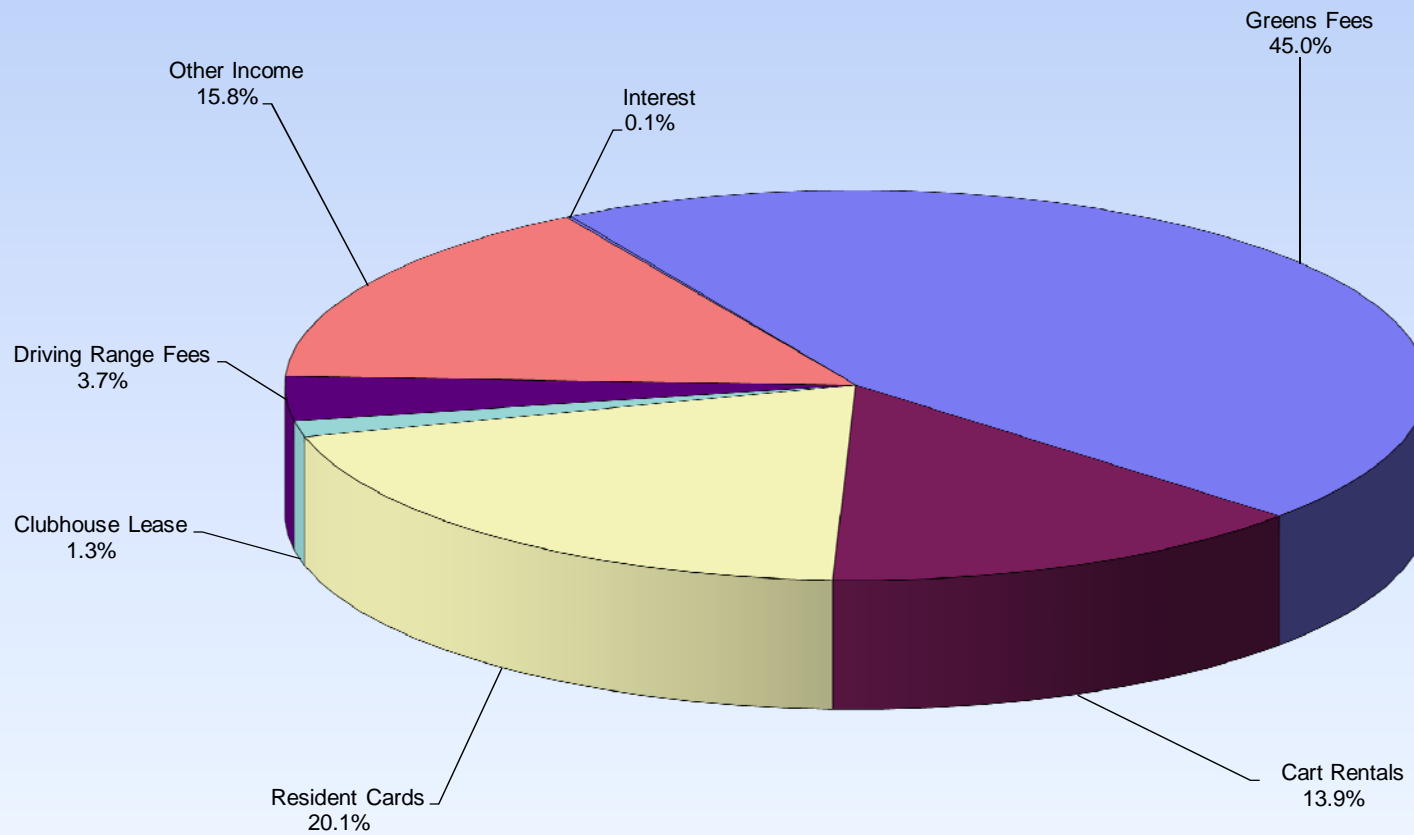


**TOWN OF BRECKENRIDGE
2017 ANNUAL BUDGET
GOLF FUND ANALYSIS**

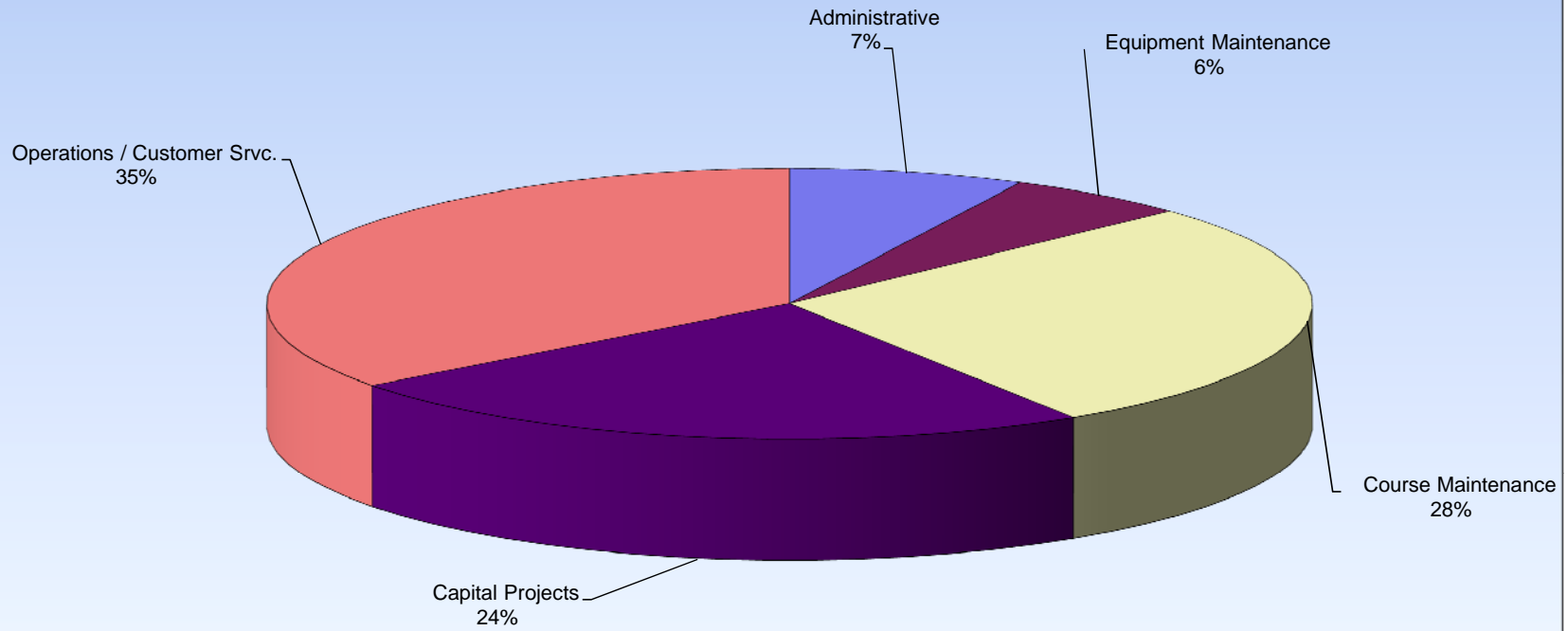
	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
FUND BALANCE, JANUARY 1	\$ 1,220,851	\$ 1,432,568	\$ 1,432,568	\$ 866,354
REVENUES				
Greens Fees	\$ 1,172,494	\$ 1,130,249	\$ 1,150,000	\$ 1,191,500
Cart Rentals	\$ 374,220	\$ 360,001	\$ 360,001	\$ 368,201
Resident Cards	\$ 528,719	\$ 511,725	\$ 531,000	\$ 531,000
Clubhouse Lease	\$ 38,513	\$ 31,999	\$ 35,000	\$ 35,000
Driving Range Fees	\$ 49,408	\$ 97,000	\$ 93,000	\$ 97,000
Other Income	\$ 37,888	\$ 434,994	\$ 434,507	\$ 418,705
Transfer From Excise Fund	\$ -	\$ -	\$ -	\$ -
Interest	\$ 2,581	\$ 3,504	\$ 3,504	\$ 3,500
TOTAL REVENUES	\$ 2,203,822	\$ 2,569,472	\$ 2,607,012	\$ 2,644,906
TOTAL AVAILABLE	\$ 3,424,673	\$ 4,002,040	\$ 4,039,580	\$ 3,511,260
EXPENDITURES				
Administrative	\$ 651,826	\$ 187,242	\$ 188,151	\$ 196,199
Equipment Maintenance	\$ 138,198	\$ 156,690	\$ 147,832	\$ 153,317
Course Maintenance	\$ 663,000	\$ 701,219	\$ 715,200	\$ 750,389
Debt Service	\$ -	\$ -	\$ -	\$ -
Capital Projects	\$ 46,243	\$ 974,695	\$ 1,200,262	\$ 639,864
Operations / Customer Svc.	\$ 492,839	\$ 927,965	\$ 921,781	\$ 950,743
TOTAL EXPENDITURES	\$ 1,992,105	\$ 2,947,811	\$ 3,173,226	\$ 2,690,512
FUND BALANCE, DECEMBER 31	\$ 1,432,568	\$ 1,054,229	\$ 866,354	\$ 820,748



TOWN OF BRECKENRIDGE 2017 GOLF COURSE FUND REVENUES



TOWN OF BRECKENRIDGE 2017 GOLF COURSE FUND EXPENSES



EXPENDITURE SUMMARY

Golf Course Division	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
EXPENDITURES BY CATEGORY				
Personnel	\$ 924,354	\$ 1,218,921	\$ 1,206,584	\$ 1,258,029
Materials & Supplies	\$ 195,600	\$ 458,876	\$ 461,547	\$ 464,500
Charges for Services	\$ 274,020	\$ 204,375	\$ 211,190	\$ 224,723
Capital Outlay	\$ 482,558	\$ 942,996	\$ 1,170,762	\$ 622,864
Fixed Charges, including transfers	\$ 115,573	\$ 122,643	\$ 123,143	\$ 120,396
TOTAL EXPENDITURES BY CATEGORY	\$ 1,992,105	\$ 2,947,811	\$ 3,173,226	\$ 2,690,512
EXPENDITURES BY PROGRAM				
Administration	\$ 651,826	\$ 187,242	\$ 188,151	\$ 196,199
Equipment Maintenance	\$ 138,198	\$ 156,690	\$ 147,832	\$ 153,317
Course Maintenance	\$ 663,000	\$ 701,219	\$ 715,200	\$ 750,389
Debt Service	\$ -	\$ -	\$ -	\$ -
Capital Projects	\$ 46,243	\$ 974,695	\$ 1,200,262	\$ 639,864
Pro Shop	\$ 492,839	\$ 927,965	\$ 921,781	\$ 950,743
TOTAL EXPENDITURES BY PROGRAM	\$ 1,992,105	\$ 2,947,811	\$ 3,173,226	\$ 2,690,512



PROGRAM: **Administration**
DEPARTMENT: Golf Course
DIVISION: Golf Course
PROGRAM NO: 2311

PROGRAM DESCRIPTION:

Provides salaries for Superintendent and Administrative Assistant. Provides direction and support for all golf course maintenance activities, golf course equipment maintenance and all golf course capital improvement projects

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
PERSONNEL	128,685	141,619	142,047	152,037
MATERIALS & SUPPLIES	1,087	2,600	3,200	1,100
CHARGES FOR SERVICES	10,473	11,127	11,008	11,440
CAPITAL OUTLAY	482,558	-	-	-
FIXED CHARGES	29,022	31,896	31,896	31,622
	<u>\$ 651,826</u>	<u>\$ 187,242</u>	<u>\$ 188,151</u>	<u>\$ 196,199</u>

PRIOR YEAR ACCOMPLISHMENTS:

- Made changes to seasonal staffing and the maintenance plan to address feedback from the Golfer Survey and Focus Group.
- Provided administrative direction and support to the 43 employees of the Golf Course Maintenance division.
- Successfully managed the irrigation and bunker replacment projects on the bear and beaver courses.

CURRENT YEAR GOALS

- Work collaboratively with the Director of Golf Operations to address feedback from the Golfer Survey.
 - Successfully manage the capital project budget, particularly the bunker renovation project on the Elk course.
-



PROGRAM: **Equipment Maintenance**
 DEPARTMENT: Golf Course
 DIVISION: Golf Course
 PROGRAM NO: 2312

PROGRAM DESCRIPTION:

Provides salary for mechanic and all parts and supplies necessary for repair and preventative maintenance and service of all golf course maintenance equipment and buildings.

PROGRAM EXPENDITURES:

	2015	2016	2016	2017
	ACTUAL	BUDGET	ESTIMATED	ADOPTED
PERSONNEL	80,457	87,490	86,632	87,117
MATERIALS & SUPPLIES	50,129	62,598	54,600	59,600
CHARGES FOR SERVICES	7,612	6,602	6,600	6,600
CAPITAL OUTLAY	-	-	-	-
FIXED CHARGES	-	-	-	-
	\$ 138,198	\$ 156,690	\$ 147,832	\$ 153,317

PRIOR YEAR ACCOMPLISHMENTS:

- Maintained 120 pieces of golf course maintenance and Nordic grooming equipment.
- Installed new heaters in 3 bays of the maintenance shop.
- Improved drag mat storage system.

CURRENT YEAR GOALS

- Provide the GCM staff with training to ensure upkeep of equipment that works properly with minimum down time.
- Provide a safe, clean, and organized maintenance facility for the GCM staff.

SERVICE INDICATORS:

Type	2013	2014	2015
Mowers	29	30	30
Vehicles	27	27	27
Tractors	5	5	5
Snowcats	2	2	2
Snowmobiles	3	3	3
Track Loaders	2	2	2
Backhoe	1	1	1
Sprayer	2	2	2
Total Equip Above	71	72	72
Cost (parts & labor)	\$75,950	\$83,583	\$86,880
• Average cost to maintain each piece of equipment.	\$1,070	\$1,161	\$1,207



PROGRAM: **Golf Maintenance**
DEPARTMENT: Golf Course
DIVISION: Golf Course
PROGRAM NO: 2313

PROGRAM DESCRIPTION:

Includes all salaries, supplies & materials necessary for the maintenance of the 27-hole golf facility and associated grounds including the Clubhouse grounds and all practice areas.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
PERSONNEL	491,418	530,751	528,612	557,457
MATERIALS & SUPPLIES	112,178	122,056	132,024	131,800
CHARGES FOR SERVICES	50,939	39,352	45,004	49,850
FIXED CHARGES	8,466	9,060	9,560	11,282
	<u>\$ 663,000</u>	<u>\$ 701,219</u>	<u>\$ 715,200</u>	<u>\$ 750,389</u>

PRIOR YEAR ACCOMPLISHMENTS:

- Average score for overall satisfaction with Nordic grooming of 4.4 (5 point scale).
- Named 19th best golf course in Colorado by Golf Digest (308 courses in Colorado).

CURRENT YEAR GOALS:

- To develop a new survey specific to golf course conditions and send it to golf email list.
 - To average 4.5 or higher on the Nordic grooming survey.
 - To improve the fall snow mold program.
-



PROGRAM: **Golf Course Capital Projects**
DEPARTMENT: Golf Course
DIVISION: Golf Course
PROGRAM NO: 2314

PROGRAM DESCRIPTION:

Ongoing equipment replacement program for all of the Golf Course maintenance equipment, improvements to the course and the golf cart fleet.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
PERSONNEL	-	-	-	-
MATERIALS & SUPPLIES	21,478	9,999	10,000	10,000
CHARGES FOR SERVICES	24,764	21,700	19,500	7,000
CAPITAL OUTLAY	-	942,996	1,170,762	622,864
FIXED CHARGES	-	-	-	-
	<u>\$ 46,243</u>	<u>\$ 974,695</u>	<u>\$ 1,200,262</u>	<u>\$ 639,864</u>

PRIOR YEAR ACCOMPLISHMENTS:

- Completed the Irrigation and bunker replacement project on the Beaver and Bear courses.
- Improved the right side of 6 Beaver.
- Improved the green complex at 3 Beaver.

CURRENT YEAR GOALS:

- Improve the left side of 5 Elk green complex to eliminate bunker flooding in the spring and improve playability.
 - Replace the bunkers on the Elk course.
-



PROGRAM: **Operations/Customer Service**
 DEPARTMENT: Golf Course
 DIVISION: Golf Course
 PROGRAM NO: 2321

PROGRAM DESCRIPTION:

The operations program is responsible for the customer service, marketing, and revenue collection elements of the golf course. This includes tee time reservations, fee collection, and golfer assistance. The program includes contracted services with the golf professional. The program funds the wages associated with customer service, and includes golf shop, outside services, and control and assistance personnel. Also included in this program are the materials and supplies necessary for daily operations and maintenance of the clubhouse facility and golf carts.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
PERSONNEL	223,794	459,061	449,293	461,418
MATERIALS & SUPPLIES	10,727	261,623	261,723	262,000
CHARGES FOR SERVICES	180,232	125,594	129,078	149,833
CAPITAL OUTLAY	-	-	-	-
FIXED CHARGES	78,086	81,687	81,687	77,492
	<u>492,839</u>	<u>927,965</u>	<u>921,781</u>	<u>950,743</u>

PRIOR YEAR ACCOMPLISHMENTS:

Integrated new programs such as the Complimentary Clinic Series and the extension of Punch Card dates
 Increased player numbers in programming; i.e.- Lessons, Clinics, Family Nights, Mixed Couples, Women's Club

CURRENT YEAR GOALS:

Add and/or delete programs so that we maximize usage
 Start reasearch / planning for clubhouse improvements
 Maintain and improve service levels

SERVICE INDICATORS:

	2013	2014	2015
Rounds Played/Year (18-hole equivalent)	26,214	24,961	26,348
Revenues for Green Fees, Cart, Pass Cards	1,946,341	1,978,865	2,070,558
Revenue /Round	74.25	79.28	78.59
Number of Days Open	127	131	131
Average Revenue/Day	15,325	15,106	15,806



TOWN OF BRECKENRIDGE
 FUND BALANCE REPORT 2017
 EXCISE TAX FUND

JANUARY 1,2015	FUND BALANCE	\$ 7,884,118
	ACTUAL REVENUE	\$ 27,123,970
	ACTUAL EXPENSES	\$ 25,526,495
	PROJECTED GAIN / (REDUCTION)	<u>\$ 1,597,475</u>
DECEMBER 31,2015	FUND BALANCE	\$ 9,481,593
JANUARY 1,2016	FUND BALANCE	\$ 9,481,593
	PROJECTED REVENUE	\$ 27,474,460
	PROJECTED EXPENSES(INCLUDING APPROPRIATIONS)	\$ 30,802,682
	BUDGETED GAIN / (REDUCTION)	<u>\$ (3,328,222)</u>
DECEMBER 31,2016	FUND BALANCE	\$ 6,153,371
JANUARY 1,2017	FUND BALANCE	\$ 6,153,371
	BUDGETED REVENUE	\$ 27,272,282
	BUDGETED EXPENSES	\$ 25,265,514
DECEMBER 31,2017	BUDGETED GAIN / (REDUCTION)	<u>\$ 2,006,768</u>
	FUND BALANCE BEFORE RESERVES	\$ 8,160,139
	RESERVED FOR DEBT SERVICE	\$ (269,665)
	DISCRETIONARY RESERVE FOR DEBT SERVICE	\$ (807,415)
	DISCRETIONARY CAPITAL RESERVE	<u>\$ (7,083,059)</u>
	BUDGETED NET FUND BALANCE	<u><u>\$ 0</u></u>

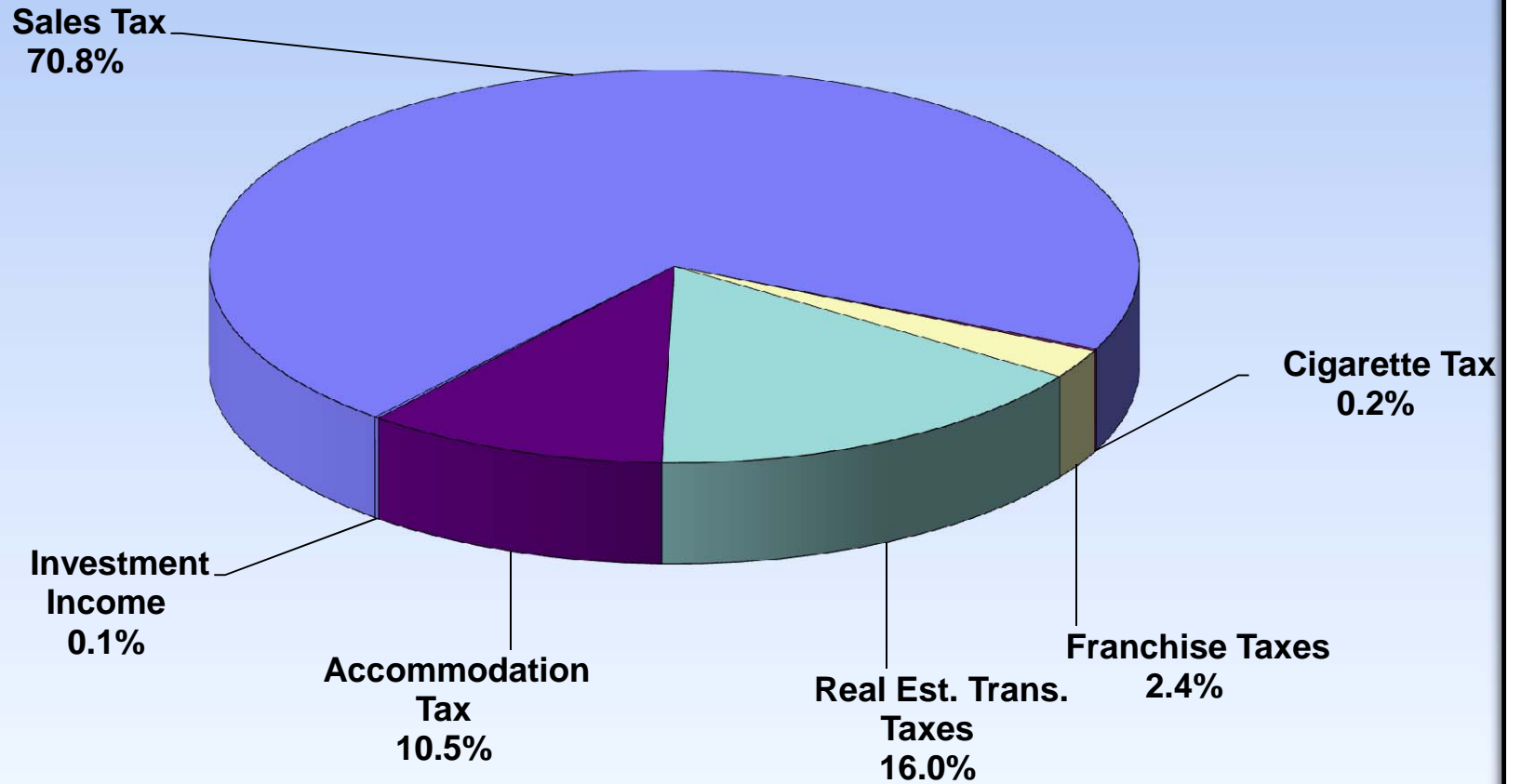


**TOWN OF BRECKENRIDGE
2017 ANNUAL BUDGET
EXCISE TAX FUND ANALYSIS**

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
FUND BALANCE, JANUARY 1	\$ 7,884,118	\$ 9,481,593	\$ 9,481,593	\$ 6,153,371
REVENUES				
Sales Tax	\$ 18,090,059	\$ 17,894,503	\$ 19,118,859	\$ 19,310,087
Cigarette Tax	\$ 49,441	\$ 52,291	\$ 49,060	\$ 47,590
Franchise Taxes	\$ 888,469	\$ 774,473	\$ 670,618	\$ 651,610
Real Est. Trans. Taxes	\$ 5,468,732	\$ 4,240,001	\$ 4,751,803	\$ 4,350,000
Accommodation Tax	\$ 2,613,829	\$ 2,620,373	\$ 2,845,016	\$ 2,873,500
Transfers	\$ -	\$ -	\$ -	\$ -
Investment Income	\$ 13,440	\$ 18,240	\$ 39,104	\$ 39,495
TOTAL REVENUES	\$ 27,123,970	\$ 25,599,881	\$ 27,474,460	\$ 27,272,282
TOTAL AVAILABLE	\$ 35,008,088	\$ 35,081,474	\$ 36,956,053	\$ 33,425,653
EXPENDITURES				
Transfer to General Fund	\$ 11,649,996	\$ 14,037,564	\$ 14,037,564	\$ 10,400,000
Transfer to Capital Projects	\$ 5,820,700	\$ 6,305,000	\$ 7,152,500	\$ 7,682,500
Transfer to Marketing Fund	\$ 1,153,461	\$ 655,093	\$ 711,254	\$ 718,340 *
Add'l Transfer to Marketing	\$ -	\$ 500,004	\$ 500,000	\$ - **
Transfer to Housing Fund	\$ 1,500,000	\$ 2,499,996	\$ 2,500,000	\$ -
Transfer to Special Projects Fund	\$ 2,533,809	\$ 2,359,428	\$ 2,737,428	\$ 3,476,566
Transfer to Child Care Fund	\$ 2,300,004	\$ 1,307,004	\$ 1,307,004	\$ -
Transfer to Parking & Transp. Fund	\$ -	\$ -	\$ 1,290,000	\$ 2,450,143
Debt Service	\$ 568,524	\$ 569,910	\$ 566,932	\$ 537,965
TOTAL EXPENDITURES	\$ 25,526,495	\$ 28,233,999	\$ 30,802,682	\$ 25,265,514
*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				
FUND BALANCE, DECEMBER 31	\$ 9,481,593	\$ 6,847,475	\$ 6,153,371	\$ 8,160,139
RESERVED FOR DEBT SERVICE	\$ -	\$ -	\$ -	\$ (269,665)
DISCRET. RESERVE FOR DEBT	\$ -	\$ -	\$ -	\$ (807,415)
CAPITAL FUNDING RESERVE	\$ -	\$ -	\$ -	\$ (7,083,059)
NET FUND BALANCE	\$ 9,481,593	\$ 6,847,475	\$ 6,153,371	\$ 0



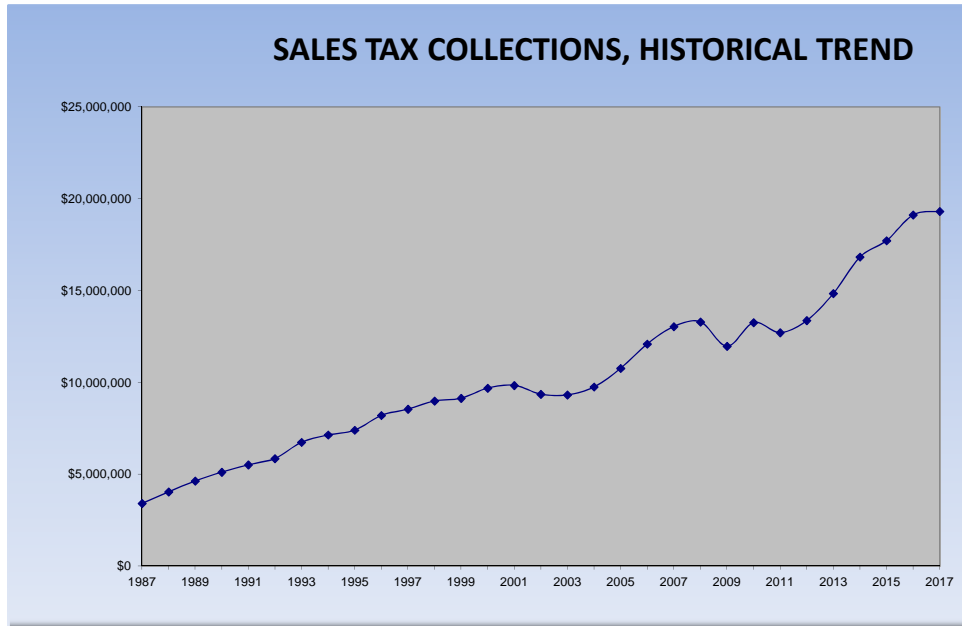
TOWN OF BRECKENRIDGE EXCISE TAX REVENUES - 2017



**TOWN OF BRECKENRIDGE
SALES TAX COLLECTIONS
1987 - 2017**

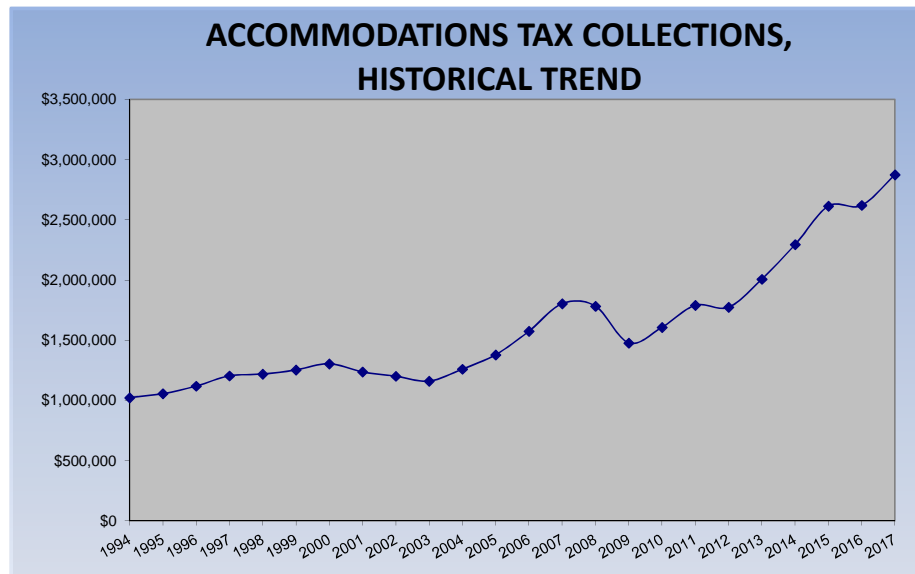
YEAR	COLLECTIONS	% INCREASE
1987	\$ 3,409,913	15.1%
1988	\$ 4,040,793	18.5%
1989	\$ 4,628,939	14.6%
1990	\$ 5,110,446	10.4%
1991	\$ 5,511,506	7.8%
1992	\$ 5,855,028	6.2%
1993	\$ 6,739,162	15.1%
1994	\$ 7,136,428	5.9%
1995	\$ 7,397,250	3.7%
1996	\$ 8,199,541	10.8%
1997	\$ 8,543,401	4.2%
1998	\$ 8,983,943	5.2%
1999	\$ 9,137,507	1.7%
2000	\$ 9,689,511	6.0%
2001	\$ 9,833,924	1.5%
2002	\$ 9,357,337	-4.8%
2003	\$ 9,320,751	-0.4%
2004	\$ 9,749,970	4.6%
2005	\$ 10,769,998	10.5%
2006	\$ 12,092,192	12.3%
2007	\$ 13,040,545	7.8%
2008	\$ 13,291,067	1.9%
2009	\$ 11,969,634	-9.9%
2010	\$ 13,253,186	10.7%
2010	\$ 12,053,186	0.7%
2011	\$ 12,706,676	5.4%
2012	\$ 13,369,549	5.2%
2013	\$ 14,839,044	11.0%
2014	\$ 16,824,039	13.4%
2015	\$ 17,717,330	5.3%
2016	\$ 19,118,859	7.9%
2017	\$ 19,310,087	1.0%

adjusted to exclude 1x retroactive payment of \$1.2 million



**TOWN OF BRECKENRIDGE
ACCOMMODATIONS TAX COLLECTIONS
1994 - 2017**

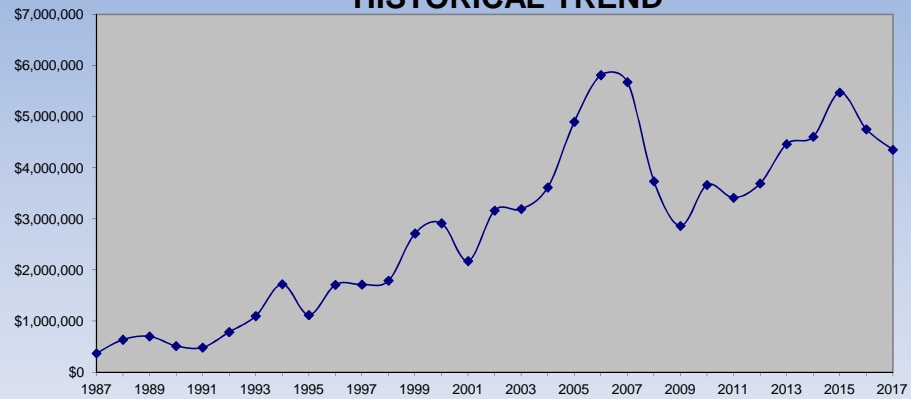
YEAR	COLLECTIONS	% INCREASE
1994	\$ 1,022,788	N/A
1995	\$ 1,055,984	3.2%
1996	\$ 1,119,216	6.0%
1997	\$ 1,204,261	7.6%
1998	\$ 1,218,382	1.2%
1999	\$ 1,253,329	2.9%
2000	\$ 1,304,413	4.1%
2001	\$ 1,236,848	-5.2%
2002	\$ 1,201,332	-2.9%
2003	\$ 1,160,731	-3.4%
2004	\$ 1,260,047	8.6%
2005	\$ 1,379,205	9.5%
2006	\$ 1,574,982	14.2%
2007	\$ 1,803,464	14.5%
2008	\$ 1,783,019	-1.1%
2009	\$ 1,477,316	-17.1%
2010	\$ 1,607,129	8.8%
2011	\$ 1,790,134 *	11.4%
2012	\$ 1,774,529	-0.9%
2013	\$ 2,006,571	13.1%
2014	\$ 2,294,406	14.3%
2015	\$ 2,613,829	13.9%
2016	\$ 2,620,373 proj	0.3%
2017	\$ 2,873,500 bud	9.7%



**TOWN OF BRECKENRIDGE
REAL ESTATE TRANSFER TAX COLLECTIONS
1987 - 2017**

YEAR	COLLECTIONS	% INCREASE
1987	\$ 367,986	15.1%
1988	\$ 634,729	72.5%
1989	\$ 699,282	10.2%
1990	\$ 510,769	-27.0%
1991	\$ 481,169	-5.8%
1992	\$ 784,518	63.0%
1993	\$ 1,096,675	39.8%
1994	\$ 1,720,277	56.9%
1995	\$ 1,116,682	-35.1%
1996	\$ 1,708,579	53.0%
1997	\$ 1,712,771	0.2%
1998	\$ 1,790,392	4.5%
1999	\$ 2,713,084	51.5%
2000	\$ 2,912,016	7.3%
2001	\$ 2,173,687	-25.4%
2002	\$ 3,161,721	45.5%
2003	\$ 3,192,006	1.0%
2004	\$ 3,613,209	13.2%
2005	\$ 4,897,997	35.6%
2006	\$ 5,811,220	18.6%
2007	\$ 5,675,235	-2.3%
2008	\$ 3,733,785	-34.2%
2009	\$ 2,861,119	-23.4%
2010	\$ 3,662,755	28.0%
2011	\$ 3,411,973	-6.8%
2012	\$ 3,691,087	8.2%
2013	\$ 4,462,232	20.9%
2014	\$ 4,604,914	3.2%
2015	\$ 5,468,732	18.8%
2016	\$ 4,751,803	proj -13.1%
2017	\$ 4,350,000	bud -8.5%

**REAL ESTATE TRANSFER TAX COLLECTIONS,
HISTORICAL TREND**



PROGRAM: **Debt Service**
DEPARTMENT: General Government
DIVISION:
PROGRAM NO: 3111

PROGRAM DESCRIPTION:

Special Revenue Bonds have been issued on several occasions for which the Excise Tax Revenues of the Town have been pledged. This program accounts for the principal and interest payments required for those special revenue bond issues.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
PERSONNEL	\$ -	\$ -	\$ -	\$ -
MATERIALS & SUPPLIES	-	-	-	-
CHARGES FOR SERVICES	1,300	1,300	1,300	2,600
CAPITAL OUTLAY	-	-	-	-
DEBT SERVICE	567,224	568,610	565,632	535,365
	<u>\$ 568,524</u>	<u>\$ 569,910</u>	<u>\$ 566,932</u>	<u>\$ 537,965</u>

PROGRAM COMMENTARY:

The 2016 scheduled principal and interest payments and the outstanding balance on the Town's excise tax debt are as follows:

	Principal	Interest	Outstanding Balance 12/31/16	Year Retired
2007 COP'S-Child Care	\$ 160,000	\$ 109,665	\$ 2,510,000	2027
2016 COP's - PD facility refinance	\$ 230,000	\$ 45,893	\$ 2,095,000	2025



PROGRAM: **Transfers**
DEPARTMENT: General Government
DIVISION:
PROGRAM NO: 3115

PROGRAM DESCRIPTION:

The Town's Excise Tax revenues are pledged first towards repayment of special revenue bonds. Any revenues collected in excess of that amount can be used for any other governmental purpose. The Excise Tax revenues for the Town are transferred to the Town's General Fund for general governmental purposes.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
PERSONNEL	\$ -	\$ -	\$ -	\$ -
MATERIALS & SUPPLIES	-	-	-	-
CHARGES FOR SERVICES	-	-	-	-
CAPITAL OUTLAY	-	-	-	-
FIXED CHARGES	24,957,970	27,664,089	30,235,750	24,727,549
	<u>\$ 24,957,970</u>	<u>\$ 27,664,089</u>	<u>\$ 30,235,750</u>	<u>\$ 24,727,549</u>



AFFORDABLE HOUSING FUND

JANUARY 1,2015	FUND BALANCE	\$ 14,292,651
	REVENUE	\$ 4,035,889
	EXPENSES	\$ 4,576,499
	INCREASE/ (REDUCTION)	<u>\$ (540,610)</u>
DECEMBER 31,2015	FUND BALANCE	<u>\$ 13,752,041</u>
JANUARY 1,2016	FUND BALANCE	\$ 13,752,041
	PROJECTED REVENUE	\$ 12,184,028
	PROJECTED EXPENSES	\$ 15,828,334
	PROJECTED INCREASE/ (REDUCTION)	<u>\$ (3,644,306)</u>
DECEMBER 31,2016	FUND BALANCE	<u>\$ 10,107,735</u>
JANUARY 1,2017	FUND BALANCE	\$ 10,107,735
	BUDGETED REVENUE	\$ 17,772,012
	BUDGETED EXPENSES	\$ 19,393,232
	BUDGETED GAIN / (REDUCTION)	<u>\$ (1,621,220)</u>
DECEMBER 31,2017	FUND BALANCE	<u>\$ 8,486,515</u>

**TOWN OF BRECKENRIDGE
2017
AFFORDABLE HOUSING FUND ANALYSIS**

AFFORDABLE HOUSING	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
FUND BALANCE, JANUARY 1	\$ 14,292,651	\$ 13,752,041	\$ 13,752,041	\$ 10,107,735
REVENUES				
Investment Income	\$ 6,416	\$ 8,712	\$ 15,000	\$ 15,000
Rental Income	\$ 20,278	\$ 21,999	\$ 43,000	\$ 410,460
Sale of Assets	\$ -	\$ -	\$ -	\$ 5,950,402
Mortgage Payments	\$ 10,922	\$ 23,857	\$ 16,000	\$ 16,000
Rental Assistance Payments	\$ -	\$ 5,999	\$ 6,000	\$ 6,000
Rock Royalties	\$ 30,524	\$ 14,999	\$ 50	\$ 100
Grants	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 1,500,000	\$ 2,499,996	\$ 2,500,000	\$ 4,000,000
Sales Tax	\$ 459,037	\$ 454,782	\$ 488,561	\$ 2,693,450
Impact Fees	\$ 474,695	\$ 400,001	\$ 400,000	\$ 475,000
Misc. Income	\$ 20,000	\$ -	\$ 8,500,000	\$ 372,600
Corum Loan Payments	\$ 14,898	\$ -	\$ 14,000	\$ 14,000
Pinewood (Loan, Lease Pmts, Tax Credit Rebate)	\$ 1,499,121	\$ 69,000	\$ 201,417	\$ 3,819,000
TOTAL REVENUES	\$ 4,035,889	\$ 3,499,345	\$ 12,184,028	\$ 17,772,012
TOTAL AVAILABLE	\$ 18,328,540	\$ 17,251,386	\$ 25,936,069	\$ 27,879,747
EXPENDITURES				
Personnel	\$ 57,457	\$ 78,537	\$ 78,537	\$ 164,661
Materials and Supplies	\$ 2,056	\$ 2,500	\$ 2,500	\$ 3,000
Charges for Services	\$ 123,117	\$ 215,164	\$ 4,409,385	\$ 235,921
Capital Outlay	\$ 2,017,869	\$ 7,315,501	\$ 10,900,000	\$ 18,408,050
Grants	\$ -	\$ -	\$ -	\$ -
Corum Loan	\$ -	\$ -	\$ 437,912	\$ 581,600
Transfers	\$ 2,376,000	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 4,576,499	\$ 7,611,702	\$ 15,828,334	\$ 19,393,232
Fully Appropriated Fund Balance	\$ -	\$ 4,494,874	\$ -	\$ -
FUND BALANCE, DECEMBER 31	\$ 13,752,041	\$ 9,639,684	\$ 10,107,735	\$ 8,486,515



PROGRAM: **Affordable Housing**
 DEPARTMENT: Executive Management
 DIVISION:
 PROGRAM NO: 0928

PROGRAM DESCRIPTION:

The Affordable Housing Program is intended to assure the provision of housing for employees who work in the Upper Blue basin. The program's major components include the development and implementation of policies and programs that assure housing and capital outlay for land and construction to build new affordable units in the community. This includes "for sale" as well as rental workforce housing. A down payment assistance program for Town employees is provided to assist employees in obtaining housing in the area. The Town provides limited transitional housing for employees in units both leased and owned by the Town. The Town also has a housing "buy-down" program to purchase existing units, deed restricts those units to ensure long-term affordability, and resells the units at a discounted rate.

PROGRAM EXPENDITURES:

	2015	2016	2016	2017
	ACTUAL	BUDGET	ESTIMATED	ADOPTED
PERSONNEL	\$ 57,457	\$ 78,537	\$ 78,537	\$ 164,661
MATERIALS & SUPPLIES	2,056	2,500	2,500	3,000
CHARGES FOR SERVICES	123,117	215,164	4,409,385	235,921
CAPITAL OUTLAY	2,017,869	7,315,501	10,900,000	18,408,050
CORUM LOAN	-	-	437,912	581,600
	<u>\$ 2,200,499</u>	<u>\$ 7,611,702</u>	<u>\$ 15,828,334</u>	<u>\$ 19,393,232</u>

PRIOR YEAR ACCOMPLISHMENTS:

1. Continued to increased inventory of deed-restricted affordable housing units
2. Construction of 45 apartments at Pinewood 2 utilizing Low Income Tax Credit financing
3. Design of Denison Placer 1 for submittal to CHFA for Low Income Housing Tax Credits
4. Structured a partnership with Summit County to develop 26 apartments (Huron Landing)
5. Completed design and began construction of Denison Placer 2 (30 units) and Huron Landing Apartments (26 units)

BUDGET YEAR GOALS:

1. Develop a consolidated record keeping system to track deed restricted units and resale and appreciation (50% complete with SCHA)
2. Develop affordable housing guidelines especially to address policies for capital improvements, re-sale price calculations, etc.
3. Increase total deed restricted inventory (public and private sector projects)
4. Proceed with development of DP 2 and Huron Landing for occupancy in 2017. Pursue partnership opportunities for DP 2.
5. Proceed with development of DP 1 contingent on tax credit approval
6. Work with Summit County on housing project at CR 450

SERVICE INDICATORS:

	2013	2014	2015
Total Inventory-deed restricted units	632	635	734
Units added by private sector	3	23	13
Units added public sector (Town land)	0		0
Town Buy downs	0		0
Total Units at Year-End	635	658	747
Cumulative Total			
Private Sector Units	518	541	590
Public Sector Units	115	115	155
Buy Downs	2	2	2



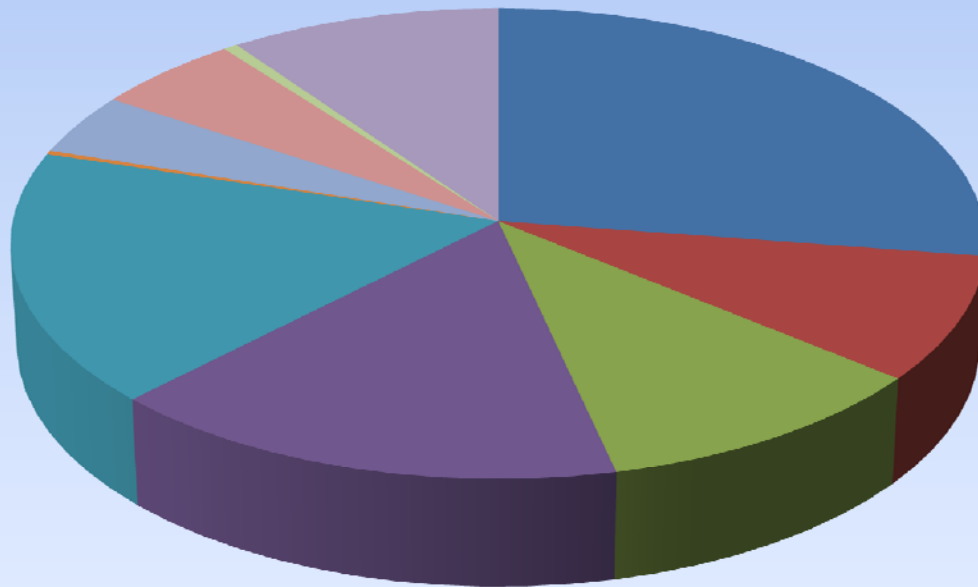
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**TOWN OF BRECKENRIDGE
2017 ANNUAL BUDGET
OPEN SPACE FUND ANALYSIS**

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
FUND BALANCE, JANUARY 1	\$ 1,460,934	\$ 161,571	\$ 161,571	\$ 338,261
REVENUES				
Sales Tax	\$ 2,509,876	\$ 2,446,150	\$ 2,652,724	\$ 2,679,300
Interest Income	\$ 4,753	\$ 6,456	\$ 23,829	\$ 20,467
Grants	\$ 100,000	\$ 10,000	\$ 42,500	\$ 42,500
Transfer of Density Rights	\$ 603,153	\$ 435,000	\$ 55,000	\$ 340,000
Misc. Income	\$ 24,808	\$ 20,999	\$ 15,550	\$ 9,500
Wellington Oro	\$ 118,554	\$ 90,000	\$ 100,000	\$ 111,000
TOTAL REVENUES	\$ 3,361,143	\$ 3,008,605	\$ 2,889,603	\$ 3,202,767
TOTAL AVAILABLE	\$ 4,822,077	\$ 3,170,176	\$ 3,051,174	\$3,541,028
EXPENDITURES				
Open Space Programs	\$ 1,768,543	\$ 1,733,726	\$ 2,024,177	\$ 1,980,245
Debt Service	\$ 2,869,963	\$ 426,144	\$ 433,736	\$ 426,144
Transfers to Other Funds	\$ 639,999	\$ 255,000	\$ 255,000	\$ 277,950
TOTAL EXPENDITURES	\$ 4,638,506	\$ 2,414,870	\$ 2,712,913	\$ 2,684,339
FUND BALANCE, DECEMBER 31	\$ 183,571	\$ 755,306	\$ 338,261	\$ 856,689
Wellington Oro Plant Replacement Reserve	\$ 22,000	\$ 33,000	\$ 33,000	\$ 44,000
Hoosier Pass Bike Path Reserve	\$ -	\$ 100,000	\$ 100,000	\$ 200,000
AVAILABLE FUND BALANCE, DECEMBER 31	\$ 161,571	\$ 622,306	\$ 205,261	\$ 612,689



Proposed 2017 Open Space Budget



- Misc. Land Acquisitions (27.4 % of total budget)
- B&B Clean-up (8.5 %, but half paid by County)
- North Main St. Parcels (10.5 %)
- Debt Service B&B (15.9%)
- Administration (17.3%)
- Legal Services (0.26%)
- Consultants (4.2%)
- Forest management/other professional services (5.3%)
- Other contracted services (0.5%)
- Trails construction and maintenance (9.9 %)

PROGRAM: **Open Space Program**
DEPARTMENT: Community Development
DIVISION:
PROGRAM NO: 0935

PROGRAM DESCRIPTION:

A one half of one percent sales tax was authorized by the voters in 1996 for the purpose of an open space acquisition and management program. The Open Space Plan and Trails Plan provides a framework for decisions on open space purchases and activities. Revenues for this division includes sales tax, TDR sales, and grants. Primary components of the program include acquisition of open space properties, forest management projects on open space, environmental monitoring and restoration in Cucumber Gulch, and the construction and maintenance of trails in Town and in the Golden Horseshoe area.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
PERSONNEL	272,952	297,664	300,164	344,984
MATERIALS & SUPPLIES	158,772	317,700	317,700	350,700
CHARGES FOR SERVICES	369,681	519,536	809,323	653,193
CAPITAL OUTLAY	284,134	569,950	561,000	584,319
DEBT SERVICE	2,869,963	426,144	433,736	426,144
FIXED CHARGES	43,005	28,876	35,990	47,049
TRANSFERS TO OTHER FUNDS	639,999	255,000	255,000	277,950
	<u>\$ 4,638,506</u>	<u>\$ 2,414,870</u>	<u>\$ 2,712,913</u>	<u>\$ 2,684,339</u>

PRIOR YEAR ACCOMPLISHMENTS:

1. Additional acres of open space acquired, including the largest parcel acquired by the program in over ten years (Laurium claims)
2. Realignment of trails and construction of new trails, including large volunteer projects on Turk's Trail extension and the Wire Patch trail

BUDGET YEAR GOALS:

1. Acquire additional open space properties
2. Increase mileage of trails in the trails systems and realign unsustainable trails
3. Blue River and Swan River restoration projects

SERVICE INDICATORS:

	2013	2014	2015
Acres of open space acquired	4,229	4,425	4,491
Total Miles of Trails	43.7	47.3	54.7
Miles of Trails Added to System	2	3.6	7.4



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**TOWN OF BRECKENRIDGE
2017 ANNUAL BUDGET
CONSERVATION TRUST FUND ANALYSIS**

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
FUND BALANCE, JANUARY 1	\$ 21,149	\$ 1,992	\$ 1,992	\$ 2,992
<u>REVENUES</u>				
Grants	\$ 45,828	\$ 45,001	\$ 45,000	\$ 45,000
Interest	\$ 19	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ 45,847	\$ 45,001	\$ 45,000	\$ 45,000
TOTAL AVAILABLE	\$ 66,996	\$ 46,993	\$ 46,992	\$ 47,992
<u>EXPENDITURES</u>				
Park Improvements	\$ -	\$ -	\$ -	\$ -
Transfer to Capital Fund	\$ 65,004	\$ 44,000	\$ 44,000	\$ 45,000
Fully Appropriated Fund Balance	\$ -	\$ 2,144	\$ -	\$ -
TOTAL EXPENDITURES	\$ 65,004	\$ 46,144	\$ 44,000	\$ 45,000
FUND BALANCE, DECEMBER 31	\$ 1,992	\$ 849	\$ 2,992	\$ 2,992



PROGRAM:	Parks
DEPARTMENT:	Conservation Trust
DIVISION:	
PROGRAM NO:	0927

PROGRAM DESCRIPTION:

The Conservation Trust Fund is established pursuant to Colorado State law to account for receipt and disbursement of lottery funds. Each year the State distributes a percentage of the profits from the sale of lottery tickets to municipalities which may be used only to maintain, acquire, or construct recreation facilities, park facilities or open space.

The revenue from this fund is typically transferred to the Capital Fund as there are ongoing Recreation Center projects.

PROGRAM EXPENDITURES:

	2015	2016	2016	2017
	ACTUAL	BUDGET	ESTIMATED	ADOPTED
PERSONNEL	-	-	-	-
MATERIALS & SUPPLIES	-	-	-	-
CHARGES FOR SERVICES	-	-	-	-
CAPITAL OUTLAY	-	-	-	-
FIXED CHARGES	65,004	46,144	44,000	45,000
	<u>\$ 65,004</u>	<u>\$ 46,144</u>	<u>\$ 44,000</u>	<u>\$ 45,000</u>



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

	2015 ACTUAL	2016 BUDGET	2016 PROJECTED	2017 ADOPTED
FUND BALANCE, JANUARY 1	\$ 8,282,088	\$ 8,731,199	\$ 8,731,199	\$ 7,956,476
REVENUES				
Internal Service Revenue	\$ 1,945,380	\$ 1,954,608	\$ 1,954,608	\$ 2,294,609
Other Income	\$ 94,831	\$ 92,537	\$ 117,691	\$ 68,695
Grants	\$ -	\$ 2,193,996	\$ 637,499	\$ 1,021,500
Sale of Assets	\$ 65,570	\$ -	\$ 70,140	\$ 133,000
Transfers from Excise Fund	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUES	<u>\$ 2,105,780</u>	<u>\$ 4,241,141</u>	<u>\$ 2,779,938</u>	<u>\$ 3,517,804</u>
TOTAL AVAILABLE	<u>\$ 10,387,869</u>	<u>\$ 12,972,340</u>	<u>\$ 11,511,137</u>	<u>\$ 11,474,280</u>
EXPENDITURES				
Operations	\$ 1,652,270	\$ 1,257,640	\$ 1,235,716	\$ 1,289,002
Capital Outlay	\$ 4,399	\$ 3,332,500	\$ 2,318,945	\$ 3,292,222
Transfer to Capital Fund	\$ -	\$ -	\$ -	\$ 3,500,000
Fully Appropriated Fund Balance	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	<u>\$ 1,656,670</u>	<u>\$ 4,590,140</u>	<u>\$ 3,554,661</u>	<u>\$ 8,081,224</u>
FUND BALANCE, DECEMBER 31	<u>\$ 8,731,199</u>	<u>\$ 8,382,200</u>	<u>\$ 7,956,476</u>	<u>\$ 3,393,056</u>



PROGRAM: **Operations**
DEPARTMENT: Garage Fund
DIVISION: Operations
PROGRAM NO: 1742

PROGRAM DESCRIPTION:

This program funds administration and operating expenses associated with the repair and maintenance of Town vehicles and equipment. This includes labor, training and other administrative expenses for the Fleet Maintenance staff, fuel, lubricants, service, repair supplies, and outside services. Each Town Department, through a % allocation, is responsible for its own fleet expenses. The repair, purchase, and maintenance of Golf Course vehicles and equipment are not a part of this fund.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 PROJECTED	2017 ADOPTED
PERSONNEL	327,907	394,583	401,792	412,292
MATERIALS & SUPPLIES	461,366	685,277	602,143	644,908
CHARGES FOR SERVICES	166,413	113,796	167,797	169,368
CAPITAL OUTLAY	-	-	-	-
FIXED CHARGES	696,585	63,984	63,984	3,562,434
	<u>\$1,652,270</u>	<u>\$1,257,640</u>	<u>\$1,235,716</u>	<u>\$4,789,002</u>

PRIOR YEAR ACCOMPLISHMENTS:

2015/2016 - Work order data/records - began more in depth weekly reviews of closed work orders for accuracy

2016 - Fleet percent availability - developed set up in our Asset Management Software for improved data collection and reporting on.

2015/2016 - Diesel Exhaust Fluid Fueling System proved to be a success. Three vehicles used Approximately 400 gallons in winter season, saving \$1600 over previous small quantity purchasing of product alone. Plus time savings and ability to charge back to the vehicle.

BUDGET YEAR GOALS:

Operating costs of equipment by class of vehicle (pickup, SUV, Buses, Plows, Hybrids) reported and reviewed to guide future purchases.

Asset Management Software set up continued to be adjusted as necessary to provide consistent meaningful data and trending of operating costs.

Auto generated work order bugs addressed. Benefit of reduced data input by users and improved records history.

Inventory of parts room expanded.

Fuel system software change for improved data and user access

SERVICE INDICATORS:

Budget Year	2013	2014	2015
Number of Vehicles Maintained by Class			
Passenger (car and suv)	29	29	29
Pickup Trucks (350/3500 and smaller)	38	39	40
Heavy Trucks (> 350/3500)	9	9	9
Bus (transit and 15 psgr van)	15	15	15
Light Equipment	44	44	44
Heavy Equipment (loaders, graders)	5	5	5
Total	140	141	142

Total Gallons of Fuel Used (Diesel+Unleaded)

Internal Customers Only	115,356	127,289	118,651
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PROGRAM: **Capital Expenditures**
 DEPARTMENT: Garage Fund
 DIVISION: Capital
 PROGRAM NO: 1743

PROGRAM DESCRIPTION:

The Garage Capital Fund purchases Town vehicles and equipment. Most replacement schedules have been updated each year as new/replacement vehicles and equipment are purchased and as organizational changes mandate. The capital purchase of Golf Course vehicles and equipment are not a part of this fund.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 PROJECTED	2017 ADOPTED
PERSONNEL	-	-	-	-
MATERIALS & SUPPLIES	4,399	-	-	-
CHARGES FOR SERVICES	-	-	-	-
CAPITAL OUTLAY	-	3,332,500	2,318,945	3,292,222
FIXED CHARGES	-	-	-	-
	<u>\$ 4,399</u>	<u>\$ 3,332,500</u>	<u>\$ 2,318,945</u>	<u>\$ 3,292,222</u>

PRIOR YEAR ACCOMPLISHMENTS:

2016 purchased 14 vehicles - 4 Psgr car and SUV (1 Police Patrol, 2 Police Admin, 1 Community Development) 4 Truck Light Duty Pick Up, class 1-3 (3 Parks, 1 Water) 1 Equip Heavy Off Road (Streets loader) 4 Equip Utility Light/Medium (1 Streets Steamer, 1 Streets Broom - anticipated complete by year end, 2 Parks Sidewalk Plows - anticipate complete by year end) 2 Sweeper Street (Streets sweeper anticipated delivery October)

BUDGET YEAR GOALS:

Continue to right size fleet based on current/forecasted future operations
 Complete planned purchases of 24 vehicles - 8 Psgr suv (1 Water, 2 Rec Admin, 1 Engineering, 2 Police Patrol, 1 Streets, 1 Transit Admin) 7 Truck Light Duty Class 1-3 (2 Parks, 2 Water, 2 Facilities, 1 Streets) 3 Truck Heavy Duty Class 7-8 (1 Streets plow, 2 Streets haul trucks) 3 Equip Utility Light/ Medium (1 Parks aerator, 1 Streets snow blower, 1 Rec Nrodic snow cat) 3 Buses (Transit Ops Opus replacements)
 Refurbish 2 transit buses at the half way point of service life
 Manage fund to allow for cash purchases of fleet asset replacement (no financing required)

SERVICE INDICATORS:

	2013	2014	2015
Avg age of fleet	Est 9yrs/2004	Est 9yrs/2005	Est 9yrs/2005



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**TOWN OF BRECKENRIDGE
2017 ANNUAL BUDGET
INFORMATION SERVICES FUND ANALYSIS**

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
FUND BALANCE, JANUARY 1	\$ 740,859	\$ 733,231	\$ 733,231	\$ 817,676
REVENUES				
Internal Service Revenue	\$ 1,097,609	\$ 1,196,567	\$ 1,196,567	\$ 1,256,665
Miscellaneous Income	\$ 4,625	\$ -	\$ -	\$ -
Interest	\$ 50	\$ -	\$ -	\$ -
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TOTAL REVENUES	\$ 1,102,284	\$ 1,196,567	\$ 1,196,567	\$ 1,256,665
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TOTAL AVAILABLE	\$ 1,843,143	\$ 1,929,798	\$ 1,929,798	\$ 2,074,341
EXPENDITURES				
Operations	\$ 1,109,912	\$ 1,084,993	\$ 1,112,123	\$ 1,272,167
Capital Outlay	\$ -	\$ -	\$ -	\$ -
Fully Approp. Fund Balance	\$ -	\$ -	\$ -	\$ -
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TOTAL EXPENDITURES	\$ 1,109,912	\$ 1,084,993	\$ 1,112,123	\$ 1,272,167
	<hr/>	<hr/>	<hr/>	<hr/>
FUND BALANCE, DECEMBER 31	\$ 733,231	\$ 844,805	\$ 817,676	\$ 802,174



PROGRAM: **Operations**
DEPARTMENT: Finance and Information Services
DIVISION: Information Services
PROGRAM NO: 1464

PROGRAM DESCRIPTION:

The Information Technology program is responsible for all aspects of the Town's computerized information systems, telecommunications, audio-visual systems, and computerized security systems. Our primary goal is to improve accessibility, management, security, and accountability of all digital information assets. Responsibilities includes short and long range planning, design and engineering of the Town's computer network infrastructure, troubleshooting and repairing existing systems, and advising other departments regarding hardware, software, and information systems requirements.

PROGRAM EXPENDITURES:

	2015	2016	2016	2017
	ACTUAL	BUDGET	ESTIMATED	ADOPTED
PERSONNEL	354,511	385,959	387,129	396,287
MATERIALS & SUPPLIES	287,691	194,255	197,100	324,250
CHARGES FOR SERVICES	451,124	498,023	521,138	545,851
CAPITAL OUTLAY	-	-	-	-
FIXED CHARGES	16,586	6,756	6,756	5,779
	<u>\$ 1,109,912</u>	<u>\$ 1,084,993</u>	<u>\$ 1,112,123</u>	<u>\$ 1,272,167</u>

PRIOR YEAR ACCOMPLISHMENTS:

During 2015, IT continued to both upgrade our existing systems and network infrastructure, as well as expand our services. Several departments required new terminals for additional staff members. We also migrated some applications to new server hardware, and established a much more robust and secure back up protocol for the Town's data and applications.

CURRENT YEAR GOALS

2017 Will involve many infrastructure upgrade for the Town that will be transparent to end users. As always, we will accomplish these goals while maintaining a high level of customer service for both internal and external users.

SERVICE INDICATORS:

	2013	2014	2015
# of Help Desk Requests Resolved	1,395	1,301	1388
# of Applications Supported	157	163	162
# of Terminals Supported	192	201	208
# of Terminals Replaced	35	34	37
# of Users on System	236	243	246



**TOWN OF BRECKENRIDGE
2017 ANNUAL BUDGET
FACILITIES MAINTENANCE FUND ANALYSIS**

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
FUND BALANCE, JANUARY 1	\$ 2,101,021	\$ 2,253,730	\$ 2,253,730	\$ 2,486,415
<u>REVENUES</u>				
Internal Service Revenue	\$ 326,109	\$ 432,960	\$ 432,955	\$ 473,559
TOTAL REVENUES	<u>\$ 326,109</u>	<u>\$ 432,960</u>	<u>\$ 432,955</u>	<u>\$ 473,559</u>
TOTAL AVAILABLE	<u>\$ 2,427,130</u>	<u>\$ 2,686,690</u>	<u>\$ 2,686,685</u>	<u>\$ 2,959,974</u>
<u>EXPENDITURES</u>				
Operations	\$ 166,431	\$ 502,573	\$ 200,270	\$ 234,920
Capital Outlay	\$ 6,968	\$ -	\$ -	\$ -
Fully Appropriated Fund Balance	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	<u>\$ 173,399</u>	<u>\$ 502,573</u>	<u>\$ 200,270</u>	<u>\$ 234,920</u>
FUND BALANCE, DECEMBER 31	<u>\$ 2,253,730</u>	<u>\$ 2,184,117</u>	<u>\$ 2,486,415</u>	<u>\$ 2,725,054</u>



PROGRAM: **OPERATIONS**
 DEPARTMENT: Facilities Maintenance
 DIVISION: Operations
 PROGRAM NO: 1732

PROGRAM DESCRIPTION:

The Facilities Maintenance Fund has been established to provide funding for maintenance and replacement of capital assets

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
Personnel	-	-	-	-
Materials & Supplies	-	-	-	-
Charges for Services	166,431	502,573	200,270	234,920
Capital Outlay	6,968	-	-	-
Totals	\$ 173,399	\$ 502,573	\$ 200,270	\$ 234,920

PRIOR YEAR ACCOMPLISHMENTS:

Updated Fund with new Arts District Theater into Fund, reviewed the long term cash flow of the fund, which is very solvent into 2046.
 Assets replaced in 2016 are: Public Works Storage 1 garage door (scheduled) Public Works Storage 2 garage doors (scheduled) Club house carpet (completed) Rec Center pool resurface.
 Assets deferred to 2017 were: Town Hall HVAC replacement, Ice Rink indoor and outdoor black rubber flooring
 Assets deferred further were: Rec Center running track resurface, HVAC motor, Translucent lights & Sky light, Indoor Ice Rink exterior painting.

BUDGET YEAR GOALS:

Will continue to update the fund as projects are completed for 2016 and 2017
 Will extend projected fund balance to the year of 2051

SERVICE INDICATORS:

The Facilities Fund covers major building assets on the following buildings - Town Hall, Rec Center, Riverwalk, PW buildings, Ice Rink, Police building, Welcome Center, Breck Station Club House, Golf Maint, Carter park, Valley Brook, Carter Museum, Breck Theatre, and TLP Public Works Admin building, BGVCC, and Arts District.



**TOWN OF BRECKENRIDGE
2017 ANNUAL BUDGET
SPECIAL PROJECTS FUND ANALYSIS**

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
FUND BALANCE, JANUARY 1	\$ 557,351	\$ 422,502	\$ 422,502	\$ 98,811
<u>REVENUES</u>				
Transfer from Excise	\$ 2,533,809	\$ 2,359,425	\$ 2,837,425	\$ 3,476,566
Grants	\$ -	\$ -	\$ -	\$ -
Arts and Culture Revenue	\$ -	\$ -	\$ -	\$ -
Reusable Bag Program	\$ 111,554	\$ 85,000	\$ 77,400	\$ 72,000
TOTAL REVENUES	<u>\$ 2,645,363</u>	<u>\$ 2,444,425</u>	<u>\$ 2,914,825</u>	<u>\$ 3,548,566</u>
TOTAL AVAILABLE	<u>\$ 3,202,714</u>	<u>\$ 2,866,927</u>	<u>\$ 3,337,327</u>	<u>\$ 3,647,377</u>
<u>EXPENDITURES</u>				
BHA Operations	\$ 420,000	\$ 420,000	\$ 470,004	\$ 450,000
BHA Capital Outlay	\$ 249,805	\$ 265,000	\$ 393,000	\$ 287,500
BHA Reserve	\$ -	\$ 50,004	\$ -	\$ 50,000
Fire Mitigation	\$ 34,974	\$ 15,000	\$ -	\$ 15,000
Grants	\$ 284,580	\$ 297,000	\$ 407,890	\$ 395,000
Operations-Arts and Culture	\$ 1,722,992	\$ 1,817,622	\$ 1,917,622	\$ 2,314,866
Operations-Reusable Bag Program	\$ 67,860	\$ 70,000	\$ 50,000	\$ 70,000
TOTAL EXPENDITURES	<u>\$ 2,780,211</u>	<u>\$ 2,934,626</u>	<u>\$ 3,238,516</u>	<u>\$ 3,582,366</u>
FUND BALANCE, DECEMBER 31	<u>\$ 422,502</u>	<u>\$ (67,699)</u>	<u>\$ 98,811</u>	<u>\$ 65,011</u>



PROGRAM: **OPERATIONS**
DEPARTMENT: Special Projects
DIVISION: Operations
PROGRAM NO: 1441

PROGRAM DESCRIPTION:

This department within the Special Projects fund accounts for funding to the Breckenridge Historical Association, Grants, and non-recurring projects and initiatives.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
CHARGES FOR SERVICES	454,974	435,000	470,004	465,000
CAPITAL OUTLAY	249,805	265,000	393,000	287,500
GRANTS	284,580	297,000	407,890	395,000
BHA CAPITAL RESERVE	50,000	50,004	50,004	50,000
	<u>\$ 1,039,359</u>	<u>\$ 1,047,004</u>	<u>\$ 1,320,898</u>	<u>\$ 1,197,500</u>

PROGRAM COMMENTARY:

Charges for Services:

\$450,000 Breckenridge Heritage Association operations
\$15,000 Pine Beetle Program

Capital Outlay:

BHA Capital: \$200,000

Welcome Center	5,000
Breckenridge Archive	30,000
X10U8 Ore Chute	30,000
Museum Acquisitions/Displays	15,000
Eberlein House Rest.	55,000
Iowa Hill Upgrades	35,000
Sallie Barber Mine Stabilizations	5,000
Interpretive Signs	5,000
Mine Sites Inv.	20,000
Reiling Dredge	87,500
	<u>\$ 287,500</u>



PROGRAM: **OPERATIONS**
DEPARTMENT: Special Projects
DIVISION: Reusable Bag Program
PROGRAM NO: 0622

PROGRAM DESCRIPTION:

The Reusable Bag Program is a public outreach effort to educate residents and visitors about the Disposable Bag Fee and to encourage use of reusable bags. Revenues for the program are generated from the Disposable Bag Fee. Expenditures are focused on educational efforts and distribution of reusable bags to lodging and retail stores. The Community Development Department administers the reusable bag program.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
PERSONNEL	-	-	-	-
MATERIALS & SUPPLIES	-	-	-	-
CHARGES FOR SERVICES	67,860	70,000	50,000	70,000
CAPITAL OUTLAY	-	-	-	-
GRANTS	-	-	-	-
	<u>\$ 67,860</u>	<u>\$ 70,000</u>	<u>\$ 50,000</u>	<u>\$ 70,000</u>

PRIOR YEAR ACCOMPLISHMENTS:

1. Provided scholarship assistance for over 120 children.
2. Completed transition of program from Recreation Department back to Community Development Department and lowered staffing to 1 FTE
3. Implemented online Tuition Assistance application & review process - saving over 5000 pages of printed documentation as well as streamlining the review and reporting process
4. Program funded through 2020 with 5 year commitment of MMJ Tax revenues and transfer from Fund Balance in 2015
5. Purchased Breckenridge Montessori Building and leased back for 5 year term.
6. Updated Needs Assessment from BBC Research

CURRENT YEAR GOALS:

Reduction in the number of disposable bags issued by retail stores in 2016 compared to 2015, while also considering level of taxable sales, will indicate the relative use of disposable bags in the community.

SERVICE INDICATORS:

	2014	2015
Number of Disposable Bags Issued	866,304	831,313
% Change in Bags Issued		-4%
Taxable Sales	440,498,443	492,049,273
% Change in Taxable Sales		12%



PROGRAM: **OPERATIONS**
 DEPARTMENT: Special Projects
 DIVISION: Arts and Culture
 PROGRAM NO: 0445-0447

PROGRAM DESCRIPTION:

This program funds the operation of Breckenridge Creative Arts (BCA), which was developed by the Town to support and promote arts, culture, and creative experiences throughout Breckenridge. The BCA branched off into its own multidisciplinary nonprofit organization in 2015, and is responsible for the successful management of various cultural facilities, programs and partnerships. Upon transitioning into an independent nonprofit 501(c)(3), the new organization shall contract with the Town to administer certain Town arts and cultural projects and to manage the Town-owned assets of the Breckenridge Arts District Campus, Breckenridge Theater, Old Masonic Hall, Riverwalk Center, Speakeasy Theater, and the Breckenridge Public Art Program.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
PERSONNEL	24,507	-	-	-
MATERIALS & SUPPLIES	321	-	-	-
CHARGES FOR SERVICES	20,343	-	-	-
CAPITAL OUTLAY	-	-	-	-
GRANTS	1,677,821	1,817,622	1,917,622	2,314,866
	<u>\$ 1,722,992</u>	<u>\$ 1,817,622</u>	<u>\$ 1,917,622</u>	<u>\$ 2,314,866</u>

PRIOR YEAR ACCOMPLISHMENTS:

2015 EVALUATION

Breckenridge Creative Arts' intent for year one operations was to successfully launch BCA as a nonprofit organization that had strong governance practices, comprehensive financial management, and a discipline for long-term planning. It also wanted to make an immediate impact by presenting a wide array of program offerings that would engage, surprise and excite residents and visitors. As might be expected, BCA has been met with both successes and challenges in 2015, but through this BCA continues to discover its organizational potential. As BCA enters its second year as a standalone entity, it will continue to work with its stakeholders and partners to grow the Town's creative sector by leveraging applied creativity in culture, education and commerce, as well as continue to encourage and nurture human creative potential across all disciplines.

CURRENT YEAR GOALS:

2016 PRIORITIES

Entering its second year of as a standalone entity, BCA will continue to work with its stakeholders and partners to grow the Town's creative sector by leveraging applied creativity in culture, education and commerce, as well as continue to encourage and nurture human creative potential across all disciplines.

- **Programs:** Numbers of presentations, performances or available seats are not the only measure of growth. Growth can also be seen in the nature of certain programming choices—how they further BCA's mission, while fostering a deeper engagement with audiences and other stakeholders. Priority will be given to innovations such as BIFA, thematic focuses, and initiatives that involve BCA acting as an animator, commissioner and producer.
- **Audiences:** As a new organization, BCA is in the process of implementing measurement strategies to capture its impact, including collecting and analyzing demographic and market-related data regarding its audience. BCA will continue to pursue both the development of a stronger level of engagement and loyalty amongst its current patrons, and to appeal to a wider breadth of audiences in the future.
- **Infrastructure:** The resources required to sustain BCA in staffing, marketing and contracted services have been expanding to support operations. Consistent and appropriate levels of staffing are required to best ensure current and future plans can be effectively carried through to fruition.
- **Capital Improvements:** To remain competitive and also support BCA's programming goals, the assets of facilities, equipment and systems will need continued upgrades to meet the growth and changing needs of venue users and to further enhance the guest experience.
- **Budget:** In order for BCA to strengthen and grow the breadth and depth of its programs, it needs to develop a more diversified funding portfolio and a strong base of support. In the coming years, BCA looks to build earned revenue capacity.

2016 BUDGET OBJECTIVES

- Leverage 2015 momentum to solidify burgeoning view of Breckenridge as a vibrant, year-round creative destination – Phase Three of 3-year growth plan
- Build Breckenridge's position as an emerging venue for inspiring public art
- Deepen our interactions with the 20-30+ year old demographic through a focus on emerging regional music
- Continue improvements in operations, production, educational and curation capabilities



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

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
FUND BALANCE, JANUARY 1	\$ 462,651	\$ 23,149	\$ 23,149	\$ 205,136
REVENUES				
Medical Marijuana Tax	\$ 54,804	\$ 32,737	\$ 24,174	\$ 28,415
Retail Marijuana Tax	\$ 428,728	\$ 347,630	\$ 499,994	\$ 505,000
Marijuana Licensing	\$ 17,888	\$ 9,660	\$ 9,660	\$ 9,660
TOTAL REVENUES	\$ 501,419	\$ 390,027	\$ 533,828	\$ 543,075
TOTAL AVAILABLE	\$ 964,070	\$ 413,176	\$ 556,977	\$ 748,211
EXPENDITURES				
Personnel	\$ 81,769	\$ 85,786	\$ 83,960	\$ 91,027
Materials and Supplies	\$ 750	\$ 600	\$ 600	\$ 600
Charges for Services	\$ 68,407	\$ 79,200	\$ 70,913	\$ 129,913
Transfer to Child Care Fund	\$ 789,996	\$ 196,368	\$ 196,368	\$ 525,000
Fully Appropriated Fund Balance	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 940,921	\$ 361,954	\$ 351,841	\$ 746,540
FUND BALANCE, DECEMBER 31	\$ 23,149	\$ 51,222	\$ 205,136	\$ 1,671



PROGRAM: **OPERATIONS**
DEPARTMENT: Marijuana
DIVISION: Operations
PROGRAM NO: 0420

PROGRAM DESCRIPTION:

The Marijuana Fund has been established to collect revenues and ensure compliance with marijuana distribution and consumption legislation.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
PERSONNEL	81,769	85,786	83,960	91,027
MATERIALS & SUPPLIES	750	600	600	600
CHARGES FOR SERVICES	68,407	79,200	70,913	129,913
TRANSFERS	789,996	196,368	196,368	525,000 *
CAPITAL OUTLAY	-	-	-	-
FULLY APPROPRIATED FUND BALANCE	-	-	-	-
	<u>\$ 940,921</u>	<u>\$ 361,954</u>	<u>\$ 351,841</u>	<u>\$ 746,540</u>

**Council decided at 2015 budget retreat to transfer fund balance and future net revenues to the Child Care fund*

PRIOR YEAR ACCOMPLISHMENTS

The Marijuana Compliance officer/detective handles compliance, education, and enforcement issues related to marijuana, liquor, and tobacco. This past year the compliance officer, with the assistance of the U.S. Postal Inspector, was involved in investigating several major illegal marijuana shipments. The case concluded with confiscation of a large amount of evidence and three arrests. The compliance officer worked with the marijuana businesses confiscating and investigating the use of underage fake IDs, with the Colorado Marijuana Enforcement Division in doing underage sting operations in Breckenridge, and completed various compliance inspections of all marijuana license holders in Town. Additionally, the compliance officer has been involved in several local ordinance changes to more accurately reflect best practices across the state as well as changes in State law.

BUDGET YEAR GOALS

In the upcoming year, the compliance officer will continue to develop working relations with other municipalities that have similar compliance laws and expectations along with state and federal marijuana/illegal narcotics agencies. The officer will train patrol officers regarding marijuana laws and enforcement as well as conducting public outreach providing marijuana safety education to the community. The officer will also work with stakeholders throughout the community to develop a plan for disposing of unwanted or found marijuana products. Best practices across the state regarding marijuana business compliance regulations and changes in state and federal laws pertaining to marijuana compliance will be monitored by the compliance officer.

SERVICE INDICATORS

	2013	2014	2015
Identification Checks	0	17	276



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

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
FUND BALANCE, JANUARY 1	\$ 39,450	\$ 57,023	\$ 57,023	\$ 68,567
REVENUES				
Transfers	\$ -	\$ -	\$ -	\$ -
Lot Sales	\$ 9,750	\$ 9,000	\$ 9,000	\$ 9,000
Burial Fees	\$ 3,113	\$ 6,120	\$ 3,000	\$ 3,500
Maintenance Fees	\$ 9,000	\$ 9,996	\$ 9,996	\$ 8,800
TOTAL REVENUES	\$ 21,863	\$ 25,116	\$ 21,996	\$ 21,300
TOTAL AVAILABLE	\$ 61,313	\$ 82,139	\$ 79,019	\$ 89,867
EXPENDITURES				
Personnel	\$ -	\$ -	\$ -	\$ -
Materials and Supplies	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ 4,290	\$ 13,572	\$ 10,452	\$ 4,500
Fully Appropriated Fund Balance				
TOTAL EXPENDITURES	\$ 4,290	\$ 13,572	\$ 10,452	\$ 4,500
FUND BALANCE, DECEMBER 31	\$ 57,023	\$ 68,567	\$ 68,567	\$ 85,367



PROGRAM: **OPERATIONS**
DEPARTMENT: Cemetery
DIVISION: Operations
PROGRAM NO: 0452

PROGRAM DESCRIPTION:

The Cemetery Fund has been established set up the cemetery as an enterprise.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
PERSONNEL	-	-	-	-
MATERIALS & SUPPLIES	-	-	-	-
CHARGES FOR SERVICES	4,290	13,572	10,452	4,500
CAPITAL OUTLAY	-	-	-	-
	<u>\$ 4,290</u>	<u>\$ 13,572</u>	<u>\$ 10,452</u>	<u>\$ 4,500</u>

PRIOR YEAR ACCOMPLISHMENTS:

- Completed a GPS Mapping project with above-ground survey markers to assist in locating grave sites.
- Worked with Public Works to create an accurate map with ground survey markers.
- Completed a tree removal project to take down dead/dying trees.
- Planted new aspen trees to revegitate the cemetery.

BUDGET YEAR GOALS:

- Catalog photos of headstones to include in online database.
- Continue to research and input historical data into online database.
- Work with BHA for continued cemetery restoration and maintenance.

SERVICE INDICATORS:

	2013	2014	2015
Number of Cemetery Space Purchases	30	12	14
Cemetery Burials	7	6	5



**TOWN OF BRECKENRIDGE
2017
ANNUAL BUDGET
CHILD CARE FUND ANALYSIS**

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
FUND BALANCE, JANUARY 1	\$ (2,148,768)	\$ 2,516,051	\$ 2,516,051	\$ 3,258,157
REVENUES				
Transfer from Excise	\$ 2,300,004	\$ 1,307,004	\$ 1,307,004	\$ -
Transfer from Affordable Housing	\$ 2,376,000	\$ -	\$ -	\$ -
Transfer from Marijuana	\$ 789,996	\$ 196,368	\$ 196,368	\$ 525,000
Investment Income	\$ 8,278	\$ 11,232	\$ 56,084	\$ 46,325
Rental Income	\$ -	\$ -	\$ 19,113	\$ 30,000
TOTAL REVENUES	\$ 5,474,278	\$ 1,514,604	\$ 1,578,569	\$ 601,325
TOTAL AVAILABLE	\$ 3,325,510	\$ 4,030,655	\$ 4,094,620	\$ 3,859,482
EXPENDITURES				
Personnel	\$ 26,652	\$ 39,915	\$ 39,915	\$ 79,964
Materials and Supplies	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ 32,071	\$ 70,976	\$ 85,936	\$ 43,792
Grants	\$ 750,737	\$ 710,612	\$ 710,612	\$ 739,036
Fixed Charges	\$ -	\$ -	\$ -	\$ 6,476
Fully Appropriated Fund Balance	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 809,460	\$ 821,503	\$ 836,463	\$ 869,268
FUND BALANCE, DECEMBER 31	\$ 2,516,051	\$ 3,209,152	\$ 3,258,157	\$ 2,990,214



PROGRAM: **Child Care**
DEPARTMENT: Operations
PROGRAM NO: 0930

PROGRAM DESCRIPTION:

The Child Care Fund has been established to track the funds dedicated to Child Care.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
PERSONNEL	26,652	39,915	39,915	79,964
MATERIALS & SUPPLIES	-	-	-	-
CHARGES FOR SERVICES	32,071	70,976	85,936	43,792
GRANTS	750,737	710,612	710,612	739,036
FIXED CHARGES				6,476
TRANSFER TO EXCISE	-	-	-	-
	<u>\$ 809,460</u>	<u>\$ 821,503</u>	<u>\$ 836,463</u>	<u>\$ 869,268</u>

PRIOR YEAR ACCOMPLISHMENTS:

1. Provided scholarship assistance for over 120 children.
2. Completed transition of program from Recreation Department back to Community Development Department and lowered staffing to 1 FTE
3. Implemented online Tuition Assistance application & review process - saving over 5000 pages of printed documentation as well as streamlining the review and reporting process
4. Program funded through 2020 with 5 year commitment of MMJ Tax revenues and transfer from Fund Balance in 2015
5. Purchased Breckenridge Montessori Building and leased back for 5 year term.
6. Updated Needs Assessment from BBC Research

BUDGET YEAR GOALS:

1. Sustainable budgets at local Centers that includes Capital Expendures & updated provider agreements
2. Work with Breckenridge Child Care Advisory Task Force to identify opportunities to reduce cost of care, track outcomes and program impacts, improve communication, outreach and marketing
3. Investigate & implement opportunities for shared services, tools for retention of staff, best practices for overall program management to reduce cost of care, track child outcomes and program impacts, and improve communication, outreach, and marketing

SERVICE INDICATORS:

	2013	2014	2015
Number of Children (w/ scholarship)	192	162	120
Percent of Children in Care Receiving Scholarship	60%	62%	48% *
Average Award-Scholarship (monthly)	\$374	\$412	\$440
Total Scholarship Program Expense	\$628,814	\$639,156	\$750,737

* Multiple changes to 2015 program (asset testing, AMI lowering, sliding scale model) resulted in decrease to number of children eligible



**TOWN OF BRECKENRIDGE
2017
ANNUAL BUDGET
PARKING AND TRANSPORTATION FUND ANALYSIS**

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
FUND BALANCE, JANUARY 1	\$ -	\$ -	\$ -	\$ -
<u>REVENUES</u>				
Transfer from Excise	\$ -	\$ -	\$ 1,290,000	\$ 2,450,143
Lift Ticket Agreement	\$ -	\$ -	\$ -	\$ 3,500,000
Transit Programs	\$ -	\$ -	\$ -	\$ 651,298
Parking Management	\$ -	\$ -	\$ -	\$ 1,075,000
TOTAL REVENUES	\$ -	\$ -	\$ 1,290,000	\$ 7,676,441
TOTAL AVAILABLE	\$ -	\$ -	\$ 1,290,000	\$ 7,676,441
<u>EXPENDITURES</u>				
Personnel	\$ -	\$ -	\$ -	\$ 2,819,667
Materials and Supplies	\$ -	\$ -	\$ -	\$ 65,813
Charges for Services	\$ -	\$ -	\$ -	\$ 427,793
Capital	\$ -	\$ -	\$ 1,290,000	\$ 3,125,000
Fixed Charges	\$ -	\$ -	\$ -	\$ 1,195,829
TOTAL EXPENDITURES	\$ -	\$ -	\$ 1,290,000	\$ 7,634,102
FUND BALANCE, DECEMBER 31	\$ -	\$ -	\$ -	\$ 42,339



PROGRAM: **Transit Administration**
DEPARTMENT: Public Works
DIVISION: Transit Management
PROGRAM NO: 0481

PROGRAM DESCRIPTION:

This program is responsible for developing and implementing strategies for improved Transit Operations management.

Responsibilities include grant writing, participation in the statewide Transit Coalition, long term strategic planning, ensuring DOT and FTA Compliance, transportation operations recommendations and management. This includes responsibility for the Free Ride Transit System administration and operations.

PROGRAM EXPENDITURES:

	2015 ACTUAL*	2016 BUDGET*	2016 ESTIMATED*	2017 ADOPTED
Personnel	103,648	110,484	89,077	106,389
Materials & Supplies	169	150	150	150
Charges for Services	22,241	25,706	25,706	14,455
Capital Outlay	-	-	-	-
Fixed Charges	85,516	97,377	87,449	91,671
Totals	\$ 211,575	\$ 233,717	\$ 202,382	\$ 212,665

* These figures presented for comparison only. 0481 was in the General Fund for 2015 and 2016

PRIOR YEAR ACCOMPLISHMENTS:

This program administers the resources needed to provide excellent transportation services in the Town of Breckenridge. There are no significant operational expense changes to this program.

BUDGET YEAR GOALS:

Transit Admin goals reflected in dept, 0482 Transit Ops. This cost center has been transferred from the General Fund to the Parking and Transportation Fund for the 2017 budget year.

SERVICE INDICATORS:

Please see 0482 - Transit Operations for the total program metrics.



PROGRAM: **Transit Services**
 DEPARTMENT: Public Works
 DIVISION: Transit Management
 PROGRAM NO: 0482

PROGRAM DESCRIPTION:

The goal of the Transit system is to provide constituents and guests with a variety of transportation alternatives in a timely, convenient and safe environment that uses all resources of the Town of Breckenridge effectively.

The Town operates a year-round transit system using conventional transit coach buses. The system provides free, convenient transportation to visitors and locals for the transit needs ranging from transportation to and from recreation areas, the town's bed base, historic Main Street, retail areas of the community, and job access commuting. Service goes from the Ski and Racquet Club and Warrior's Mark on the south end of town to Airport Road on the north end of town. Service encompasses the east and west sides as well including the Peak 8/Ski Hill and Wellington neighborhoods.

All buses start at the Breckenridge Station Intermodal Transit Center on Watson Avenue and extend outward in spoke-and-hub type routes to the outlying route extremities of the system.

PROGRAM EXPENDITURES:

	2015 ACTUAL*	2016 BUDGET*	2016 ESTIMATED*	2017 ADOPTED
Personnel	1,177,476	1,552,146	1,818,579	2,228,385
Materials & Supplies	31,816	30,219	30,219	23,550
Charges for Services	61,662	101,636	101,636	127,298
Capital Outlay	-	-	-	-
Fixed Charges	934,310	775,203	897,002	1,010,766
	<u>\$ 2,205,263</u>	<u>\$ 2,459,204</u>	<u>\$ 2,847,436</u>	<u>\$ 3,389,999</u>

* These figures presented for comparison only. 0482 was in the General Fund for 2015 and 2016

PRIOR YEAR ACCOMPLISHMENTS:

New bus technologies (such as an Interactive Schedule, Automatic Vehicle Location (Where's My Bus), and a ridership data collection system and database) all worked well in 2014.

Ridership increased 13.4% in 2015

2015's ridership was 8.5% higher than the transit system's all time high ridership levels in 2008

Transit provided traffic control in order to facilitate bus movements during peak periods

BUDGET YEAR GOALS:

Annual Passenger Trips	750,000
Annual Service Hours	45,210
Annual Route Miles	399,500
On-Time Performance	92%
% of ski season days requiring traffic control	< 60%

SERVICE INDICATORS:

	ACTUALS	2012*	2013**	2014	2015
Annual Passenger Trips	538,504	614,425	660,369	748,806	
Annual Service Hours	23,856	30,798	30,061	30,630	
Annual Route Miles	212,163	244,828	238,873	276,726	
Cost Per Trip	\$ 4.25	3.77	3.52	3.28	
Cost Per Hour	\$ 95.98	75.19	77.38	80.18	
Cost Per Mile	\$ 10.79	9.46	9.74	8.87	
On-Time Performance	85%	92%	92%	92%	
% of ski season days requiring traffic control	59%	55%	54%	60%	

Ridership increased 7.5% in 2014

2014's ridership was 4.25% less than the transit system's all time high ridership levels in 2008

Transit provides traffic control in order to facilitate bus movements during peak periods

*2012's budget included one-time expenses for a Transit Study and a Ridership Data Collection system.

**2013 budget reinstated some summer service for the Brown/Black routes.



PROGRAM: **Parking Management**
 DEPARTMENT: Public Safety
 DIVISION: Police Services
 PROGRAM NO: 0515

PROGRAM DESCRIPTION:

This program supports the department's efforts in community service activities, parking management, education and enforcement. The team is currently comprised of a Supervisor, four (4) Community Service Officers, and one parking administrative specialist. CSO's perform a variety of field and administrative duties in support of the department's community oriented approach to code and parking enforcement. They patrol the town by vehicle, on foot, or by bicycle and work with the community to identify, educate and enforce municipal code and other violations related to parking, animal control, trash and junk/abandoned vehicles. They also address other quality of life and community issues through their contacts with the public, as well as investigating minor criminal complaints, traffic accidents and respond to a variety of calls for service within the community.

PROGRAM EXPENDITURES:

	2015 ACTUAL*	2016 BUDGET*	2016 ESTIMATED*	2017 ADOPTED
Personnel	385,470	523,637	485,654	484,893
Materials & Supplies	10,630	7,899	7,899	42,113
Charges for Services	65,480	51,200	51,200	124,040
Capital Outlay	-	-	-	-
Fixed Charges	80,712	82,872	93,444	93,392
	<u>\$ 542,291</u>	<u>\$ 665,608</u>	<u>\$ 638,197</u>	<u>\$ 744,438</u>

* These figures presented for comparison only. 0515 was in the General Fund for 2015 and 2016

PRIOR YEAR ACCOMPLISHMENTS:

During the 2015/16 winter season, the Town documented a record year in pay parking revenue with a 10% increase from the previous year, up 60% compared to three years ago. Citation revenue increased 78% for the 2015/16 season, reflecting a collection rate of 78% which has remained consistent over the past four years. The Community Service division continues to increase the use of social media to provide residents and visitors with parking and traffic updates, as well as information on road closures. Staff worked to implement several parking management changes including new designated employee only parking and a new free employee permit. In addition, staff continued to monitor parking occupancy and to adjust the parking program accordingly.

BUDGET YEAR GOALS:

In the coming year, the Community Service and Parking division will focus on community outreach, education and enforcement of the new comprehensive Parking & Transit Plan, which incorporates numerous changes to the current program including downtown pay parking. Staff will work on improving signage in areas that have received multiple complaints and citation appeals to provide an improved customer experience. Technological opportunities will continue to be researched and implemented to improve the customer experience. CSOs will continue to be active in addressing issues of wildlife and trash in residential areas as well as on Town trails.

SERVICE INDICATORS:

	2013	2014	2015
Parking & Code Enforcement	(parking statistics are tabulated from May 1 - April 30)		
Parking Citations	8,536	6,396	7,516
Cites Excluding Voids, Warnings	6,883	5,426	6,333
Collection Rate	79%	77%	78%
Permits Sold	1,607	1,723	1,556



PROGRAM: **Capital**
DEPARTMENT: General Government
DIVISION:
PROGRAM NO: 1000

PROGRAM DESCRIPTION:

This program contains the capital projects related to the Parking & Transportation programs.

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
PERSONNEL	-	-	-	-
MATERIALS & SUPPLIES	-	-	-	-
CHARGES FOR SERVICES	-	-	-	-
CAPITAL OUTLAY	-	-	1,290,000	3,125,000
FIXED CHARGES	-	-	-	-
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,290,000</u>	<u>\$ 3,125,000</u>

PROGRAM COMMENTARY:

2016 capital projects - RWC Ped Improvements (W. Washington)	\$ 250,000
Four O'clock Pedestrian Improvements	50,000
Park Avenue Roundabout Feasibility	160,000
Block 11 Transit Stop	215,000
Huron Landing Transit Stop (interim stop)	30,000
Village Pedestrian Crossing	50,000
Upgrade Existing Lighting (Village, F-lot & Town Hall)	35,000
Pay Parking Machines	500,000

Please see the CIP Plan for detail of 2017 projects



PROGRAM: **Parking and Transportation Administration**
 DEPARTMENT: General Government
 DIVISION: Admin
 PROGRAM NO: 1111

PROGRAM DESCRIPTION:

PROGRAM EXPENDITURES:

	2015 ACTUAL	2016 BUDGET	2016 ESTIMATED	2017 ADOPTED
Personnel	-	-	-	-
Materials & Supplies	-	-	-	-
Charges for Services	-	-	-	162,000
Capital Outlay	-	-	-	-
Fixed Charges	-	-	-	-
Totals	\$ -	\$ -	\$ -	\$ 162,000

PRIOR YEAR ACCOMPLISHMENTS:

BUDGET YEAR GOALS:

Goals for this fund include the planning and implementation of innovative and efficient parking, transit, pedestrian, and other improvements to our Town's infrastructure. In 2017, the Town will add a Contracted Service for Upper Warrior's Mark transportation services.



ACCOUNT CLASSIFICATIONS

PERSONNEL	MATERIALS & SUPPLIES	CHARGES FOR SERVICES	MINOR CAPITAL OUTLAY	FIXED CHARGES
Salaries & Wages	Stationery & Forms	Postage	Automobiles	Insurance
Overtime	Office Supplies	Printing	Heavy Equipment	Equipment Rental
Merit Bonus	Recreation Supplies	Telephone, Gas & Electric	Construction Equipment	Property Taxes
Auto Allowance	First Aid Supplies	Plumbing/Heating/Electric Repair & Maintenance	Computer Equipment	Garage Fund Allocation
Unemployment Insurance	Janitorial Supplies	Trash Removal	Police Equipment	Computer Allocation
Workers Comp Premium	Chemicals, Fertilizers	Laundry & Janitorial Services	Recreation Equipment	Facilities Allocation
Health/Life/Disability Insurance	Planting Materials/Seeds	Sanitation	Other Specific Equipment	
Benefit Cafeteria Plan	Wearing Apparel/Uniforms	Subscriptions/Membership Fees		
Retirement Contribution	Fuel, Oil & Lubricants	Advertising/Marketing		
Social Security (Employer)	Minor Equipment	Consultants: (Engineer/Architect/Survey)		
	Vehicle Repair Parts	Legal Services		
	Hand Tools	Recruitment Expenses		
	Repair/Maintenance Supplies	Tuition, Books & Training		
		Buildings & Grounds Improvements		
		Computer Support & Maintenance		
		Office Equipment Repairs		
		Professional Development/Training		
		Meeting & Travel Expenses		
		Other Contracted Services		

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CAPITAL IMPROVEMENT PLAN 2017-2021

**For the Year Ending
December 31, 2017**

**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 2017

	A list			B List	Total of A & B Projects	Annual Impact on Operational Budget
	Other Funding	Capital Fund	Total cost			
Recreation						
Recreation Facilities Improvements	550,000	7,150,000	7,700,000	0	7,700,000	100,000
Pool Lights and Windows	0	120,000	120,000	0	120,000	0
Tennis Pavilion Bathrooms	0	40,000	40,000	0	40,000	5,000
Outdoor Rink Turf and Padding	0	240,000	240,000	0	240,000	-13,000
Oxbow Park	0	0	0	1,150,000	1,150,000	13,000
Total	550,000	7,550,000	8,100,000	1,150,000	9,250,000	105,000

Public Works

Utility Undergrounding	0	200,000	200,000	0	200,000	0
Roadway Resurfacing	0	750,000	750,000	0	750,000	0
McCain Implementation (Road)	310,000	590,000	900,000	0	900,000	40,000
Blue River Reclamation	262,500	612,500	875,000	0	875,000	1,500
Sawmill Creek Pipe (Town Hall Parking lot)	0	150,000	150,000	0	150,000	0
Four O'clock Roundabout	0	775,000	775,000	0	775,000	20,000
Riverwalk Improvements	0	50,000	50,000	0	50,000	20,001
TOTAL	572,500	3,127,500	3,700,000	0	3,700,000	81,501

GRAND TOTAL	1,122,500	10,677,500	11,800,000	1,150,000	12,950,000	186,501
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Capital Funding Sources

	Other Funding	Capital Fund	Total Funds
Excise Fund Transfer	-	7,132,500	7,132,500
McCain Revenues	50,000		50,000
McCain Revenue Balance	260,000		260,000
Open Space Fund (Blue River Reclaim)	262,500		262,500
Transfer from Garage Fund	3,500,000		3,500,000
Rec Center Tennis Ct Replace 2016 CIP	200,000		200,000
Rec Center Elevator Replace 2016 CIP	200,000		200,000
Rec Center Previous Design 2016 CIP	150,000		150,000
Conservation Trust Transfer	45,000		45,000
TOTAL	4,667,500	7,132,500	11,800,000

Parking and Transportation

	A list			B List	& B Projects	Impact on Operational
	Other Funding	P&T Fund	Total cost			
RWC Ped Improvements (W. Washington)	0	1,400,000	1,400,000	0	1,400,000	0
Park Avenue Roundabouts (2 in 2018)	0	600,000	600,000	0	600,000	100,000
New Purple Rt Transit Stop Improvements	0	825,000	825,000	0	825,000	1,500
Transit Stop Improvements	0	150,000	150,000	0	150,000	0
Pedestrian Corridor Improvements	0	150,000	150,000	0	150,000	0
Parking Structure Design	0	?	?	0	0	0
TOTAL	0	3,125,000	3,125,000	0	3,125,000	101,500

P&T Funding Sources

	Other Funding	P&T Fund	Total Funds
Lift Tax Agreement	-	3,125,000	3,125,000
Excise Fund Transfer	-	-	-
TOTAL	-	3,125,000	3,125,000

Five Year Capital Improvement Plan Summary 2017 to 2021

Capital Fund Projects

Recreation	2017	2018	2019	2020	2021	TOTAL
Recreation Facilities Improvements	7,700,000	1,200,000	1,700,000	-	-	10,600,000
Pool Lights and Windows	120,000	-	-	-	-	120,000
Tennis Pavilion Bathrooms	40,000	-	-	-	-	40,000
Outdoor Rink Turf and Padding	240,000	-	-	-	-	240,000
Oxbow Park	1,150,000	700,000	700,000	-	-	2,550,000
Skate Park Shade Structure	-	60,000	-	-	-	60,000
Outdoor Rink Office Addition	-	-	-	50,000	-	50,000
TOTAL	9,250,000	1,960,000	2,400,000	50,000	-	13,660,000

Public Works

Utility Undergrounding	200,000	-	200,000	-	200,000	600,000
Roadway Resurfacing	750,000	800,000	820,000	840,000	860,000	4,070,000
McCain Implementation (Road)	900,000	950,000	950,000	43,000	43,000	2,886,000
Blue River Reclamation	875,000	-	-	-	-	875,000
Sawmill Creek Pipe (Town Hall Parking lot)	150,000	-	-	-	-	150,000
Four O'clock Roundabout	775,000	-	-	-	-	775,000
Riverwalk Improvements	50,000	-	-	-	-	50,000
Blue River Culvert Crossing (Coyne)	-	-	-	2,200,000	-	2,200,000
Ski Hill Road Wall Reconstruction	-	400,000	-	-	-	400,000
Riverwalk Center Lobby Improvements	-	-	5,000,000	-	-	5,000,000
Childcare Facility #2	-	-	-	-	250,000	250,000
TOTAL	3,700,000	2,150,000	6,970,000	3,083,000	1,353,000	17,256,000

GRAND TOTAL	12,950,000	4,110,000	9,370,000	3,133,000	1,353,000	30,916,000
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Capital Funding Sources

*Excise	11,192,500	3,812,000	8,827,000	3,045,000	1,265,000	28,141,500
McCain Rents	50,000	43,000	43,000	43,000	43,000	222,000
McCain Revenue Balance	260,000	-	-	-	-	260,000
Open Space Funds (Blue River Reclaim)	262,500	-	-	-	-	262,500
Open Space Funds (Oxbow Park)	240,000	210,000	105,000	-	-	555,000
GOCO Grant for Oxbow Park	350,000	-	350,000	-	-	700,000
Rec Center Tennis Ct Replace 2016 CIP	200,000	-	-	-	-	200,000
Rec Center Elevator Replace 2016 CIP	200,000	-	-	-	-	200,000
Rec Center Previous Design 2016 CIP	150,000	-	-	-	-	150,000
Conservation Trust Transfer	45,000	45,000	45,000	45,000	45,000	225,000
Total	12,950,000	4,110,000	9,370,000	3,133,000	1,353,000	30,916,000

*includes B List items.

Parking and Transportation Fund Projects

RWC Ped Improvements (W. Washington)	1,400,000	-	-	-	-	1,400,000
Park Avenue Roundabouts (2 in 2018)	600,000	6,600,000	6,300,000	3,000,000	-	16,500,000
New Purple Rt Transit Stop Improvements	825,000	-	-	-	-	825,000
Transit Stop Shelters	150,000	150,000	150,000	-	-	450,000
Pedestrian Corridor Lighting	150,000	-	-	-	-	150,000
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 Design	?	-	-	-	-	-
Technology	-	-	-	-	-	-
TOTAL	3,125,000	6,890,000	8,350,000	8,000,000	-	26,365,000

Parking and Transportation Funding Sources

Lift Tax Agreement	3,125,000	3,500,000	3,500,000	3,500,000	-	13,625,000
Excise Fund Transfer	-	3,390,000	4,850,000	4,500,000	-	12,740,000

Water Fund Five Year Capital Improvement Plan Summary 2017 to 2021

Project	2017	2018	2019	2020	2021	TOTAL
2nd Water Plant	50,500,000	0	0	0	0	50,500,000
Water Main Upgrades	70,000	160,000	690,000	990,000	70,000	1,980,000
Goose Pasture Tarn Dam	2,000,000	0	0	0	0	2,000,000
CT Monitoring Station	60,000	0	0	0	0	60,000
Water Tank Repairs	300,000	552,000	241,500	316,250	0	1,409,750
Technology Upgrades	225,000	225,000	225,000	355,000	1,374,000	2,404,000
Water Meter Replacement	0	0	0	1,000,000	1,000,000	100,000
TOTAL	53,155,000	937,000	1,156,500	2,661,250	2,444,000	58,453,750

Funding Sources	2017	2018	2019	2020	2021	TOTAL
Utility Fund Revenue/Reserves	2,655,000	937,000	1,156,500	2,661,250	2,444,000	9,853,750
Loan for 2nd Water Plant*	53,000,000	0	0	0	0	53,000,000
TOTAL	55,655,000	937,000	1,156,500	2,661,250	2,444,000	62,853,750

* The loan will be for the entire project cost which \$2.5M will have been spent in 2016.

Golf Fund Five Year Capital Improvement Plan Summary 2017 to 2021

Project	2017	2018	2019	2020	2021	TOTAL
Equipment Replacement	140,000	140,000	140,000	160,000	163,200	743,200
Golf Course Improvements	10,000	10,000	10,000	10,000	10,000	50,000
Operations - Golf Cart Repl.	184,000	103,250	103,250	103,250	106,347	600,097
Irrigation Bunker Replacement	250,000	0	0	0	0	250,000
Clubhouse Improvements	0	426,500	0	53,000	0	479,500
TOTAL	584,000	679,750	253,250	326,250	279,547	2,122,797

Funding Sources						
Golf Fund Reserves	584,000	679,750	253,250	326,250	279,547	2,122,797
TOTAL	584,000	679,750	253,250	326,250	279,547	2,122,797

Project Name Recreation Facility Improvements
Department: Recreation

Description:

The Recreation Center renovation proceeded in 2016 with the hiring of an architect (Sink Combs Dethefs) and an owner's representative for the project (Randy May). At its 8/23/16 meeting, Town Council directed staff to proceed with the Sink Combs' phase 1 renovation plan and allocate CIP funds to complete the renovation master plan over the next several years, using an escalator to account for inflation (5% per year). Staff consolidated the 2016 allocated CIP funds (\$550,000) towards the 2016 costs, including architectural design, site prep and owner's rep fees associated with the renovation.

The remainder of CIP funds are proposed as follows, based on the 8/23/16 Council direction:

-2017- \$7,700,000: new tennis center site work and construction, interior repurposing of existing indoor tennis courts, administrative office space, HVAC/mechanical upgrades, mezzanine vacant space.

-2018 - \$1,200,000: mezzanine second story programming/completion, cardio/fitness expansion, spin studio, coordinator offices, final group exercise studio. Total of \$1,200,000.

-2019 - \$1,700,000: youth program and child sitting areas, indoor playground, Avalanche PT relocation.

Project Funding	2017	2018	2019	2020	2021	Total
2017 Exise	7,150,000	1,200,000	1,700,000	0	0	10,050,000
2016 CIP Tennis Ct	200,000					
2016 CIP Elevator	200,000					
2016 Rec Center Design	150,000					
Total	7,700,000	1,200,000	1,700,000	0	0	10,050,000

Project Costs	2017	2018	2019	2020	2021	Total
Design and Construction	7,700,000	1,200,000	1,700,000	0	0	10,600,000
Total	7,700,000	1,200,000	1,700,000	0	0	10,600,000

Operational cost considerations:

This project will add approximately \$100,000 in net costs. The actually operation increase will be more than \$100,000 but offsetting revenues will bring the costs to \$100,000.

Project Name Pool Lights and Windows
Department: Recreation

Description:

This project will replace the lighting and windows in the pool/aquatics center. This replacement will address safety issues associated with visibility of pool users by the lifeguards. The window and light replacement will also improve the guest experience and improve heating efficiencies through the reduction of window gaps and drafts.

Project Funding	2017	2018	2019	2020	2021	Total
Town Funds	120,000	0	0	0	0	120,000
Total	120,000	0	0	0	0	120,000

Project Costs	2017	2018	2019	2020	2021	Total
Design and Construction	120,000	0	0	0	0	120,000
Total	120,000	0	0	0	0	120,000

Operational cost considerations:

This project is not expected to impact operational costs.

Project Name Tennis Pavilion Bathrooms
Department: Recreation

Description:

This project would winterize the existing bathroom at the Tennis Pavilion so that they can open earlier in the season and remain open later in the season, thereby providing access for users of the turf field and new Kingdom Park playground. The artificial turf field now encourages the use of the field to begin earlier in the year and later in the year. The Parks Division will keep the field plowed once the snow is removed in March. The bathroom currently does not have heat or insulation and will freeze in those shoulder seasons. This project would allow the bathroom to be open while the field is being used during shoulder seasons.

Project Funding	2017	2018	2019	2020	2021	Total
Town Funds	40,000	0	0	0	0	40,000
Total	40,000	0	0	0	0	40,000

Project Costs	2017	2018	2019	2020	2021	Total
Design and Construction	40,000	0	0	0	0	40,000
Total	40,000	0	0	0	0	40,000

Operational cost considerations:

This project will require additional janitorial supplies, cleaning and utilities to stay open longer into the winter season. The costs is expected to be in the range of \$5,000 to \$10,000 depending on the amount of use it receives.

Project Name Outdoor Ice Rink Turf and Padding
Department: Recreation

Description:

This project will provide additional turf recreation options for local field sports teams through the repurposing of the outdoor ice sheet during the shoulder season and summer months. This expense was directed by Town Council at its 8/23/16 meeting.

Project Funding	2017	2018	2019	2020	2021	Total
Town Funds	240,000	0	0	0	0	240,000
Total	240,000	0	0	0	0	240,000

Project Costs	2017	2018	2019	2020	2021	Total
Design and Construction	240,000	0	0	0	0	240,000
Total	240,000	0	0	0	0	240,000

Operational cost considerations:

This project allow the space to be rented and will result in a revenue of \$13,000 per year.

Project Name Oxbow Park
Department: Recreation

Description:

This project will construct the first phase of Oxbow Park, part of the Blue River Corridor Master Plan and adjacent to the Denison Housing projects. This first phase 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 Council previously asked that Open Space pay for 30% of the Town portion of the project. Staff also plans to apply for a GOCO grant to complete this project. The project will be put into the "B list" for 2017. If the grant is received then the project will require an appropriation. This project is phased over three years so that additional grant funds may be utilized.

Project Funding	2017	2018	2019	2020	2021	Total
Town Funds	560,000	490,000	245,000	0	0	1,295,000
Open Space Funds	240,000	210,000	105,000			555,000
GOCO Grant	350,000		350,000	0	0	700,000
Total	1,150,000	700,000	700,000	0	0	2,550,000

Project Costs	2017	2018	2019	2020	2021	Total
Design and Construction	1,150,000	700,000	700,000	0	0	2,550,000
Total	1,150,000	700,000	700,000	0	0	2,550,000

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 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	2017	2018	2019	2020	2021	Total
Town Funds		60,000	0	0	0	60,000
Total	0	60,000	0	0	0	60,000

Project Costs	2017	2018	2019	2020	2021	Total
Design and Construction	0	60,000	0	0	0	60,000
Total	0	60,000	0	0	0	60,000

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	2017	2018	2019	2020	2021	Total
Town Funds	0	0	0	50,000	0	50,000
Total	0	0	0	50,000	0	50,000

Project Costs	2017	2018	2019	2020	2021	Total
Design and Construction	0	0	0	50,000	0	50,000
Total	0	0	0	50,000	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 placing the other utilities that may be on the pole underground at the same time as the electric lines. The Town does not have a similar funding source for those utilities other than electric.

The next project is expected to take place in 2017.

Project Funding	2017	2018	2019	2020	2021	Total
Town Funds	200,000	0	200,000	0	200,000	600,000
Total	200,000	0	200,000	0	200,000	600,000

Project Costs	2017	2018	2019	2020	2021	Total
Construction	200,000	0	200,000	0	200,000	600,000
Total	200,000	0	200,000	0	200,000	600,000

Operational cost considerations:

This project is not expected to impact operational costs.

Project Name Street Overlays
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 years inspection has the following roads being overlaid:

North side - Dyer Trail, Rounds Rd, Mumford Dr., Spaulding Ter.

South side - Columbine Rd, Snowberry Ln, Boreas Pass,

Parking Lots - Ice Rink, east side

East side - N./S. Goldflake Ter., S. Royal Tiger, Adams Ave, Lincoln Ave

West side - Windwood Circle, Village Rd/Kings Crown, Snowflake Dr.

This project will also replace concrete that is deteriorated or damaged as well.

Project Funding	2016	2017	2018	2019	2020	Total
Town Funds	750,000	800,000	820,000	840,000	860,000	3,210,000
Total	750,000	800,000	820,000	840,000	860,000	3,210,000

Project Costs	2016	2017	2018	2019	2020	Total
Construction	750,000	800,000	820,000	840,000	860,000	3,210,000
Total	750,000	800,000	820,000	840,000	860,000	3,210,000

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
Department: Public Works

Description:

The McCain property has a concept plan prepared by staff. The funds generated by the rents are to implement projects on the McCain property as they arise. There is a need to establish the roadway through the site so that the grading and other improvements can occur in future years. The Town plans on utilizing the McCain property for items that currently occur on Block 11 such as snow storage. This road will allow the site to be used as intended and free up Block 11 for other things.

The construction of the road will occur in three phases and will take place in 2017, 2018 and 2019. The project will construct the earthwork and place an all weather gravel surface. 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	2017	2018	2019	2020	2021	Total
Town Funds	590,000	907,000	907,000	0	0	2,404,000
McCain Revenue Balance	260,000	0	0	0	0	260,000
Rents	50,000	43,000	43,000	43,000	43,000	222,000
Total	900,000	950,000	950,000	43,000	43,000	2,886,000

Project Costs	2017	2018	2019	2020	2021	Total
Construction	900,000	950,000	950,000	43,000	43,000	2,886,000
Total	900,000	950,000	950,000	43,000	43,000	2,886,000

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 Blue River Reclamation
Department: Public Works

Description:

This project is intended to reclaim the Blue River through the mined site on the McCain property. Portions of this stretch of the river disappear into the dredge rock and this project is intended to restore that flow to the surface more frequently. There will also be ecological and wetland improvements as part of this project for this reach of the river. A site plan for the McCain property is currently being developed and this project is the key to the other development projects.

The project was started in 2015 and is in progress.

The Council has also funded 30% of this project from the Open Space Fund.

The original project total was \$,600,000 and included the Coyne Valley Road Culvert crossing. The culvert was removed from the project which resulted in a new total of \$4,250,000.

The project phased changed so that more work was completed in 2016 and the yearly expense is as follows:

2015 -	\$2,000,000
2016 -	\$ 800,000
2016 Appropriation	\$ 575,000
2017 -	\$ 875,000
Total	\$4,250,000

Project Funding	2017	2018	2019	2020	2021	Total
Town Funds	612,500	0	0	0	0	612,500
Open Space Fund	262,500	0	0	0	0	262,500
Total	875,000	0	0	0	0	875,000

Project Costs	2017	2018	2019	2020	2021	Total
Construction	875,000	0	0	0	0	875,000
Total	875,000	0	0	0	0	875,000

Operational cost considerations:

This project will likely not have a substantial impact on operational costs.

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 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. The number below is a best guess based on what information we know. Staff will get the work done in the late summer or fall of 2017.

Project Funding	2017	2018	2019	2020	2021	Total
Town Funds	150,000	0	0	0	0	150,000
Total	150,000	0	0	0	0	150,000

Project Costs	2017	2018	2019	2020	2021	Total
Construction	150,000	0		0	0	150,000
Total	150,000	0	0	0	0	150,000

Operational cost considerations:

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

Project Name Four O'clock Roundabout
Department: Engineering

Description:

The Four O'clock roundabout was put out to bid in 2016 which received a single bid that was significantly over budget. Staff recommended that the project be delayed until 2017 so that it could be rebid at a better time and hopefully better pricing. Regardless, staff believes that additional funding will be needed to completed the project over what has already been funded through CDOT and Town funds. The estimate for 2017 is based on the bid that was received in 2016 as a worst case scenario. The funding is as follows:

Total Project Cost - \$2,525,000
 CDOT - \$1,400,000
 Town previous CIP \$ 350,000
 2017 CIP - \$ 775,000

Project Funding	2017	2018	2019	2020	2021	Total
Town Funds	775,000	0	0	0	0	775,000
Total	775,000	0	0	0	0	775,000

Project Costs	2017	2018	2019	2020	2021	Total
Construction	775,000	0		0	0	775,000
Total	775,000	0	0	0	0	775,000

Operational cost considerations:

This roundabout will increase the summer maintenance by \$20,000 for the landscaping. The landscape plan is being redesigned to require less maintenance than the existing roundabout at North Main and Pak Avenue.

Project Name Riverwalk Improvements
Department: Engineering

Description:

This project will replace and improve the existing Riverwalk infrastructure such as sidewalk and walls that have deteriorated. The exact improvements have not yet been identified but will be established prior to the 2017 construction season.

Project Funding	2017	2018	2019	2020	2021	Total
Town Funds	50,000	0	0	0	0	50,000
Total	50,000	0	0	0	0	50,000

Project Costs	2017	2018	2019	2020	2021	Total
Construction	50,000	0		0	0	50,000
Total	50,000	0	0	0	0	50,000

Operational cost considerations:

This is not expected to increase operational expenses.

Project Name Blue River/Coyne Road Culvert
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	2017	2018	2019	2020	2021	Total
Town Funds	0	0	0	2,200,000	0	2,200,000
Total	0	0	0	2,200,000	0	2,200,000

Project Costs	2017	2018	2019	2020	2021	Total
Construction	0	0		2,200,000	0	2,200,000
Total	0	0	0	2,200,000	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	2017	2018	2019	2020	2021	Total
Town Funds	0	400,000	0	0	0	400,000
Total	0	400,000	0	0	0	400,000

Project Costs	2017	2018	2019	2020	2021	Total
Design	0	50,000	0		0	50,000
Construction	0	350,000				350,000
Total	0	400,000	0	0	0	400,000

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 \$450,000 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 2019 with a budget of \$5M. The Council can consider this project at that time.

Project Funding	2017	2018	2019	2020	2021	Total
Town Funds	0	0	5,000,000	0	0	5,000,000
Total	0	0	5,000,000	0	0	5,000,000

Project Costs	2017	2018	2019	2020	2021	Total
Design	0	0	5,000,000		0	5,000,000
Construction	0	0				0
Total	0	0	5,000,000	0	0	5,000,000

Operational cost considerations:

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

Project Name 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	2016	2017	2018	2019	2020	Total
Town Funds	0	0	0	0	250,000	250,000
Total	0	0	0	0	250,000	250,000

Project Costs	2016	2017	2018	2019	2020	Total
Construction	0	0		0	250,000	250,000
Total	0	0	0	0	250,000	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 Riverwalk Center/West Washington 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 reconstructing the walkway from the Four O'clock Roundabout that will be constructed in 2017 down to the Blue River. This includes a location for the Paley sculpture, improved lighting, and heating the sidewalk. The final design will be determined when the Council reviews this project prior to the budget retreat. The construction budget number will be determined at that time. Council will need to appropriate the design budget in 2016.

Project Funding	2017	2018	2019	2020	2021	Total
Town Funds	1,400,000		0	0	0	1,400,000
Total	1,400,000	0	0	0	0	1,400,000

Project Costs	2017	2018	2019	2020	2021	Total
Design and Construction	1,400,000	0	0		0	1,400,000
Total	1,400,000	0	0		0	1,400,000

Operational cost considerations:

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

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 DTJ/Nelson Nygaard study that was completed in 2016. A traffic designer familiar with roundabouts will model and determine the feasibility of placing roundabouts on Park Avenue in 2016. A phasing plan will be determined at that time so that future CIP can show the costs of the improvements associated with this project. A preliminary schedule is as follows:

- 2017 - Design and permitting required by CDOT
- 2018 - Construct Village Road and South Main Roundabouts
- 2019 - Construct French Street and Airport Roundabouts.
- 2020 - Construct Ski Hill Road Roundabout.

The above schedule assumes 5 roundabouts will be built but will be adjusted as the feasibility and modeling study is completed.

The Watson and Park Avenue intersection may be able to be incorporated with the French Street Roundabout.

The costs shown below are "order of magnitude" numbers and do not currently include the pedestrian overpass between F-lot and the Village of Breckenridge.

Project Funding	2017	2018	2019	2020	2021	Total
Town Funds	600,000	6,600,000	6,300,000	3,000,000	0	#####
Total	600,000	6,600,000	6,300,000	3,000,000	0	#####

Project Costs	2017	2018	2019	2020	2021	Total
Design	600,000	600,000	300,000		0	1,500,000
Construction		6,000,000	6,000,000	3,000,000	0	#####
Total	600,000	6,600,000	6,300,000	3,000,000	0	#####

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 costs between \$15,000 and \$20,000 per year.

Project Name Purple Route Transit Bus Stop Improvements
Department: Parking and Transportation

Description:

This project is to improve the bus stops on the Purple Route to encourage use of the transit system. Examples of this are placing bus shelters, turnouts on busy roads, sidewalks and lighting to the bus stops. The initial projects places these improvements on the Purple Route to accommodate bus stops on the counter clockwise direction which did not exist prior to 2017.

Project Funding	2017	2018	2019	2020	2021	Total
Town Funds	825,000	0	0	0	0	825,000
Total	825,000	0	0	0	0	825,000

Project Costs	2017	2018	2019	2020	2021	Total
Design and Construction	825,000	0	0		0	825,000
Total	825,000	0	0	0	0	825,000

Operational cost considerations:

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

Project Name Transit Stop Shelters
Department: Parking and Transportation

Description:

This project is to place bus stop shelters at various bus stops thought out Town beyond the Purple Route which is being funded in a separate project. 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	2017	2018	2019	2020	2021	Total
Town Funds	150,000	150,000	150,000	0	0	450,000
Total	150,000	150,000	150,000	0	0	450,000

Project Costs	2017	2018	2019	2020	2021	Total
Design and Construction	150,000	150,000	150,000		0	450,000
Total	150,000	150,000	150,000	0	0	450,000

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 through out 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	2017	2018	2019	2020	2021	Total
Town Funds	150,000	0	0	0	0	150,000
Total	150,000	0	0	0	0	150,000

Project Costs	2017	2018	2019	2020	2021	Total
Design and Construction	150,000	0	0		0	150,000
Total	150,000	0	0	0	0	150,000

Operational cost considerations:

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

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 wait on the project for now. 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	2017	2018	2019	2020	2021	Total
Town Funds	0	140,000	1,400,000	0	0	1,540,000
Total	0	140,000	1,400,000	0	0	1,540,000

Project Costs	2017	2018	2019	2020	2021	Total
Design and Construction	0	140,000	1,400,000		0	1,540,000
Total	0	140,000	1,400,000		0	1,540,000

Operational cost considerations:

The cost for operations is estimated to be between \$30,000 and \$35,000 depending on what configuration is chosen.

Project Name Village 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	2017	2018	2019	2020	2021	Total
Town Funds	0	0	300,000	3,000,000	0	3,300,000
Total	0	0	300,000	3,000,000	0	3,300,000

Project Costs	2017	2018	2019	2020	2021	Total
Design	0	0	300,000	0	0	300,000
Construction	0	0	0	3,000,000	0	3,000,000
Total	0	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 Improvments
Department: Parking and Transtportaiton

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, separated sidewalks with heating and increased lighting. This project will likely occur in conjunction with any intersection improvements at Village and Park Avenue. If a parking structure is placed on F-lot this project would likely be folded into that project.

2017 - Design

2018 - Construction

Project Funding	2017	2018	2019	2020	2021	Total
Town Funds	0	0	200,000	2,000,000	0	2,200,000
Total	0	0	200,000	2,000,000	0	2,200,000

Project Costs	2017	2018	2019	2020	2021	Total
Design	0	0	200,000	0	0	200,000
Construction	0	0	0	2,000,000	0	2,000,000
Total	0	0	200,000	2,000,000	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 Design
Department: Parking and Transportation

Description:

This is a place holder for a parking structure somewhere in the core of Town. A budget has not been established since the location has not been determined. The cost of this project will be significant and a funding mechanism has not been established.

Project Funding	2017	2018	2019	2020	2021	Total
Town Funds	?	0	0	0	0	0
Total	?	0	0	0	0	0

Project Costs	2017	2018	2019	2020	2021	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	2017	2018	2019	2020	2021	Total
Town Funds	0	0	0	0	0	0
Total	0	0	0	0	0	0

Project Costs	2017	2018	2019	2020	2021	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 2nd Water Pant
Division: Water

Description:

This project is to continue the design for the second water treatment plant. This project would be for the costs to complete the design of the water plant, pumps, pipes and permit process for the plant. The remaining construction would occur in 2017 and 2018.

Project Funding	2017	2018	2019	2020	2021	Total
Loan for Construction	53,000,000	0	0	0	0	53,000,000
Total	53,000,000	0	0	0	0	53,000,000

Project Costs	2017	2018	2019	2020	2021	Total
Construction/Installation	50,500,000	0	0	0	0	50,500,000
Total	50,500,000	0	0	0	0	50,500,000

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. Staff has developed a plan for the next five years to replace some of these lines as follows:

2017 - Valve replacements

2018 - Valve replacements

2019 - Silver Choke water main replacements

Project Funding	2017	2018	2019	2020	2021	Total
Utility Fund Revenue/Reserves	70,000	160,000	690,000	990,000	70,000	1,980,000
Total	70,000	160,000	690,000	990,000	70,000	1,980,000

Project Costs	2017	2018	2019	2020	2021	Total
Construction	70,000	160,000	690,000	990,000	70,000	1,980,000
Total	70,000	160,000	690,000	990,000	70,000	1,980,000

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	2017	2018	2019	2020	2021	Total
Utility Fund Revenue/Reserves	2,000,000	0	0	0	0	2,000,000
Total	2,000,000	0	0	0	0	2,000,000

Project Costs	2017	2018	2019	2020	2021	Total
Construction	2,000,000	0	0	0	0	2,000,000
Total	2,000,000	0	0	0	0	2,000,000

Operational cost considerations:

These repairs will not impact the normal operational costs associated with maintaining the dam.

Project Name CT Monitoring Station
Department: Water

Description:

The State of Colorado requires that water systems monitor the contact time for disinfectants used to clean the drinking water and this project make us compliant with the state regulations. The design was completed in 2016 and the construction will occur in 2017.

Project Funding	2017	2018	2019	2020	2021	Total
Utility Fund Revenue/Reserves	60,000	0	0	0	0	60,000
Total	60,000	0	0	0	0	60,000

Project Costs	2017	2018	2019	2020	2021	Total
Construction	60,000	0	0	0	0	60,000
Total	60,000	0	0	0	0	60,000

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.

2017 - The Peak 7 Water tank requires some rehabilitation to extend the life of the tank.

Project Funding	2017	2018	2019	2020	2021	Total
Utility Fund Revenue/Reserves	300,000	552,000	241,500	316,250	0	1,409,750
Total	300,000	552,000	241,500	316,250	0	1,409,750

Project Costs	2017	2018	2019	2020	2021	Total
Construction	300,000	552,000	241,500	316,250	0	1,409,750
Total	300,000	552,000	241,500	316,250	0	1,409,750

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	2017	2018	2019	2020	2021	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	2017	2018	2019	2020	2021	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	2017	2018	2019	2020	2021	Total
Utility Fund Revenue/Reserves	0	0	0	1,000,000	1,000,000	2,000,000
Total	0	0	0	1,000,000	1,000,000	2,000,000

Project Costs	2017	2018	2019	2020	2021	Total
Construction	0	0	0	1,000,000	1,000,000	2,000,000
Total	0	0	0	1,000,000	1,000,000	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 budget retreat in October.

New	Cost
6 Walking Greens Mowers	48,700
1 Triplex Greens Mower	40,300
2 Electric Utility Vehicles	21,100
1 Diesel Utility Vehicle	29,900

Project Funding	2017	2018	2019	2020	2021	Total
Current Revenues	140,000	140,000	160,000	163,200	166,464	603,200
Total	140,000	140,000	160,000	163,200	166,464	603,200

Project Costs	2017	2018	2019	2020	2021	Total
Acquisition	140,000	140,000	160,000	163,200	166,464	603,200
Total	140,000	140,000	160,000	163,200	166,464	603,200

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	2017	2018	2019	2020	2021	Total
Revenues/Reserve	10,000	10,000	10,000	10,000	10,000	50,000
Total	10,000	10,000	10,000	10,000	10,000	50,000

Project Costs	2017	2018	2019	2020	2021	Total
Construction	10,000	10,000	10,000	10,000	10,000	50,000
Total	10,000	10,000	10,000	10,000	10,000	50,000

Project Name Cart Replacement
Department: Golf Operations

Description:

Our cart fleet typically is turned over every 4 years. 2017 is scheduled to be the next replacement year. This is the anticipated replacement cost .

Project Funding	2017	2018	2019	2020	2021	Total
Revenue/Reserve	95,000	95,000	95,000	95,000	97,850	477,850
Total	95,000	95,000	95,000	95,000	97,850	477,850

Project Costs	2017	2018	2019	2020	2021	Total
Acquisition	413,000	0	0	0	0	413,000
Total	413,000	0	0	0	0	413,000

Proposed replacement for 2017 includes 3 beverage carts and 1 driving range cart. The current units have been used for 8 years and are approaching their useful life. This number also includes applicable sales tax.

An additional \$50,000 should be allocated if Council determines that GPS units on the carts are an added value and amenity to the customer.

Project Name Irrigation & Bunker Replacement
Department: Golf Operations

Description:

The original 18 hole golf course was built in 1984. The irrigation system is aging and the cost to maintain is increasing with time. The original design did not consider water conservation. New technologies also exist that will reduce water usage and labor requirements to keep the golf course at a high quality.

In 2017 \$250,000 is set aside for the reconstruction of the bunker on the Elk nine which were not touched with the first phases of the project.

Project Funding	2017	2018	2019	2020	2021	Total
Revenue/Reserve	250,000	0	0	0	0	250,000
Total	250,000	0	0	0	0	250,000

Project Costs	2017	2018	2019	2020	2021	Total
Construct	250,000	0	0			250,000
Total	250,000	0	0	0	0	250,000

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	2017	2018	2019	2020	2021	Total
Revenue/Reserve	0	426,500	0	53,000	0	479,500
Total	0	426,500	0	53,000	0	479,500

Project Costs	2017	2018	2019	2020	2021	Total
Construction	0	426,500	0	53,000		479,500
Total	0	426,500	0	53,000	0	479,500

2016 TOWN COUNCIL GOALS and OBJECTIVES

Rev. 1.19.16

AREA of FOCUS: Parking & Transit Comprehensive Plan Development

GOAL: *Develop and implement a balanced parking and multi-modal transportation plan that preserves the character of the community*

OBJECTIVES - ACTION		SLT LEAD/ Others
1	Identify internal and external members for a Parking & Transportation Planning Team.	Shannon, Peter & Tom
2	Review existing and new data on parking, traffic congestion, and utilization of various modes of transportation.	Shannon, Peter & Tom
3	Determine the most efficient configuration for transportation and parking assets in support of reduced traffic congestion.	Shannon, Peter & Tom
4	Engage in public outreach by utilizing both traditional and modern methods of communication and engagement.	Shannon, Peter & Tom
5	Establish a comprehensive plan for way-finding and the use of technology	Shannon, Peter & Tom

AREA of FOCUS: Workforce Housing

GOAL: *Support a diversity of local workforce housing options*

OBJECTIVES - ACTION		SLT LEAD/ Others
1	Implement the 2008 Workforce Housing Action Plan and the recommendations established in the 2013 Housing Needs Assessment	Peter
2	Develop additional affordable rental housing units.	Peter
3	Partner with community stakeholders to build more workforce housing	Peter
4	Update the Housing Needs Assessment	Peter
5	Develop building tracts on Block 11.	Peter

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	Initiate a study to determine the feasibility and cost of constructing a new tennis facility built over existing courts within Kingdom Park and renovating 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	Mike
2	Hire an architect to design and prepare construction drawings for a roof to be constructed over the existing outdoor ice rink	Mike
3	Install playground in Kingdom Park	Mike

AREA of FOCUS: Childcare and Early Learning Centers		
GOAL: <i>Ensure the continued viability of Breckenridge childcare centers</i>		
OBJECTIVES – ACTION		SLT LEAD/ Others
1	Initiate a study to assess the current and future levels of demand and supply	Mike
2	Maintain and enhance the childcare tuition assistance program through ensuring adequate financial assistance is being provided to families that are able to demonstrate the need	Mike
3	Collaborate with childcare centers to identify and implement best practices in the areas of center operations, fiscal management, and quality of care	Mike
4	Coordinate a public education campaign on the benefits of early learning	Mike
5	Identify long term funding options to ensure childcare centers remain financially sustainable and affordable for families	Mike

AREA of FOCUS: Riverwalk Center Guest Experience		
GOAL: <i>Identify and implement opportunities for improvements to the Riverwalk Center</i>		
OBJECTIVES - ACTION		SLT LEAD/ Others
1	Initiate a study to outline improvements to the lobby, event space, and restrooms.	Brian
2	Enhance technical capabilities through improvements to stage infrastructure and rigging.	Brian
3	Improve ticket office space and capabilities.	Brian

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	Tom
2	Develop a diversified and sustainable water supply by building a second water plant	Tom
3	Replace portions of the distribution system to minimize leaks and water main breaks	Tom
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	Tom

AREA of FOCUS: Sustainability of the Environment**GOAL: *Implement actions that further the Town's efforts towards sustainability and reduction of our community's carbon footprint***

OBJECTIVES - ACTION		SLT LEAD/ Others
1	Increase the number of businesses that participate in SustainableBreck businesses.	Peter
2	Recruit more residential homeowners for participation in the EnergySmart residential program.	Peter
3	Market the use of reusable bags to residents and visitors.	Peter
4	Encourage water conservation.	Peter
5	Identify and implement new initiatives that can further the Town's sustainability efforts.	Peter
6	Facilitate the construction of a second solar garden.	Peter
7	Promote programs that encourage Town employees to utilize alternative transportation	Peter

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 – update and upgrade so it is meeting the needs of our citizens (i.e. obtain feedback, analyze current uses, improve features/functions such as mobile, search, engagement ‘tool’, calendar, etc.)	Kim
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	Kim
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	Kim
4	Public Meetings: Coffee Talks – enhance to include Council members on a regular basis, continue to hold monthly. Specific Topics/Issues (ex. Parking & Transit, Housing) – develop & implement outreach/communication plans.	Kim
5	Social/Electronic Media – increase fans/followers, provide consistent messaging, experiment with new avenues/products.	Kim

AREA of FOCUS: Development – City Market		
GOAL: Facilitate the redevelopment of the City Market Center shopping center site		
OBJECTIVES – ACTION		SLT LEAD/ Others
1	Develop consensus on the concept site plan for the redevelopment of the property. Status: Completed. Option 7A and 7B were agreed upon.	Peter
2	Generate a financial proforma for the development of the agreed upon development scenario. Status: Completed and reviewed with the Town Council budget retreat in Oct 2015	Peter
3	Arrive at an agreed upon solution for the redevelopment of the shopping center with the property owner and with City Market, the primary tenant. Status: Negotiations with the property owner are ongoing	Peter

AREA of FOCUS: Human Resources and Talent Management		
GOAL: Reward and recognize employees to support a sustainable and motivated workforce		
OBJECTIVES – ACTION		SLT LEAD/ Others
1	Conduct a pay and benefits study to assess our standing with comparison entities.	Sherilyn
2	Implement a new performance management system to encourage a shared mindset and reflect the Town’s <i>Leadership Values & Philosophies</i> .	Sherilyn & Shannon
3	Design a process for developing talent and linking professional interests with Town Vision, Mission and Goals (2 year goal).	Sherilyn
4	Deliver and facilitate benefit roundtables and training to support and educate employees.	Sherilyn
5	Recognize employee accomplishments in meetings w/department staff, town leaders and others.	ALL SLT

Town of Breckenridge
Revenue Forecast 2017-19
Introduction

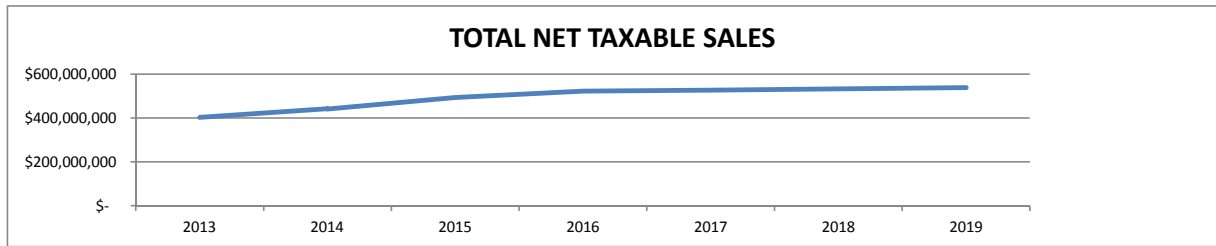
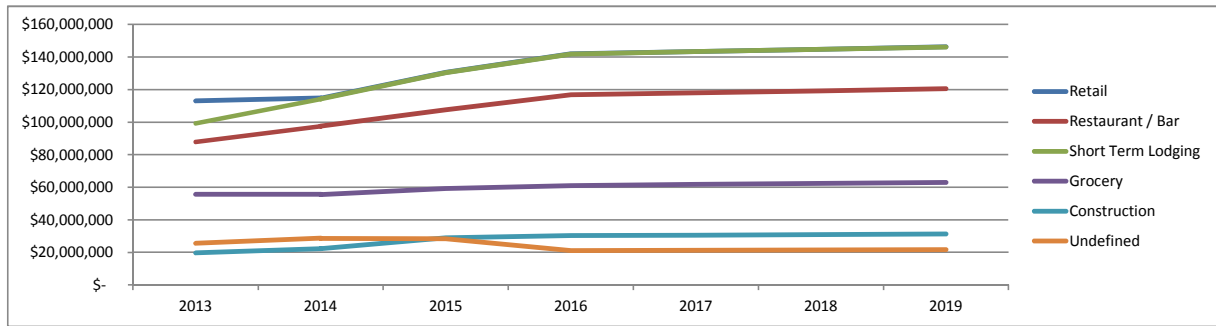
In an effort to assist Breckenridge Town Council and Senior Staff with our strategic budgeting responsibilities, the Finance Department is presenting the Revenue Forecast for 2017-19. The goal of this document is to provide an in-depth analysis of our most critical revenue streams (Sales, Accommodations, RETT, and Property taxes). This report includes these large revenue streams in order to help guide future conversations around expenditures and programs.

Staff is presenting this report in an effort to assist Council and citizens in understanding the Town's revenue position and how it might change over the next three years. For the time period included in this document, our analysis indicates that, given some moderate revenue growth, the Town is in excellent condition to meet both its major programmatic and capital expenditure plans. While no forecast can be a guarantee, it does appear that, through many cycles of conservative budgeting and cost control, we are in a secure position.

- sales activity forecast -

	Actual 2013	Actual 2014	Actual 2015	Proj. 2016	Budget 2017	Proj. 2018	Proj. 2019
Retail	\$ 113,042,463	\$ 114,713,663	130672028	141,928,026	143,347,306	144,780,779	146,228,587
Weedtail	\$ 2,393,937	\$ 8,351,852	7791474	9,002,420	9,092,444	9,183,369	9,275,202
Restaurant / Bar	\$87,874,565	\$97,492,138	107585651	116,929,687	118,098,984	119,279,974	120,472,773
Short Term Lodging	\$99,165,664	\$114,213,132	130391473	141,888,269	143,307,152	144,740,223	146,187,625
Grocery	\$55,544,066	\$55,544,066	59327490	61,099,928	61,710,927	62,328,037	62,951,317
Construction	\$19,588,910	\$22,254,626	28969506	30,333,295	30,636,628	30,942,994	31,252,424
Undefined	25,569,468	28,618,015	28,290,832	21,134,929	21,346,278	21,559,741	21,775,338
TOTAL NET TAXABLE SALES	\$ 403,179,073	\$ 441,187,492	\$ 493,028,454	\$ 522,316,554	\$ 527,539,720	\$ 532,815,117	\$ 538,143,268
Change	N/A	9.4%	11.8%	5.9%	1.0%	1.0%	1.0%

Analysis for 2017-2019



Sales tax is by far the Town's largest revenue source, accounting for 32% of Town wide revenues.

Sales tax revenue decreased during the recession, dropping 9.9% in 2009 to \$13.2M. What we see on this page is the steady recovery of this revenue source over the past four years. Sales Tax revenue has returned to pre-recession levels, and our 2016 projected revenue of \$19.3M in the Excise Fund would be our all time highest result.

The chart above shows dollar sales activity by sector (we do not track actual revenue by sector). Please remember sales activity does not track directly with sales tax revenue for several reasons (e.g. timing, State/County collection amounts).

We are forecasting flat to modest revenue growth in the Sales tax category for the next three years. This approach is conservative, and does not necessarily match our recent trends.

-real estate transfer tax (RETT) revenue forecast

	Actual 2013	Actual 2014	Actual 2015	Actual 2016	Budget 2017	Proj. 2018	Proj. 2019
Vacant	\$ 455,505	\$ 179,548	\$ 402,689	349,933	320,343	323,546	326,782
Commercial	63,535	66,522	165,115	143,483	131,351	132,664	133,991
Condos	1,186,224	1,226,822	1,613,733	1,402,317	1,283,740	1,296,577	1,309,543
Single Family	1,350,792	1,681,987	1,678,955	1,458,994	1,335,625	1,348,981	1,362,471
Townhome	277,817	516,943	499,709	434,242	397,523	401,499	405,514
Timeshare	1,270,941	933,505	1,107,892	962,747	881,339	890,152	899,054
TOTAL RETT	\$ 4,605,648	\$ 4,605,365	\$ 5,468,193	\$ 4,751,803	\$ 4,350,000	\$ 4,393,420	\$ 4,437,354

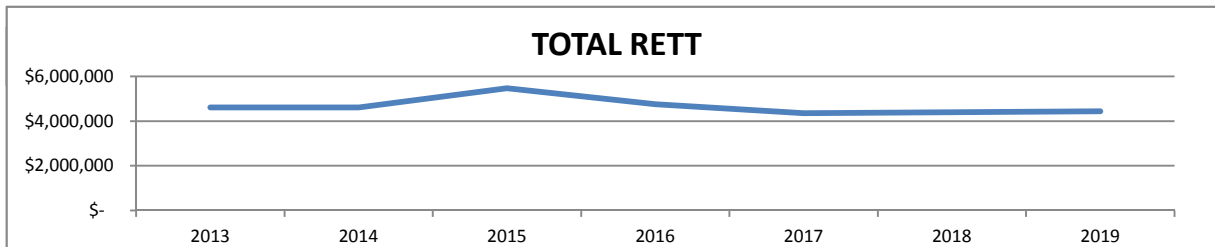
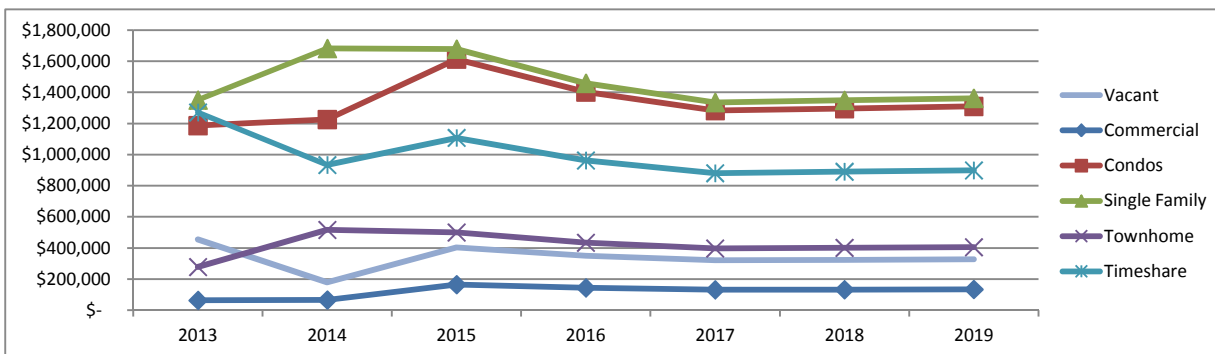
Change **N/A** **0.0%** **18.7%** **-13.1%** **-8.5%** **1.0%** **1.0%**

Analysis for 2017-2019

2016 Downturn related to a very large project that came on line in 2015.

2017 Budgeting approximately the average RETT from the past 5 years as no large projects are known at this time.

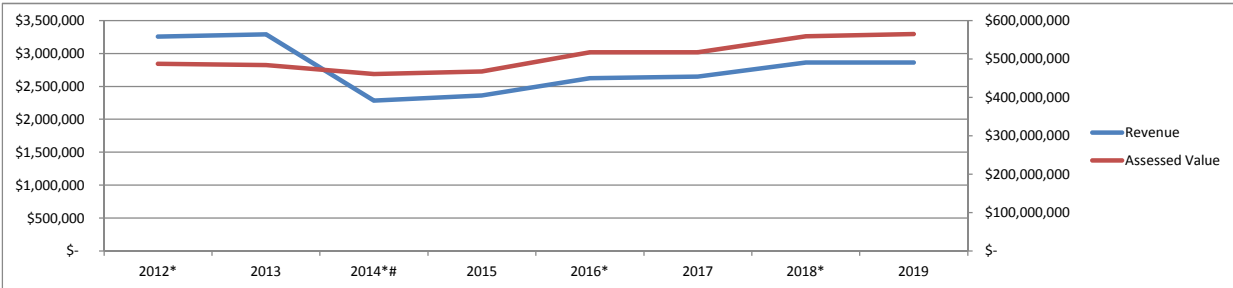
2018-19 Projecting similar levels to 2017 as no projects are known at this time.



Predicting RETT revenues into the future involves two steps; one is to estimate the churn revenues, and the second involves the inclusion of any upcoming significant real estate projects known to us. In 2016, we had one large timeshare construction project completed had an upward influence on RETT revenues. Churn has been forecast to be fairly stable for 2017-2019. These steps, combined with our overall conservative approach to budgeting, yields the \$4.35M dollar forecast above.

- property tax -								
	Actual 2012*	Actual 2013	Actual 2014*#	Actual 2015	Proj. 2016*	Budget 2017	Proj. 2018*	Proj. 2019
Mill Rate	6.945	6.945	5.07	5.07	5.07	5.070	5.070	5.070
Property Tax Rev.	\$ 3,256,542	\$ 3,288,603	\$ 2,283,761	\$ 2,361,230	\$ 2,625,143	\$ 2,651,390	\$ 2,863,501	\$ 2,863,798
Change	-	1%	-31%	3%	11%	1%	8%	0%
Assessed Value	\$ 487,101,900	\$ 484,016,670	\$ 460,750,130	\$ 467,130,440	\$ 517,252,300	\$ 517,832,480	\$ 559,259,078	\$ 564,851,669
Change	-	-1%	-5%	1%	11%	0%	8%	1%

* - Denotes Assessment Year
- Denotes expiration of Debt Service Mill Levy

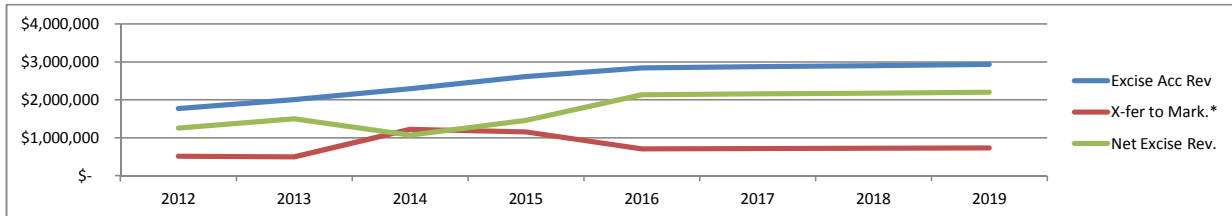


Property tax is a fairly steady revenue source, and is only subject to material fluctuations every even year when assessments are completed by the County.

2014 was the first year to include the effects of the 1998/99 G.O. debt service mill levy revenue expiration. It is important to note that the associated expense, i.e. the actual debt service payments, also expired in 2014, so there is no net effect to the Town. The most recent assessment increased our property tax revenue along with our in-Town property value amounts. For the 2017 revenue year, we are anticipating that a combination of the continued economic recovery and additional inventory will lead to an increased assessed value amount. For the 2018 assessment year, we are anticipating continued strength in the real estate market and economy in general.

-accommodations tax -								
	Actual 2012	Actual 2013	Actual 2014	Actual 2015	Proj. 2016	Budget 2017	Proj. 2018	Proj. 2019
Acc. Tax Revenue	\$ 1,774,359	\$ 2,006,571	\$ 2,294,537	\$ 2,613,829	\$ 2,845,016	\$ 2,873,500	\$ 2,902,235	\$ 2,931,257
Change	-	13.1%	14.4%	13.9%	8.8%	1.0%	1.0%	1.0%
X-fer to Mark.*	519,340	501,643	1,220,638	1,153,461	711,254	718,340	725,523	732,779
Net Excise Rev.	\$ 1,255,019	\$ 1,504,928	\$ 1,073,898	\$ 1,460,368	\$ 2,133,762	\$ 2,155,160	\$ 2,176,712	\$ 2,198,479

* - In 2011, Council elected to transfer an additional .5% of Accommodations tax revenue to the Marketing Fund for 2011-2015. In 2015, the Council decided to continue this additional transfer indefinitely.



Accommodations tax revenue is relatively small in terms of dollar volume. However, this revenue stream is very important to the Town's marketing efforts, and also serves as an indicator of in-Town activity.

In 2011, the Accommodations tax rate was increased from 2.4% to 3.4%, but that increase was dedicated to the Marketing Fund and is not included in the above analysis. At that time, Council also committed to an additional .5% of Accommodation tax to the Marketing Fund for five years. The past and future effects of that arrangement are reflected above. Accommodations tax has typically tracked closely with Sales tax revenue, and we forecast this trend to continue.

In 2014 and 2015, the Town Council decided to increase the transfer to Marketing to fund a variety of initiatives through the Town's Designated Marketing Organization (Breckenridge Tourism Office).

2016 saw continued robust growth in this area.

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TOWN OF BRECKENRIDGE DEBT SERVICE BY YEAR

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	TOTAL
2005 B & B BONDS													
Open Space Fund-B & B Mines (3)	\$ 2,718,947												\$ 5,635,403
2005 COPs													
Excise Fund-Police Facility (2)	\$ 297,563												\$ 2,991,941
2007 COPs													
Excise Fund - Child Care Facility	\$ 269,665	\$ 268,265	\$ 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													
Excise/Affordable Housing Funds 2005 COP retirement-Huron Landing Housing project	\$ -	\$ 696,723	\$ 845,300	\$ 850,300	\$ 849,850	\$ 853,950	\$ 852,950	\$ 856,750	\$ 854,500	\$ 851,800	\$ 848,650	\$ 586,850	\$ 8,947,623
83 CO. WATER BOARD													
Water Fund-Blue River District (1)	\$ 60,624	\$ 60,624	\$ 60,624	\$ 60,624	\$ 60,624	\$ 60,624	\$ 60,624	\$ 60,624	\$ -				\$ 1,273,104
	\$ 3,346,799	\$ 1,025,612	\$ 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	\$ 30,123,869

- (1) EQUAL ANNUAL PAYMENTS OF \$60,624 THROUGH 2022.
(2) ANNUAL PAYMENTS OF ROUGHLY \$300,000 THROUGH 2025.
(3) ANNUAL PAYMENTS OF ROUGHLY \$300,000 THROUGH 2026.

Certificates of Participation

On September 27, 2005, the Town issued Certificates of Participation in the amount of \$4,005,000 for the acquisition of land and the construction of a police facility. The certificates require semi-annual interest and annual principal payments on May 15 and November 15 through November 2025. The Certificates bear interest at rates varying from 3.25 -4.50%. Payments are made by the Excise Fund. These certificates were issued through the Town of Breckenridge Finance Authority and subsequently leased to the Town. This issue was retired in 2016. Please see note below regarding 2016 COPs for detail.

On December 27, 2007, the Town issued an additional \$3,620,000 for the cost of constructing, acquiring, and equipping a new child care facility. The certificates require semi -annual interest and annual principal payments on June 1 and December 1 through December 2027. The Certificates bear interest at rates varying from 4 -4.25%. Payments are made by the Excise Fund. These certificates were issued through the Town of Breckenridge Finance Authority and subsequently leased to the Town.

On March 10, 2016, the Town issued Certificates of Participation in the amount of \$10,060,000 for the funding of the Huron Landing Affordable Housing Project, as well as to retire the remaining balance of the 2005 COPs. The issue requires semi annual interest payments and one annual principle payment on June 1 and December 1, respectively. The certificates bear and interest rate that varies from 2-5%. The true interest cost of the issue is 2.84%.

Notes Payable

83 CO. WATER BOARD: During 1996, the Town assumed \$990,016 in debt from the Blue River Water District, payable to the Colorado Water Conservation Board. Terms of the loan require annual payments of \$60,624, including interest at 4%, through the year 2022. The debt payments are secured and paid by the Utility Fund.

Town of Breckenridge Staffing Summary

All Funds	2015 Actual FTE	2016 Budget FTE	2016 Projected FTE (Yr End)	2017 Proposed FTE
<i>(2017 Proposed as of 10.11.16)</i>				
TOTAL FTE	240.94	248.92	248.02	253.77
Full Time Regular Staff	157.75	159.75	174.75	177.85
Part-Time/Seasonal Staff	83.19	89.17	73.27	75.92
General Government FTE	3.10	3.10	3.10	3.10
Full Time Regular Staff	1.10	1.10	1.10	1.10
Appointed & Elected Positions	2.00	2.00	2.00	2.00
Executive Management FTE	3.75	3.75	3.75	3.75
Full Time Regular Staff	3.75	3.75	3.75	3.75
Human Resources FTE	5.00	5.00	5.00	5.00
Full Time Regular Staff	5.00	5.00	5.00	5.00
Municipal Services FTE	2.90	2.90	2.90	2.90
Full Time Regular Staff	2.90	2.90	2.90	2.90
Finance FTE	6.75	6.75	6.75	6.75
Full Time Regular Staff	6.75	6.75	6.75	6.75
Public Safety FTE ^{1,2}	30.00	31.00	31.00	25.00
Full Time Regular Staff	30.00	31.00	31.00	25.00
Community Development FTE ^{3,4}	13.85	13.75	13.95	13.95
Full Time Regular Staff	11.60	11.50	12.20	12.20
Part-Time/Seasonal Staff	0.50	0.50	0.00	0.00
Appointed & Elected Positions	1.75	1.75	1.75	1.75
Public Works FTE ^{1,5}	69.17	75.75	72.50	45.01
Full Time Regular Staff	46.00	46.00	59.00	35.70
Part-Time/Seasonal Staff	23.17	29.75	13.50	9.31
Recreation Division FTE ^{3,6}	54.73	54.52	55.28	54.84
Full Time Regular Staff	24.00	24.00	24.00	24.00
Part-Time/Seasonal Staff	30.73	30.52	31.28	30.84
Utility Fund FTE	11.40	11.40	11.40	11.40
Full Time Regular Staff	11.00	11.00	11.00	11.00
Part-Time/Seasonal Staff	0.40	0.40	0.40	0.40
Golf Fund FTE	23.58	24.19	24.78	24.79
Full Time Regular Staff	4.00	5.00	5.00	5.00
Part-Time/Seasonal Staff	19.58	19.19	19.78	19.79
Affordable Housing Fund FTE	0.55	0.725	0.725	1.75
Full Time Regular Staff	0.55	0.725	0.725	1.75
Open Space FTE ⁷	6.26	6.26	6.56	6.56
Full Time Regular Staff	1.70	1.70	2.00	2.00
Part-Time/Seasonal Staff	2.81	2.81	2.81	2.81
Appointed & Elected Positions	1.75	1.75	1.75	1.75
Garage Fund FTE	5.00	5.00	5.00	5.00
Full Time Regular Staff	5.00	5.00	5.00	5.00
Information Technology Fund FTE	3.25	3.25	3.25	3.25
Full Time Regular Staff	3.25	3.25	3.25	3.25

Town of Breckenridge Staffing Summary

All Funds	2015 Actual FTE	2016 Budget FTE	2016 Projected FTE (Yr End)	2017 Proposed FTE
<i>(2017 Proposed as of 10.11.16)</i>				
Marijuana Fund FTE	1.00	1.00	1.00	1.00
Full Time Regular Staff	1.00	1.00	1.00	1.00
Child Care Fund FTE ⁸	0.65	0.575	1.075	1.05
Full Time Regular Staff	0.15	0.075	1.075	1.05
Part-Time/Seasonal Staff	0.50	0.50	0.00	0.00
Parking & Transportation Fund FTE ^{1, 2, 5}	32.38 **	39.15 **	35.90 **	41.57
Full Time Regular Staff	17.00 **	18.00 **	31.00 **	34.30
Part-Time/Seasonal Staff	15.38 **	21.15 **	4.90 **	7.27

FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)

ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.

2015-2016 Key Changes

Reg FTE: Golf Professional moved from contracted position to FT/Reg Town employee (Director, Golf); One additional FT/Reg CSO approved in 2016; Revision to allocation of Planner III--allocated Housing Fund (72.5%), Child Care Fund (7.5%), Gen'l Fund/Comm Dev (20%)

PTYR FTE: 2015-PW converted Transit Operators to PTYR and increased FTE count by 2.15; 2015 - 2016 increase to FTE pursuant to route and service changes.

2016-2017 Key Changes

¹ New Parking & Transportation Fund created for 2017; FTE counts with ** are listed within specific dept totals and shown here for reference only through year end 2016. Position with ** are not included in the summary rollup.

² One CSO position reallocated to Patrol Services in 2017

³ Open Space & Trails positions restructured under Recreation in 2016; Senior Planner position split between 007-0928 (75%); 016-0930 (5%) & 001-0611 (20%) in 2017

⁴ Building inspector positions created/reallocated in 2016: Building Inspector I & Plans Examiner/Building Insp III; Seasonal Building inspector eliminated.

⁵ 2016/17 Transit increase due to reallocation of PTYR Operators to FT/Reg Sr Operators & the need to hire additional drivers to support increase in routes and service needs.

⁶ New FT/Reg Recreation Admin position created in 2016 as a result of a reallocation of Fitness/Nordic Coordinator position; 2 New PTYR positions created (Fitness Suprv and Nordic Lead)

⁷ New Planner I (Long Range/Housing) added to Affordable Housing Fund in 2017; Senior Planner position split between 007-0928 (75%); 016-0930 (5%) & 001-0611 (20%) in 2017

⁸ FT/Reg Community Program Admin-Child Care position added to Child Care Fund; PTYR position eliminated; Senior Planner position split between 007-0928 (75%); 016-0930 (5%) & 001-0611 (20%) in 2017



General Government: Cost Centers 001-0411 & 001-0421

Law & Policy Making Cost Center: 001-0411	2015 ACTUAL FTE	2016 BUDGET FTE	2016 PROJECTED FTE (Yr End)	2017 PROPOSED FTE
STAFFING PLAN				
Mayor ¹	0.25	0.25	0.25	0.25
Town Council ¹	1.50	1.50	1.50	1.50
APPOINTED & ELECTED POSITIONS ¹	1.75	1.75	1.75	1.75
TOTAL FTE¹	1.75	1.75	1.75	1.75

¹ Edited to reflect .25 FTE per each elected or appointed official.

Municipal Court Cost Center: 001-0421	2015 ACTUAL FTE	2016 BUDGET FTE	2016 PROJECTED FTE (Yr End)	2017 PROPOSED FTE
STAFFING PLAN				
Municipal Clerk ¹	0.10	0.10	0.10	0.10
Municipal Court Administrator	1.00	1.00	1.00	1.00
Municipal Judge ²	0.25	0.25	0.25	0.25
APPOINTED & ELECTED POSITIONS ²	0.25	0.25	0.25	0.25
FULL TIME REGULAR STAFF	1.10	1.10	1.10	1.10
TOTAL FTE	1.10	1.10	1.10	1.10

¹ Title Change from Admin Service Mgr to Municipal Clerk; wages are split 90% to 001-0451 & 10% to 001-0421.

² Edited to reflect .25 FTE per each elected or appointed official.

GENERAL GOV'T TOTAL STAFFING

APPOINTED & ELECTED POSITIONS ¹	2.00	2.00	2.00	2.00
FULL TIME REGULAR STAFF	1.10	1.10	1.10	1.10

¹ Edited to reflect .25 FTE per each elected or appointed official.

FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)

ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.

Regular positions are counted as one (1) FTE



Executive Management: Cost Center 001-0442

Administrative Management Cost Center: 001-0442	2015 ACTUAL FTE	2016 BUDGET FTE	2016 PROJECTED FTE (Yr End)	2017 PROPOSED FTE
STAFFING PLAN				
Town Manager	1.00	1.00	1.00	1.00
Assistant Town Manager	1.00	1.00	1.00	1.00
Administrative Specialist	0.75	0.75	0.75	0.75
Director of Communications	1.00	1.00	1.00	1.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	3.75	3.75	3.75	3.75
TOTAL FTE	3.75	3.75	3.75	3.75
EXECUTIVE MANAGEMENT TOTAL STAFFING				
FULL TIME REGULAR STAFF (FTE positions budgeted)	3.75	3.75	3.75	3.75
<p><i>FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)</i></p> <p><i>ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.</i></p> <p><i>Regular positions are counted as one (1) FTE</i></p>				



Human Resources: Cost Center 001-0443

Human Resources Cost Center: 001-0443	2015 ACTUAL FTE	2016 BUDGET FTE	2016 PROJECTED FTE (Yr End)	2017 PROPOSED FTE
STAFFING PLAN				
Human Resources Director ¹	1.00	1.00	1.00	1.00
Sr. HR Generalist	1.00	1.00	1.00	1.00
Human Resources Generalist I, II, or III	1.00	1.00	2.00	2.00
Human Resources Analyst	1.00	1.00	1.00	1.00
Human Resources Admin. Specialist ²	1.00	1.00	0.00	0.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	5.00	5.00	5.00	5.00
TOTAL FTE	5.00	5.00	5.00	5.00

¹ Title Change from Human Resources Manager to Human Resources Director

² Administrative Specialist reclassified to HR Generalist I

HUMAN RESOURCES TOTAL STAFFING

FULL TIME REGULAR STAFF (FTE positions budgeted)	5.00	5.00	5.00	5.00
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FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)

ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.

Regular positions are counted as one (1) FTE



Municipal Services-Cost Center: 001-0451

CLERK & MUNI SERVICES ADMIN Cost Center: 001-0451	2015 ACTUAL FTE	2016 BUDGET FTE	2016 PROJECTED FTE (Yr End)	2017 PROPOSED FTE
STAFFING PLAN				
Municipal Clerk ¹	0.90	0.90	0.90	0.90
Deputy Municipal Clerk ²	1.00	1.00	1.00	1.00
Administrative Specialist	1.00	1.00	1.00	1.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	2.90	2.90	2.90	2.90
TOTAL FTE	2.90	2.90	2.90	2.90

¹ Title Change from Admin Service Mgr to Municipal Clerk; Position wages are split 90% to 001-0451 & 10% to 001-0421

² Title Change from Administrative Service Coordinator to Deputy Municipal Clerk

MUNICIPAL SERVICES TOTAL STAFFING

FULL TIME REGULAR STAFF (FTE positions budgeted)	2.90	2.90	2.90	2.90
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FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)
ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.
Regular positions are counted as one (1) FTE



Finance-Cost Centers: 001-0461; 001-0462;

FINANCE ADMIN Cost Center: 001-0461	2015 ACTUAL FTE	2016 BUDGET FTE	2016 PROJECTED FTE (Yr End)	2017 PROPOSED FTE
STAFFING PLAN				
Financial Services & IT Director ¹	0.75	0.75	0.75	0.75
FULL TIME REGULAR STAFF (FTE positions budgeted)	0.75	0.75	0.75	0.75
TOTAL FTE	0.75	0.75	0.75	0.75

¹ Title change from Financial Service Manager to Director of Financial Services & IT; Fin Svcs & IT Dir wage is split between 001-0461 (75%) & 011-1464 (25%)

ACCOUNTING Cost Center: 001-0462	2015 ACTUAL FTE	2016 BUDGET FTE	2016 PROJECTED FTE (Yr End)	2017 PROPOSED FTE
STAFFING PLAN				
Accounting Services Manager ¹	1.00	1.00	1.00	1.00
Accounts Payable Coordinator	1.00	1.00	1.00	1.00
Accounts Receivable Coordinator	1.00	1.00	1.00	1.00
Accounting Coordinator-Revenue	1.00	1.00	1.00	1.00
Payroll Administrator	1.00	1.00	1.00	1.00
Revenue Services Administrator ¹	1.00	1.00	1.00	1.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	6.00	6.00	6.00	6.00
TOTAL FTE	6.00	6.00	6.00	6.00

¹ Title Changes: Accounting Manager to Accounting Services Manager & Sales Tax Auditor to Revenue Services Administrator

FINANCE TOTAL STAFFING

FULL TIME REGULAR STAFF (FTE positions budgeted)	6.75	6.75	6.75	6.75
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FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)
 ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.
 Regular positions are counted as one (1) FTE



PUBLIC SAFETY-POLICE: Cost Centers 001-0511; 001-0513;001-0515

ADMIN & RECORDS Cost Center: 001-0511	2015 ACTUAL FTE	2016 BUDGET FTE	2016 PROJECTED FTE (Yr End)	2017 PROPOSED FTE
STAFFING PLAN				
Chief of Police	1.00	1.00	1.00	1.00
Assistant Chief of Police	1.00	1.00	1.00	1.00
Administrative Analyst	1.00	1.00	1.00	1.00
Administrative Supervisor - Records	1.00	1.00	1.00	1.00
Administrative Specialist - Records	1.00	1.00	1.00	1.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	5.00	5.00	5.00	5.00
TOTAL FTE	5.00	5.00	5.00	5.00

PATROL SERVICES Cost Center: 001-0513	2015 ACTUAL FTE	2016 BUDGET FTE	2016 PROJECTED FTE (Yr End)	2017 PROPOSED FTE
STAFFING PLAN				
Sergeant (Patrol)	4.00	4.00	4.00	4.00
Community Service Officer ¹	0.00	0.00	0.00	1.00
Detective	1.00	1.00	1.00	1.00
Police Officer I or II ²	14.00	14.00	14.00	14.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	19.00	19.00	19.00	20.00
TOTAL FTE	19.00	19.00	19.00	20.00

¹ One CSO position reallocated to Patrol Services in 2017

² One additional police officer funded by COPS grant from 2015-2018

COMMUNITY SERVICES Cost Center: 001-0515	2015 ACTUAL FTE	2016 BUDGET FTE	2016 PROJECTED FTE (Yr End)	2017 PROPOSED FTE
STAFFING PLAN				
Sergeant (Comm Svc)	1.00	1.00	1.00	0.00
Community Service Officer ¹	4.00	5.00	5.00	0.00
Administrative Specialist - Comm Svcs	1.00	1.00	1.00	0.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	6.00	7.00	7.00	0.00
TOTAL FTE	6.00	7.00	7.00	0.00

New Parking & Transportation Fund created for 2017; All Community Service positions moved to new fund 017-0515 for 2017 and going forward.

¹ One additional CSO FTE approved for 2016; One CSO reallocated to Patrol Services in 2017

PUBLIC SAFETY-POLICE TOTAL STAFFING

FULL TIME REGULAR STAFF (FTE positions budgeted)	30.00	31.00	31.00	25.00
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FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)
 ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.
 Regular positions are counted as one (1) FTE



COMMUNITY DEVELOPMENT: Cost Centers 001-0611 & 0621

PLANNING SERVICES Cost Center: 001-0611	2015 ACTUAL FTE	2016 BUDGET FTE	2016 PROJECTED FTE (Yr End)	2017 PROPOSED FTE
STAFFING PLAN				
Dir. of Community Development	1.00	1.00	1.00	1.00
Assistant Director	1.00	1.00	1.00	1.00
Planning Manager ¹	0.00	0.00	1.00	1.00
Senior Planner ^{1,2}	1.00	1.00	0.20	0.20
Planner III ²	1.30	1.20	1.00	1.00
Planner II	2.00	2.00	2.00	2.00
Open Space and Trails Planner III ³	0.15	0.15	0.00	0.00
Open Space and Trails Specialist ³	0.15	0.15	0.00	0.00
Administrative Services Coordinator	1.00	1.00	1.00	1.00
Planning Commission ⁴	1.75	1.75	1.75	1.75
APPOINTED & ELECTED POSITIONS ⁴	1.75	1.75	1.75	1.75
FULL TIME REGULAR STAFF (FTE positions budgeted)	7.60	7.50	7.20	7.20
TOTAL FTE	9.35	9.25	8.95	8.95

¹ Senior Planner promoted to Planning Manager

² One FTE Planner III reclassified as a Senior Planner; Position split between 007-0928 (75%); 016-0930 (5%) & 001-0611 (20%) in 2017

³ These positions were split between the General fund 001-0611 (15%) and Open Space fund 008-0935 (85%); Open Space positions restructured under Recreation Dept-May 2016

⁴ Edited to reflect .25 FTE per each elected or appointed official.

Building Services Cost Center: 001-0621	2015 ACTUAL FTE	2016 BUDGET FTE	2016 PROJECTED FTE (Yr End)	2017 PROPOSED FTE
STAFFING PLAN				
Chief Building Official	1.00	1.00	1.00	1.00
Building Inspector I ¹	0.00	0.00	1.00	1.00
Building Inspector II	2.00	2.00	1.00	1.00
Plans Examiner/Bldg Inspector III ¹	0.00	0.00	1.00	1.00
Permit Technician	1.00	1.00	1.00	1.00
Seasonal Building Inspector ¹	0.50	0.50	0.00	0.00
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	0.50	0.50	0.00	0.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	4.00	4.00	5.00	5.00
TOTAL FTE	4.50	4.50	5.00	5.00

¹ Two new building inspector positions created in 2016: Building Inspector I & Plans Examiner/ Building Inspector III; Seasonal Building Inspector eliminated

COMMUNITY DEVELOPMENT TOTAL STAFFING

APPOINTED & ELECTED POSITIONS ¹	1.75	1.75	1.75	1.75
PART TIME & SEASONAL FTE Count (FTE Hours budgeted)	0.50	0.50	0.00	0.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	11.60	11.50	12.20	12.20

¹ Edited to reflect .25 FTE per each elected or appointed official.

FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)

ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.

Regular positions are counted as one (1) FTE



**PUBLIC WORKS: Cost Centers 001-0701; 001-0711; 001-0721; 001-0731;
001-0481; 001-0482; 001-0801**

PUBLIC WORKS ADMIN Cost Center: 001-0701	2015 ACTUAL FTE	2016 BUDGET FTE	2016 PROJECTED FTE (Yr End)	2017 PROPOSED FTE
STAFFING PLAN				
Director of Public Works/Town Engineer ¹	0.80	0.80	0.80	0.80
Assistant Director of Public Works ²	1.00	1.00	1.00	0.70
Administrative Services Manager	1.00	1.00	1.00	1.00
GIS Technician	1.00	1.00	1.00	1.00
Administrative Specialist ³	0.20	0.20	0.20	0.20
FULL TIME REGULAR STAFF (FTE positions budgeted)	4.00	4.00	4.00	3.70
TOTAL FTE	4.00	4.00	4.00	3.70
<i>¹ Wages for PW Director are split 20% to 002-1531 & 80% to 001-0701</i>				
<i>² Asst Director of PW wages will be split 70% 001-0701 & 30% 017-0481 in 2017</i>				
<i>³ Admin Specialist position allocated 80% to 002-1531 & 20% to 001-0701</i>				
STREET MAINTENANCE Cost Center: 001-0711	2015 ACTUAL FTE	2016 BUDGET FTE	2016 PROJECTED FTE (Yr End)	2017 PROPOSED FTE
STAFFING PLAN				
Streets & Parks Manager	1.00	1.00	1.00	1.00
Streets Assistant Manager	1.00	1.00	1.00	1.00
Streets Supervisor	1.00	1.00	1.00	1.00
Streets Senior Operator	7.00	7.00	7.00	7.00
Streets Operator (Winter Seasonal)	2.42	3.23	3.23	3.23
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	2.42	3.23	3.23	3.23
FULL TIME REGULAR STAFF (FTE positions budgeted)	10.00	10.00	10.00	10.00
TOTAL FTE	12.42	13.23	13.23	13.23
PARKS MAINTENANCE Cost Center: 001-0721	2015 ACTUAL FTE	2016 BUDGET FTE	2016 PROJECTED FTE (Yr End)	2017 PROPOSED FTE
STAFFING PLAN				
Parks Assistant Manager	1.00	1.00	1.00	1.00
Parks Supervisor	1.00	1.00	1.00	1.00
Senior Parks Operator	7.00	7.00	7.00	7.00
Parks Worker (SS)	3.89	3.89	3.89	4.71
Parks Technician (SS & WS)	1.48	1.48	1.48	1.37
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	5.37	5.37	5.37	6.08
FULL TIME REGULAR STAFF (FTE positions budgeted)	9.00	9.00	9.00	9.00
TOTAL FTE	14.37	14.37	14.37	15.08

FACILITIES MAINTENANCE Cost Center: 001-0731	2015 ACTUAL FTE	2016 BUDGET FTE	2016 PROJECTED FTE (Yr End)	2017 PROPOSED FTE
STAFFING PLAN				
Fac. Maintenance Manager	1.00	1.00	1.00	1.00
Fac. Assistant Manager	1.00	1.00	1.00	1.00
Fac. Maintenance Supvr.	1.00	1.00	1.00	1.00
Fac. Maintenance Op.	7.00	7.00	7.00	7.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	10.00	10.00	10.00	10.00
TOTAL FTE	10.00	10.00	10.00	10.00
TRANSIT SERVICES Cost Centers: 001-0481 & 001-0482				
STAFFING PLAN				
Transit Manager (0481)	1.00	1.00	1.00	0.00
Transit Supervisors ¹	3.00	3.00	4.00	0.00
Transit Senior Operators ²	6.00	6.00	18.00	0.00
Transit Supervisor (PTYR) ¹	0.85	0.85	0.00	0.00
Transit Operator (Seasonal) ^{2,3}	10.88	12.80	3.40	0.00
Transit Operators (PTYR) ^{2,3}	2.15	6.00	0.00	0.00
Transit Operator (Seasonal-Substitute) ⁴	1.50	1.50	1.50	0.00
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	15.38	21.15	4.90	0.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	10.00	10.00	23.00	0.00
TOTAL FTE	25.38	31.15	27.90	0.00
<i>New Parking & Transportation Fund created for 2017; All Transit positions moved to new fund 017-0481 & 017-0482 for 2017 and going forward.</i>				
¹ Reallocation of PTYR Supervisor FTE to Transit Supervisor FTE in 2016.				
² 2016/17 increase due to reallocation of PTYR Operators to FT/Reg Sr Operators & the need to hire additional drivers to support increase in routes and service needs.				
³ 2015 - 2016 increase to FTE pursuant to route and service changes.				
⁴ Part-Time/Seasonal Transit Operator FTE's filled by individual employees on an on-call/substitute schedule, rather than regularly scheduled. These part-time FTE positions are listed separately for Public Works Dept/Transit budget purposes only.				
ENGINEERING Cost Center: 0801				
STAFFING PLAN				
Assistant Town Engineer	1.00	1.00	1.00	1.00
Engineer II ²	2.00	1.00	2.00	0.00
Engineer III ²	0.00	1.00	0.00	2.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	3.00	3.00	3.00	3.00
TOTAL FTE	3.00	3.00	3.00	3.00
¹ One Engineer II was proposed to be reclassified to Engineer III in 2016, however this will not occur in 2016. Both Engineer II's are proposed to move to Engineer III's in 2017.				
PUBLIC WORKS TOTAL STAFFING				
PART TIME & SEASONAL FTE Count (FTE Hours budgeted)	23.17	29.75	13.50	9.31
FULL TIME REGULAR STAFF (FTE positions budgeted)	46.00	46.00	59.00	35.70
FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)				
ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.				
Regular positions are counted as one (1) FTE				



RECREATION : Cost Centers 001-0851; 001-0852; 001-0853; 001-0855; 001-0856

RECREATION DEPARTMENT	2015	2016	2016	2017
Recreation Admin	ACTUAL	BUDGET	PROJECTED	PROPOSED
Cost Center: 001-0851	FTE	FTE	FTE (Yr End)	FTE
STAFFING PLAN				
Director of Recreation ¹	1.00	1.00	1.00	0.85
Administrative Svcs Mgr	1.00	1.00	1.00	1.00
Administrative Services Supervisor	1.00	1.00	1.00	1.00
Marketing & Admin Coordinator	1.00	1.00	1.00	1.00
Administrative Specialist ²	0.00	0.00	1.00	1.00
Administrative Assistant (PTYR) ³	0.88	0.88	0.88	0.72
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	0.88	0.88	0.88	0.72
FULL TIME REGULAR STAFF (FTE positions budgeted)	4.00	4.00	5.00	4.85
TOTAL FTE	4.88	4.88	5.88	5.57

¹ Recreation Director position split between 001-0851 (85%) & 008-0935 (15%) in 2017

² New FT/Reg position created in 2016 as a result of a reallocation of Fitness/Nordic Coordinator position.

³ Position reclassified for 2017 from Admin Attendant to Admin Assistant

RECREATION DEPARTMENT	2015	2016	2016	2017
Recreation Programs	ACTUAL	BUDGET	PROJECTED	PROPOSED
Cost Center: 001-0852	FTE	FTE	FTE (Yr End)	FTE
STAFFING PLAN				
Programs Manager	1.00	1.00	1.00	1.00
Ice Programs Coordinator	1.00	1.00	1.00	1.00
Outdoor Rec Coordinator	1.00	1.00	1.00	1.00
Sports & Special Events Coordinator	1.00	1.00	1.00	1.00
Tennis Coordinator	1.00	1.00	1.00	1.00
Youth Coordinator	1.00	1.00	1.00	1.00
Ice Officials (Non-Certified)	0.05	0.09	0.09	0.09
Group Hockey Instructors (Non-Certified)	0.05	0.01	0.01	0.01
Ice Officials (Certified)	0.80	0.80	0.80	0.80
Group Hockey Instructors (Certified)	0.10	0.10	0.10	0.04
Group Figure Skating Instructor	0.20	0.23	0.23	0.23
Private Skating Instructor	0.10	0.13	0.13	0.18
Ice Programs Lead (PTYR)	0.30	0.32	0.32	0.32
Outdoor Recreation Instructors (Seasonal & PTYR)	1.70	1.79	1.79	1.88
Programs Intern (Temp)	0.20	0.24	0.24	0.24
Sports Instructors	0.20	0.11	0.11	0.11
Sports Officials	0.10	0.21	0.21	0.21
Sports and Events Lead (PTYR)	0.30	0.25	0.25	0.25
Tennis Instructor	0.95	0.95	0.95	0.95
Youth Instructors	0.20	0.00	0.00	0.00
Youth-Therapeutic Rec Aide (PTYR)	0.05	0.02	0.02	0.03
Youth Lead (Seasonal & PTYR)	0.70	0.75	0.75	0.51
Youth Attendants (Seasonal & PTYR)	4.59	4.59	4.59	4.59
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	10.59	10.59	10.59	10.44
FULL TIME REGULAR STAFF (FTE positions budgeted)	6.00	6.00	6.00	6.00
TOTAL FTE	16.59	16.59	16.59	16.44

RECREATION DEPARTMENT	2015	2016	2016	2017
Recreation Center Operations	ACTUAL	BUDGET	PROJECTED	PROPOSED
Cost Center: 001-0853	FTE	FTE	FTE (Yr End)	FTE
STAFFING PLAN				
Rec Facilities Operations Manager ¹	0.60	0.60	0.60	0.60
Aquatics Coordinator	1.00	1.00	1.00	1.00
Rec Facilities Coordinator ²	0.40	0.40	0.40	0.40
Fitness/Nordic Coordinator ³	0.60	0.60	0.00	0.00
RC Guest Services Coordinator	1.00	1.00	1.00	1.00
Head Lifeguards (Lead)	3.00	3.00	3.00	3.00
RC Guest Services (Lead)	3.00	3.00	3.00	3.00
Aquatics Attendants (Lifeguards)	4.64	4.64	4.64	4.64
Aquatics Instructors	0.38	0.38	0.38	0.38
Fitness Supervisor ⁴	0.00	0.00	0.70	0.70
Fitness/Facility Supervisor	0.76	0.76	0.76	0.90
Personal Trainers	1.20	1.20	1.20	1.20
Fitness Instructors-Spec I (Seasonal & PTYR)	0.46	0.46	0.46	0.46
Fitness Instructors-Spec II (Seasonal & PTYR)	1.10	1.10	1.10	1.10
Rec Guest Services Attendant	3.52	3.52	3.52	3.52
RC Guest Services Lead (PTYR)	0.50	0.50	0.50	0.50
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	12.56	12.56	13.26	13.40
FULL TIME REGULAR STAFF (FTE positions budgeted)	9.60	9.60	9.00	9.00
TOTAL FTE	22.16	22.16	22.26	22.40

¹ Wages for Rec Mgr split between 001-0853 (60%) & 001-0856 (40%)

² Wages for Rec Facilities Coord. split between 001-0853 (40%) & 001-0856 (60%)

³ Wages for Fitness & Nordic Coord were split between 001-0855=40% & 001-0853=60%; Position reallocated in 2016.

⁴ New PTYR position created in 2016.

RECREATION DEPARTMENT	2015	2016	2016	2017
Nordic Operations	ACTUAL	BUDGET	PROJECTED	PROPOSED
Cost Center: 001-0855	FTE	FTE	FTE (Yr End)	FTE
STAFFING PLAN				
Open Space & Trails Manager ¹	0.00	0.00	0.00	0.15
Fitness/Nordic Coordinator ²	0.40	0.40	0.00	0.00
Nordic Instructors	1.08	1.08	1.08	0.73
Nordic Lead ³	0.00	0.00	0.06	0.21
Nordic Supervisor	0.49	0.49	0.49	0.42
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	1.57	1.57	1.63	1.36
FULL TIME REGULAR STAFF (FTE positions budgeted)	0.40	0.40	0.00	0.15
TOTAL FTE	1.97	1.97	1.63	1.51

¹ Open Space & Trails Mgr- New in 2016; Position split between 008-0935(85%) & 001-0855 (15%) in 2017

² Wages for Fitness & Nordic Coord split between 001-0855=40% & 001-0853=60%; Position reallocated in 2016.

³ New seasonal position created in 2016.

RECREATION DEPARTMENT	2015	2016	2016	2017
Ice Rink Operations	ACTUAL	BUDGET	PROJECTED	PROPOSED
Cost Center: 001-0856	FTE	FTE	FTE (Yr End)	FTE
STAFFING PLAN				
Rec Facilities Operations Manager ¹	0.40	0.40	0.40	0.40
Rec Facilities Coordinator ²	0.60	0.60	0.60	0.60
Ice Facility Supervisor	1.00	1.00	1.00	1.00
Ice Guest Service Lead	1.00	1.00	1.00	1.00
Ice Guest Services Coordinator	1.00	1.00	1.00	1.00
Ice Guest Service Lead (PTYR)	0.20	0.25	0.25	0.25
Ice Guest Services Attendants	4.53	4.33	4.33	4.33
Ice Technicians	0.40	0.34	0.34	0.34
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	5.13	4.92	4.92	4.92
FULL TIME REGULAR STAFF (FTE positions budgeted)	4.00	4.00	4.00	4.00
TOTAL FTE	9.13	8.92	8.92	8.92
¹ Wages for Rec Mgr split between 001-0853=60% & 001-0856= 40%				
² Wages for Rec Facilities Coord. split between 001-0853=40% & 001-0856=60%				
RECREATION DEPT TOTAL STAFFING				
PART TIME & SEASONAL FTE Count (FTE Hours budgeted)	30.73	30.52	31.28	30.84
FULL TIME REGULAR STAFF (FTE positions budgeted)	24.00	24.00	24.00	24.00
<p>FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52) ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs. Regular positions are counted as one (1) FTE</p>				



UTILITY FUND- Cost Center 002-1531

UTILITY FUND Cost Center: 002-1531	2015 ACTUAL FTE	2016 BUDGET FTE	2016 PROJECTED FTE (Yr End)	2017 PROPOSED FTE
STAFFING PLAN				
Director of Public Works/Town Engineer ¹	0.20	0.20	0.20	0.20
Water Manager	1.00	1.00	1.00	1.00
Water Asst. Manager	1.00	1.00	1.00	1.00
Water Operators	7.00	7.00	7.00	7.00
Administrative Services Coordinator	1.00	1.00	1.00	1.00
Administrative Specialist ²	0.80	0.80	0.80	0.80
Summer Seasonal Water Technician	0.40	0.40	0.40	0.40
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	0.40	0.40	0.40	0.40
FULL TIME REGULAR STAFF (FTE positions budgeted)	11.00	11.00	11.00	11.00
TOTAL FTE	11.40	11.40	11.40	11.40

¹ Wages for PW Director are split 20% to 002-1531 & 80% to 001-0701

² Admin Specialist position allocated 80% to 002-1531 & 20% to 001-0701

UTILITY FUND TOTAL STAFFING

PART TIME & SEASONAL FTE Count (FTE Hours budgeted)	0.40	0.40	0.40	0.40
FULL TIME REGULAR STAFF (FTE positions budgeted)	11.00	11.00	11.00	11.00

FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)

ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.

Regular positions are counted as one (1) FTE



GOLF FUND-Cost Center 005-2311; 005-2312; 005-2313; 005-2321

GOLF FUND	2015	2016	2016	2017
<i>Admin</i>	ACTUAL	BUDGET	PROJECTED	PROPOSED
Cost Center: 005-2311	FTE	FTE	FTE (Yr End)	FTE
STAFFING PLAN				
Superintendent	1.00	1.00	1.00	1.00
Administrative Assistant (PTYR)	0.50	0.50	0.50	0.50
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	0.50	0.50	0.50	0.50
FULL TIME REGULAR STAFF (FTE positions budgeted)	1.00	1.00	1.00	1.00
TOTAL FTE	1.50	1.50	1.50	1.50
STAFFING PLAN				
Golf Mechanic	1.00	1.00	1.00	1.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	1.00	1.00	1.00	1.00
TOTAL FTE	1.00	1.00	1.00	1.00
STAFFING PLAN				
Assistant Superintendent	1.00	1.00	1.00	1.00
2nd Assistant Superintendent	1.00	1.00	1.00	1.00
Irrigation Technician (Seasonal)	1.03	0.92	0.92	0.87
Application Tech. (Seasonal)	0.51	0.49	0.49	0.48
Lead Equip. Op. (Seasonal)	0.46	0.49	0.49	0.48
Lead Greens keeper (Seasonal)	1.46	1.47	1.47	1.37
Greens keeper (Seasonal)	7.73	7.42	7.42	7.69
Landscape Gardener (Seasonal)	0.30	0.31	0.31	0.29
Snow Technician (Seasonal)	0.38	0.38	0.38	0.31
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	11.87	11.48	11.48	11.49
FULL TIME REGULAR STAFF (FTE positions budgeted)	2.00	2.00	2.00	2.00
TOTAL FTE	13.87	13.48	13.48	13.49

GOLF FUND	2015	2016	2016	2017
<i>Golf Operations/Customer Service</i>	ACTUAL	BUDGET	PROJECTED	PROPOSED
Cost Center-005-2321	FTE	FTE	FTE (Yr End)	FTE
STAFFING PLAN				
Director of Golf Operations ¹	0.00	1.00	1.00	1.00
Player Assistant (Seasonal)	1.64	1.64	1.75	1.75
Lead Outside Services (Seasonal)	0.71	0.71	0.36	0.36
Outside Services (Seasonal)	1.64	1.64	1.92	1.92
Lead Pro Shop Attendant (Seasonal)	1.41	1.41	1.08	1.08
Pro Shop Attendant (Seasonal)	1.17	1.17	1.56	1.56
Golf Instructors (I & II) ²	0.00	0.00	0.17	0.17
Assistant Golf Professional (PTYR)	0.64	0.64	0.96	0.96
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	7.21	7.21	7.80	7.80
FULL TIME REGULAR STAFF (FTE positions budgeted)	0.00	1.00	1.00	1.00
TOTAL FTE	7.21	8.21	8.80	8.80
¹ Golf Professional moved from contracted position to Town employee in 2016.				
² New seasonal position created in 2016.				
GOLF FUND TOTAL STAFFING				
PART TIME & SEASONAL FTE Count (FTE Hours budgeted)	19.58	19.19	19.78	19.79
FULL TIME REGULAR STAFF (FTE positions budgeted)	4.00	5.00	5.00	5.00
<i>FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)</i>				
<i>ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.</i>				
<i>Regular positions are counted as one (1) FTE</i>				



AFFORDABLE HOUSING FUND: Cost Center 007-0928

Affordable Housing Cost Center: 007-9028	2015 ACTUAL FTE	2016 BUDGET FTE	2016 PROJECTED FTE (Yr End)	2017 PROPOSED FTE
STAFFING PLAN				
Planner I (Long Range/Housing) ¹	0.00	0.00	0.00	1.00
Senior Planner ²	0.55	0.725	0.725	0.75
FULL TIME REGULAR STAFF (FTE positions budgeted)	0.55	0.725	0.725	1.75
TOTAL FTE	0.55	0.725	0.725	1.75

¹ Additional Planner I (Long Range/Housing) position added in 2017

² One FTE Planner III reclassified as a Senior Planner; Position split between 007-0928 (75%); 016-0930 (5%) & 001-0611 (20%) in 2017

AFFORDABLE HOUSING TOTAL STAFFING

FULL TIME REGULAR STAFF (FTE positions budgeted)	0.55	0.725	0.725	1.75
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*FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)
 ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.
 Regular positions are counted as one (1) FTE*



OPEN SPACE FUND: Cost Center 008-0935

Open Space Cost Center: 008-0935	2015 ACTUAL FTE	2016 BUDGET FTE	2016 PROJECTED FTE (Yr End)	2017 PROPOSED FTE
STAFFING PLAN				
Director of Recreation ¹	0.00	0.00	0.00	0.15
Open Space and Trails Manager ²	0.00	0.00	1.00	0.85
Open Space and Trails Planner III ^{2,3}	0.85	0.85	0.00	0.00
Open Space and Trails Specialist ³	0.85	0.85	1.00	1.00
Lead Trails Technician (PTYR)	0.71	0.71	0.71	0.71
Trails Technician (Seasonal)	2.10	2.10	2.10	2.10
BOSAC ⁴	1.75	1.75	1.75	1.75
APPOINTED & ELECTED POSITIONS ⁴	1.75	1.75	1.75	1.75
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	2.81	2.81	2.81	2.81
FULL TIME REGULAR STAFF (FTE positions budgeted)	1.70	1.70	2.00	2.00
TOTAL FTE	6.26	6.26	6.56	6.56

¹ Recreation Director position split between 001-0851 (85%) & 008-0935 (15%) in 2017

² Open Space & Trails Mgr replaced OST Planner III in 2016; Position split between 008-0935(85%) & 001-0855 (15%) in 2017

³ These positions were split between the General fund 001-0611 (15%) and Open Space fund 008-0935 (85%); Positions restructured under Recreation Dept. & no longer split

⁴ Edited to reflect .25 FTE per each elected or appointed official.

OPEN SPACE TOTAL STAFFING

APPOINTED & ELECTED POSITIONS ¹	1.75	1.75	1.75	1.75
PART TIME & SEASONAL FTE Count (FTE Hours budgeted)	2.81	2.81	2.81	2.81
FULL TIME REGULAR STAFF (FTE positions budgeted)	1.70	1.70	2.00	2.00

¹ Edited to reflect .25 FTE per each elected or appointed official.

FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)
 ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.
 Regular positions are counted as one (1) FTE



GARAGE FUND- Cost Center 010-1742

GARAGE FUND Cost Center: 010-1742	2015 ACTUAL FTE	2016 BUDGET FTE	2016 PROJECTED FTE (Yr End)	2017 PROPOSED FTE
STAFFING PLAN				
Fleet Manager ¹	1.00	1.00	1.00	1.00
Fleet Mechanic	4.00	4.00	4.00	4.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	5.00	5.00	5.00	5.00
TOTAL FTE	5.00	5.00	5.00	5.00

¹ Fleet Supervisor change of title to Fleet Manger

GARAGE FUND TOTAL STAFFING

FULL TIME REGULAR STAFF (FTE positions budgeted)	5.00	5.00	5.00	5.00
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FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)
ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.
Regular positions are counted as one (1) FTE



IT FUND- Cost Center 011-1464

INFORMATION TECHNOLOGY Cost Center: 011-1464	2015 ACTUAL FTE	2016 BUDGET FTE	2016 PROJECTED FTE (Yr End)	2017 PROPOSED FTE
STAFFING PLAN				
Financial Services & IT Director ¹	0.25	0.25	0.25	0.25
IT Coordinator - Lead	1.00	1.00	1.00	1.00
IT Coordinator	2.00	2.00	2.00	2.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	3.25	3.25	3.25	3.25
TOTAL FTE	3.25	3.25	3.25	3.25
¹ Title change from Financial Services Manger to Director of Financial Services & IT; Fin Svcs & IT Dir wage is split between 001-0461 (75%) & 011-1464 (25%)				
IT FUND TOTAL STAFFING				
FULL TIME REGULAR STAFF (FTE positions budgeted)	3.25	3.25	3.25	3.25
<p>FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52) ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs. Regular positions are counted as one (1) FTE</p>				



MARIJUANA COMPLIANCE FUND- Cost Center 014-0420

MARIJUANA FUND Cost Center: 014-420	2015 ACTUAL FTE	2016 BUDGET FTE	2016 PROJECTED FTE (Yr End)	2017 PROPOSED FTE
STAFFING PLAN				
Detective of MJ Compliance	1.00	1.00	1.00	1.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	1.00	1.00	1.00	1.00
TOTAL FTE	0.00	1.00	1.00	1.00

MARIJUANA COMPLIANCE TOTAL STAFFING

FULL TIME REGULAR STAFF (FTE positions budgeted)	1.00	1.00	1.00	1.00
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FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)
 ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.
 Regular positions are counted as one (1) FTE



CHILD CARE FUND- Cost Center 016-0930

Child Care Cost Center: 016-0930	2015 ACTUAL FTE	2016 BUDGET FTE	2016 PROJECTED FTE (Yr End)	2017 PROPOSED FTE
STAFFING PLAN				
Childcare Enrollment Admin (Rec) ¹	0.50	0.50	0.00	0.00
Community Program Admin-Child Care (Comm Dev) ¹	0.00	0.00	1.00	1.00
Senior Planner ²	0.15	0.075	0.075	0.05
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	0.50	0.50	0.00	0.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	0.15	0.075	1.075	1.05
TOTAL FTE	0.65	0.575	1.075	1.05
¹ New PTYR position created in 2015. For staff reporting purposes, position reported to Rec. Dept; New FT/Reg position created in 2016, reallocating previous PTYR position. For staff reporting purposes, position reports to Comm Dev.				
² One FTE Planner III reclassified as a Senior Planner; Position will be split between 007-0928 (75%); 016-0930 (5%) & 001-0611 (20%) in 2017				
CHILD CARE TOTAL STAFFING				
PART TIME & SEASONAL FTE COUNT (FTE Hours)	0.50	0.50	0.00	0.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	0.15	0.075	1.075	1.05
FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52) ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs. Regular positions are counted as one (1) FTE				



**PARKING & TRANSPORTATION FUND: Cost Centers 017-0481; 017-0482;
017-0515**

TRANSIT MANAGEMENT	2015	2016	2016	2017
Cost Centers: 017-0481 & 017-0482	ACTUAL	BUDGET	PROJECTED	PROPOSED
	FTE	FTE	FTE (Yr End)	FTE
STAFFING PLAN				
Assistant Director of Public Works (0481) ¹	1.00 **	1.00 **	1.00 **	0.30
Transit Manager (0481)	1.00 **	1.00 **	1.00 **	1.00
Transit Senior Operators ^{2,3}	6.00 **	6.00 **	18.00 **	23.00
Transit Supervisors ²	3.00 **	3.00 **	4.00 **	4.00
Transit Supervisor (PTYR)	0.85 **	0.85 **	0.00 **	0.00
Transit Operator (Seasonal) ⁴	10.88 **	12.80 **	3.40 **	5.77
Transit Operators (PTYR) ⁴	2.15 **	6.00 **	0.00 **	0.00
Transit Operator (Seasonal-Substitute) ⁵	1.50 **	1.50 **	1.50 **	1.50
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	15.38 **	21.15 **	4.90 **	7.27
FULL TIME REGULAR STAFF (FTE positions budgeted)	11.00 **	11.00 **	24.00 **	28.30
TOTAL FTE	26.38 **	32.15 **	28.90 **	35.57

*New Parking & Transportation Fund created for 2017; Positions with ** are listed on specific dept worksheets and shown here for reference only through year end 2016. Position with ** are not included in the summary rollup as part of this fund--Only for 2017 and going forward.*

¹ Wages for PW Asst Director will be split 30% to 017-0481-& 70% to 001-0701 in 2017.

² Reallocation of PTYR Supervisor FTE to Transit Supervisor FTE in 2016.

³ 2016/17 increase due to reallocation of PTYR Operators to FT/Reg Sr Operators & the need to hire additional drivers to support increase in routes and service needs.

⁴ 2015 - 2016 increase to FTE pursuant to route and service changes.

⁵ Part-Time/Seasonal Transit Operator FTE's filled by individual employees on an on-call/substitute schedule, rather than regularly scheduled. These part-time FTE positions are listed separately for Public Works Dept/Transit budget purposes only.

PARKING MANAGEMENT	2015	2016	2016	2017
Cost Center: 017-0515	ACTUAL	BUDGET	PROJECTED	PROPOSED
	FTE	FTE	FTE (Yr End)	FTE
STAFFING PLAN				
Sergeant (Comm Svc)	1.00 **	1.00 **	1.00 **	1.00
Community Service Officer ¹	4.00 **	5.00 **	5.00 **	4.00
Administrative Specialist - Comm Svcs	1.00 **	1.00 **	1.00 **	1.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	6.00 **	7.00 **	7.00 **	6.00
TOTAL FTE	6.00 **	7.00 **	7.00 **	6.00

*New Parking & Transportation Fund created for 2017; Positions with ** are listed on specific dept worksheets and shown here for reference only through year end 2016. Position with ** are not included in the summary rollup.*

¹ One additional CSO FTE approved for 2016; One CSO reallocated to Patrol Services in 2017

PARKING & TRANSPORTATION TOTAL STAFFING

PART TIME & SEASONAL FTE Count (FTE Hours budgeted)	15.38 **	21.15 **	4.90 **	7.27
FULL TIME REGULAR STAFF (FTE positions budgeted)	17.00 **	18.00 **	31.00 **	34.30

*New Parking & Transportation Fund created for 2017; Positions with ** are listed on specific dept worksheets and shown here for reference only through year end 2016. Position with ** are not included in the summary rollup.*

FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)

ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.

Regular positions are counted as one (1) FTE

2017 PAY PLAN



October 1, 2016



2017 REGULAR Pay Plan

Revised October 1, 2016

Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type	
50			\$15.05	\$18.08	\$21.11	<i>Hourly</i>	
			\$1,203.85	\$1,446.15	\$1,688.46	<i>Bi-Weekly</i>	
			\$31,300.00	\$37,600.00	\$43,900.00	<i>*If Annualized</i>	
	Aquatics Lead/Head Lifeguard	Non-Exempt					
	Ice Guest Service-Lead	Non-Exempt					
	Rec Guest Service-Lead	Non-Exempt					
Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type	
55			\$17.21	\$20.80	\$24.39	<i>Hourly</i>	
			\$1,376.92	\$1,664.13	\$1,951.35	<i>Bi-Weekly</i>	
			\$35,800.00	\$43,267.50	\$50,735.00	<i>*If Annualized</i>	
		Administrative Specialist (MS)	Non-Exempt				
		Administrative Specialist (PD-Parking)	Non-Exempt				
		Administrative Specialist (PW)	Non-Exempt				
		Administrative Specialist (Rec)	Non-Exempt				
	Recreation Supervisor	Non-Exempt					
	Water Operator D & Trainee	Non-Exempt					
Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type	
60			\$20.05	\$24.16	\$28.26	<i>Hourly</i>	
			\$1,603.85	\$1,932.50	\$2,261.15	<i>Bi-Weekly</i>	
			\$41,700.00	\$50,245.00	\$58,790.00	<i>*If Annualized</i>	
		Accounts Payable Coordinator	Non-Exempt				
		Accounts Receivable Coordinator	Non-Exempt				
		Administrative Specialist (PD)	Non-Exempt				
		Administrative Specialist (Town Mgr)	Non-Exempt				
		Community Service Officer	Non-Exempt				
		Ice Guest Service Coordinator	Exempt				
		Ice Programs Coordinator	Exempt				
		Outdoor Recreation Coordinator	Exempt				
		Rec Guest Service Coordinator	Exempt				
		Recreation Facilities Coordinator	Exempt				
		Recreation Marketing Coordinator	Exempt				
		Revenue Accounting Coordinator	Non-Exempt				
		Second Assistant Golf Course Superintendent	Exempt				
		Senior Parks Operator	Non-Exempt				
	Senior Streets Operator	Non-Exempt					
	Senior Transit Operator	Non-Exempt					
	Sports and Special Events Coordinator	Exempt					
	Tennis Coordinator	Exempt					
	Water Operator C	Non-Exempt					

2017 REGULAR Pay Plan

Revised October 1, 2016

Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
65			\$21.78	\$26.68	\$31.59	Hourly
			\$1,742.31	\$2,134.62	\$2,526.92	Bi-Weekly
			\$45,300.00	\$55,500.00	\$65,700.00	*If Annualized
	Administrative Services Coordinator (CD)	Exempt				
	Administrative Services Coordinator (PW)	Exempt				
	Administrative Supervisor (Rec)	Exempt				
	Aquatics Coordinator	Exempt				
	Building Inspector I	Non-Exempt				
	Community Program Administrator - Child Care	Exempt				
	Deputy Municipal Clerk	Exempt				
	Facilities Operator	Non-Exempt				
	Fleet Mechanic	Non-Exempt				
	GIS Technician	Non-Exempt				
	Golf Mechanic	Non-Exempt				
	Human Resources Analyst	Exempt				
	Human Resources Generalist I	Exempt				
	Municipal Court Administrator	Exempt				
	Open Space & Trails Specialist	Non-Exempt				
	Payroll Administrator	Exempt				
	Permit Technician	Non-Exempt				
Planner I	Exempt					
Police Officer Trainee	Exempt					
Water Operator B	Non-Exempt					
Youth Coordinator	Exempt					
Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
70			\$24.28	\$29.76	\$35.24	Hourly
			\$1,942.31	\$2,380.77	\$2,819.23	Bi-Weekly
			\$50,500.00	\$61,900.00	\$73,300.00	*If Annualized
	Administrative Analyst (PD)	Exempt				
	Administrative Supervisor (PD)	Exempt				
	Assistant Golf Course Superintendent	Exempt				
	Civil Engineer I	Exempt				
	Facilities Supervisor	Non-Exempt				
	Human Resources Generalist II	Exempt				
	Parks Supervisor	Non-Exempt				
	Planner II	Exempt				
	Streets Supervisor	Non-Exempt				
	Transit Supervisor	Non-Exempt				
Water Operator A	Non-Exempt					

2017 REGULAR Pay Plan

Revised October 1, 2016

Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
75			\$26.06	\$32.60	\$39.13	Hourly
			\$2,084.62	\$2,607.69	\$3,130.77	Bi-Weekly
			\$54,200.00	\$67,800.00	\$81,400.00	*If Annualized
	Administrative Services Manager (PW)	Exempt				
	Administrative Services Manager (Rec)	Exempt				
	Building Inspector II	Non-Exempt				
	Facilities Assistant Manager	Exempt				
	IT Coordinator	Exempt				
	IT Coordinator (Lead)	Exempt				
	Parks Assistant Manager	Exempt				
	Police Officer I	Non-Exempt				
	Revenue Services Administrator	Exempt				
	Streets Assistant Manager	Exempt				
Water Assistant Manager	Exempt					
Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
80			\$28.94	\$36.15	\$43.37	Hourly
			\$2,315.38	\$2,892.31	\$3,469.23	Bi-Weekly
			\$60,200.00	\$75,200.00	\$90,200.00	*If Annualized
	Building Plans Examiner/Inspector III	Non-Exempt				
	Civil Engineer II	Exempt				
	Golf Course Superintendent	Exempt				
	Human Resources Generalist III	Exempt				
	Planner III (Current Planning)	Exempt				
Police Officer II	Non-Exempt					
Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
85			\$31.92	\$39.90	\$47.88	Hourly
			\$2,553.85	\$3,192.31	\$3,830.77	Bi-Weekly
			\$66,400.00	\$83,000.00	\$99,600.00	*If Annualized
	Accounting Services Manager	Exempt				
	Civil Engineer III	Exempt				
	Director of Communication	Exempt				
	Facilities Manager	Exempt				
	Fleet Manager	Exempt				
	Municipal Clerk	Exempt				
	Open Space & Trails Manager	Exempt				
	Recreation Manager - Facility Operations	Exempt				
	Recreation Manager - Programs	Exempt				
	Sergeant	Non-Exempt				
	Senior Human Resources Generalist	Exempt				
Senior Planner	Exempt					
Streets & Parks Manager	Exempt					
Transit Manager	Exempt					

2017 REGULAR Pay Plan

Revised October 1, 2016

Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
90			\$2,961.54	\$3,700.00	\$4,438.46	Bi-Weekly
			\$77,000.00	\$96,200.00	\$115,400.00	*If Annualized
	Assistant Town Engineer	Exempt				
	Chief Building Official	Exempt				
	Director of Golf Operations	Exempt				
	Planning Manager	Exempt				
	Water Manager	Exempt				
Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
95			\$3,492.31	\$4,365.38	\$5,238.46	Bi-Weekly
			\$90,800.00	\$113,500.00	\$136,200.00	*If Annualized
	Assistant Chief of Police	Exempt				
	Assistant Director of Community Development	Exempt				
	Assistant Director of Public Works	Exempt				
Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
100			\$3,873.08	\$4,842.31	\$5,811.54	Bi-Weekly
			\$100,700.00	\$125,900.00	\$151,100.00	*If Annualized
	Chief of Police	Exempt				
	Director of Community Development	Exempt				
	Director of Financial Services & IT	Exempt				
	Director of Human Resources	Exempt				
	Director of Public Works	Exempt				
	Director of Recreation	Exempt				
Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
105			\$4,253.85	\$5,423.08	\$6,592.31	Bi-Weekly
			\$110,600.00	\$141,000.00	\$171,400.00	*If Annualized
	Assistant Town Manager	Exempt				

The salary ranges above reflect general pay practices for Full Time / Regular positions. Positions that are Exempt are compensated on a biweekly basis. Positions that are Non-Exempt are compensated at an Hourly rate. Annualized amounts are rounded, and are shown only to approximate an employee working in a "full-time" status during a 12-month period might earn.

2017 - PART-TIME, SEASONAL and TEMPORARY Position Pay Plan

October 1, 2016

The ranges below reflect the Town's pay ranges for Part-Time/Year-Round, Seasonal, and Temporary positions.

		Rate of Pay				Rate of Pay	
PART-TIME (P)			SEASONAL (S)				
	min.	max.		min.	max.		max.
P-I	\$8.40	\$10.08	S-I	\$8.40	\$10.08		
<i>(no P-I positions for 2016 - 2017 Pay Plan)</i>			<i>Golf Ops - Golf Outside Services</i>				
		Rate of Pay				Rate of Pay	
	min.	max.		min.	max.		max.
P-II	\$12.00	\$14.85	S-II	\$12.00	\$14.85		
RECREATION ATTENDANT			RECREATION ATTENDANT				
<i>Aquatics</i>			<i>Aquatics</i>				
<i>Guest Service - Rec & Ice</i>			<i>Guest Service - Rec & Ice</i>				
<i>Outdoor Rec</i>			<i>Outdoor Rec</i>				
<i>Youth</i>			<i>Youth</i>				
			REC - Golf Course Maintenance				
			<i>Golf Maint/Rec - Greenskeeper</i>				
			OTHER Depts & Divisions				
			Golf Operations				
			<i>Lead Outside Services</i>				
			<i>Player Assistant</i>				
			<i>Golf Attendant</i>				
			Public Works				
			<i>Parks Worker</i>				
		Rate of Pay				Rate of Pay	
PART-TIME (P)			SEASONAL (S)				
	min.	max.		min.	max.		max.
P-III	\$12.25	\$18.18	S-III	\$12.25	\$18.18		
RECREATION SPECIALIST I			RECREATION SPECIALIST I				
Instructors			Instructors				
<i>Aquatics</i>			<i>Aquatics</i>				
<i>Fitness</i>			<i>Fitness</i>				
<i>Outdoor Rec</i>			<i>Outdoor Rec</i>				
<i>Ice -Hockey; Sports & Events; Youth</i>			<i>Ice - Hockey; Sports & Events; Youth</i>				
			<i>Nordic Instructors</i>				
Officials			Officials				
<i>Ice - Hockey; Sports & Events</i>			<i>Ice - Hockey; Sports & Events</i>				
REC MISC			REC MISC				
<i>Youth-Therapeutic Rec Aide</i>			Golf & Nordic Maintenance				
<i>Technician - Ice</i>			<i>Gardener</i>				
<i>Administrative Assistant</i>			<i>Lead Greenskeeper</i>				
Golf Maintenance			<i>Nordic Snow Technician</i>				
<i>Administrative Assistant</i>			Open Space & Trails				
			<i>Trails Technician</i>				
OTHER Depts/Divisions			OTHER Depts/Divisions				
			Golf Ops				
			<i>Lead Attendant/Asst. Golf Pro</i>				
			<i>Administrative Assistant</i>				
			<i>Trails Tech</i>				
			Public Works				
			<i>Parks - Technician - Summer</i>				
			<i>Water - Technician - Summer</i>				

	Rate of Pay			Rate of Pay	
PTYR - Specialists II	min.	max.	Seasonal Specialist, Supervisor, or Operator	min.	max.
P-IV	\$14.32	\$30.30	S-IV	\$14.32	\$30.30
RECREATION SPECIALIST II			RECREATION SPECIALIST II		
Leads - Rec			Leads - Rec		
<i>Youth Programs Lead</i>			<i>Youth Programs Lead</i>		
<i>Guest Services Lead</i>			<i>Sports/Events Lead</i>		
<i>Sports/Events Lead</i>					
<i>Ice Programs Lead</i>					
<i>Ice Guest Service Lead</i>					
Instructors			Instructors		
<i>Fitness</i>			<i>Fitness</i>		
<i>Ice Hockey - Group (Cert)</i>			<i>Ice Hockey - Group (Cert)</i>		
<i>Sports & Events; Youth</i>			<i>Sports & Events; Youth</i>		
<i>Ice Figure Skating - Group</i>			<i>Ice Figure Skating - Group</i>		
<i>Outdoor Rec</i>			<i>Outdoor Rec</i>		
<i>Tennis</i>			<i>Tennis</i>		
Officials			Officials		
<i>Sports & Events</i>			<i>Sports & Events</i>		
<i>Ice Hockey (Cert)</i>			<i>Ice Hockey (Cert)</i>		
REC MISC			REC MISC		
<i>Facility - Supervisor</i>			<i>Nordic Lead</i>		
<i>Personal Trainer - FF (Cert)</i>			<i>Nordic - Supervisor</i>		
			<i>Golf Maintenance - Lead Operator</i>		
Open Space & Trails			<i>Irrigation Technician</i>		
<i>Lead Trails Technician</i>			<i>Application Tech</i>		
OTHER Depts/Divisions			OTHER Depts/Divisions		
Golf Ops - Asst Golf Professional			Public Works		
			<i>Seasonal Operator - Streets; Transit</i>		
Public Works					
<i>Transit Operator</i>			Golf Ops		
			<i>Golf Instructor I</i>		
	Rate of Pay			Rate of Pay	
PTYR - Other	min.	max.	Seasonal Coordinator	min.	max.
P-V	\$22.68	\$80.00	S-V Non-Exempt	\$22.68	\$80.00
RECREATION SPECIALISTS III			RECREATION SPECIALISTS III		
<i>Fitness Supervisor</i>					
Instructors			Instructors		
<i>Ice Hockey-Private</i>			<i>Ice Hockey - Private</i>		
<i>Ice Figure Skating - Private</i>			<i>Ice Figure Skating - Private</i>		
OTHER Depts/Divisions			OTHER Depts/Divisions		
			Golf Ops		
			<i>Golf Instructor II</i>		
	Rate of Pay			Rate of Pay	
T-V Temporary/Intern	\$8.40	\$35.00	S-V Exempt (salaried)	\$1,400	\$1,750
Non-Exempt Temporary* & Intern			<i>(no S-V positions for 2017 Pay Plan)</i>		
Exempt Temporary & Intern					
<i>Note: Information above reflects general hiring ranges within departments for various Seasonal/PTYR positions. Individual positions may have general hiring and placement practices within these hiring ranges.</i>					

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Planning permit application fees proposed for 2017.

(Includes 3% increase over 2016 rates. There is no change proposed to the Work Session fee.)

Following are the fees:	2016 Rate	2017 Rate
Class A Development:	\$5,380 + \$95/SFE	\$5,540 + \$95/SFE
Class A Subdivision	\$5,380 + \$95/Lot	\$5,540 + \$95/Lot
Class B Major Development	\$2,705 + \$95/SFE	\$2,785 + \$95/SFE
Class B Minor Development	\$1,545 + \$95/SFE	\$1,590 + \$95/SFE
Class B Minor (Historic)	\$775 + \$95/SFE	\$800 + \$95/SFE
Class B Subdivision	\$2,705 + \$95/SFE	\$2,785 + \$95/SFE
Class C Major Development	\$1,545	\$1,590
Class C Minor Development	\$775	\$800
Class C Subdivision	\$1,545	\$1,590
Class D Major Development	\$1,545	\$1,590
Class D Minor Development	\$55	\$60
Individual Sign	\$55	\$60
Master Sign Plan	\$775	\$800
Annexation Fees (Vacant Land)	\$11,075 + \$95/SFE	\$11,405 + \$95/SFE
Annexation Fees (Subject to Election)	\$24,565 + \$95/SFE	\$25,300 + \$95/SFE
Worksessions (50% of the fee may be credited to a development permit fee application)	\$500	\$500
Subdivision Corrections	\$205	\$210
Parking in-lieu fee	\$20,511	\$20,511 + CPI ¹
Street Use Permits	\$1,545	\$1,590
Street Use Permit Renewals	\$205	\$210
Planning re-inspection fees	\$50	\$50
Cash Deposit Agreement	\$55	\$55
Encroachment License Agreement	\$50	\$50

¹Rate to be adjusted in early 2017 to reflect change in the Consumer Price Index, per section 9-3-12 A of the Town Code.

Recreation Center Membership Passes

2016 Approved fees

2017 Proposed Fees

Daily Admission	In County	Youth	\$ 5.00	Youth	\$ 5.00
	In County	Senior	\$ 8.00	Senior	\$ 8.00
	In County	Adult	\$ 10.00	Adult	\$ 10.00
	Out of County		\$ 7.50		\$ 7.50
	Out of County		\$ 12.00		\$ 12.00
	Out of County		\$ 15.00		\$ 15.00
	4 person family		\$ 38.00	4 person family	\$ 38.00
6 person family		\$ 50.00	6 person family	\$ 50.00	
6 Punch Transferable		Youth	\$ 26.00	Youth	\$ 27.00
		Adult	\$ 53.00	Adult	\$ 56.00
		Senior	\$ 42.00	Senior	\$ 44.00
One Month	All	Youth	\$ 35.00	Youth	\$ 37.00
		Adult	\$ 55.00	Adult	\$ 58.00
		Senior	\$ 45.00	Senior	\$ 47.00
Six Months	Resident	Youth	\$ 135.00	Youth	\$ 142.00
		Adult	\$ 223.00	Adult	\$ 234.00
		Senior	\$ 178.00	Senior	\$ 187.00
	Base	Youth	\$ 162.00	Youth	\$ 170.00
		Adult	\$ 268.00	Adult	\$ 281.00
		Senior	\$ 214.00	Senior	\$ 225.00
Yearly	Resident	Youth	\$ 230.00	Youth	\$ 242.00
		Adult	\$ 387.00	Adult	\$ 406.00
		Senior	\$ 310.00	Senior	\$ 326.00
	Base	Youth	\$ 276.00	Youth	\$ 290.00
		Adult	\$ 464.00	Adult	\$ 487.00
		Senior	\$ 372.00	Senior	\$ 391.00
25 Punches	Resident	Youth	\$ 87.00	Youth	\$ 91.00
		Adult	\$ 145.00	Adult	\$ 152.00
		Senior	\$ 116.00	Senior	\$ 122.00
	Base	Youth	\$ 105.00	Youth	\$ 110.00
		Adult	\$ 175.00	Adult	\$ 184.00
		Senior	\$ 140.00	Senior	\$ 147.00
Family Pass	2012 Couple / Family Pass Definition: Primary family member (must be an adult) pays full price, each additional member receives Applies to monthly, 6 mo and annual passes.				
Joint Punch Passes					
15 Punch / Joint Pass w/Silverthorne		Youth (12-17)	\$ 95.00	Youth (12-17)	\$ 100.00
		Adult (18+)	\$ 140.00	Adult (18+)	\$ 147.00
		Child (3-11)	\$ 80.00	Child (3-11)	\$ 84.00
15 Punch Breckenridge Only Pass		Youth	\$ 75.00	Youth	\$ 79.00
		Adult	\$ 130.00	Adult	\$ 137.00
		Senior	\$ 95.00	Senior	\$ 100.00
Miscellaneous					
Summer Slammer Pass			\$ 45.00		\$ 47.00
Last Hour Admission			\$ 5.00		\$ 5.00
Towel Monthly Add-On			\$ 12.00		\$ 12.00
Individual Towel			\$ 2.00		\$ 2.00
Child Care Fee / hour/ child - Member			\$ 8.00		\$ 8.00
Child Care Punch Pass (10 hrs) - Member			\$ 55.00		\$ 55.00
Child Care Fee / hour/ child - Non-member			\$ 10.00		\$ 10.00
Child Care Punch Pass (10 hrs) - Non-Member			\$ 75.00		\$ 75.00
Shower Only			\$ 6.00		\$ 6.00
Wallyball / person					
Racquetball Racquet Rental			\$ 1.00		\$1.00

Kingdom Park Ball Diamonds & Athletic Field Rental Rates

		2016 Approved fees	2017 Proposed fees
Ball Diamond per Hour	In-County	\$ 65.00	\$ 65.00
	Out of County	\$ 85.00	\$ 85.00
	Non-profit	\$ 45.00	\$ 45.00
Ball Diamond per Day	In-County	\$ 520.00	\$ 520.00
	Out of County	\$ 680.00	\$ 680.00
	Non-profit	\$ 360.00	\$ 360.00
Athletic Field per Hour Soccer / Rugby Pitch	In-County	\$ 65.00	\$ 65.00
	Out of County	\$ 85.00	\$ 85.00
	Non-profit	\$ 45.00	\$ 45.00
Athletic Field per Day Soccer / Rugby Pitch	In-County	\$ 520.00	\$ 520.00
	Out of County	\$ 680.00	\$ 680.00
	Non-profit	\$ 360.00	\$ 360.00

Recreation Center and Ice Arena Community Rooms / Facilities Rental Rates. Rates are per hour.

			2016 Approved fees	2017 Proposed fees
Half Room	Resident		\$ 30.00	\$ 30.00
	Base		\$ 40.00	\$ 40.00
	*Non-Profit		\$ 15.00	\$ 15.00
Full Room	Resident		\$ 50.00	\$ 50.00
	Base		\$ 65.00	\$ 65.00
	*Non-Profit		\$ 25.00	\$ 25.00
Ice Arena Mtg Rm Ice Arena meeting room fees will be waived for patrons renting \$5000 or more in ice time during a calendar year.	Resident	Per Hour	\$ 30.00	\$ 30.00
	Base	Per Hour	\$ 40.00	\$ 40.00
	*Non-Profit	Per Hour	\$ 15.00	\$ 15.00
	Resident		\$ 140.00	\$ 140.00
	Base		\$ 200.00	\$ 200.00
	*Non-Profit		\$ 75.00	\$ 75.00
Half Gym	Resident		\$ 65.00	\$ 65.00
	Base		\$ 100.00	\$ 100.00
	*Non-Profit		\$ 40.00	\$ 40.00
Full Gym	Resident		\$ 125.00	\$ 125.00
	Base		\$ 200.00	\$ 200.00
	*Non-Profit		\$ 75.00	\$ 75.00
Lap Pool Additional fees for lifeguards may apply.	Resident		\$ 180.00	\$ 180.00
	Base		\$ 300.00	\$ 300.00
	*Non-Profit		\$ 150.00	\$ 150.00
Leisure Pool Additional fees for lifeguards may apply.	Resident		\$ 180.00	\$ 180.00
	Base		\$ 300.00	\$ 300.00
	*Non-Profit		\$ 150.00	\$ 150.00
Dance Studio	Resident		\$ 75.00	\$ 75.00
	Base		\$ 95.00	\$ 95.00
	*Non-Profit		\$ 37.50	\$ 37.50
Climbing Wall Rental Rental includes staffing	Resident	Per hour	\$ 150.00	\$ 150.00
	Base	Per hour	\$ 175.00	\$ 175.00
	*Non-Profit	Per hour	\$ 125.00	\$ 125.00
After Hours Rental of Recreation Center (these fees are negotiable, based upon group needs, availability and staffing needs)	Resident		\$ 800.00	\$ 800.00
	Base		\$ 1,200.00	\$ 1,200.00
	*Non-Profit		\$ 600.00	\$ 600.00

Entire facility rentals may be worked out for "after hours" or by closing the Recreation Center facility early with special approval.

Gold Run Nordic Center Pass Fees

Adult Day Trail Pass	
Youth / Senior Day Trail Pass	
Super Senior 70+ Day Pass	
6 and Under Day Pass	
10 - Punch Pass	Adult Youth / Senior
6 - Punch Pass	Adult Youth / Senior
3 - Punch Pass	Adult Youth / Senior
Adult Season Pass*	Resident Base
Family Season Pass*	Resident Base
Junior / Senior Season Pass*	Resident Base
Corporate Season Pass*	Resident Base
RC Add-on Season Pass*	Resident Base
GR Nordic Clubhouse Lounge (only) 4 hr block	Resident/Non-Profit Base
GR Nordic Clubhouse Lounge (only) Full Day	Resident/Non-Profit Base
GR Nordic Dining Room - Add On- 4hr block	Resident/Non-Profit Base
GR Nordic Dining Room - Add On- Full Day	Resident/Non-Profit Base

*These are in-season rates. Discounts may apply for early bird and pre-season.

2016 Approved fees

\$	20.00
\$	15.00
\$	5.00
	Free
\$	150.00
\$	100.00
\$	95.00
\$	65.00
\$	50.00
\$	35.00
\$	220.00
\$	235.00
\$	365.00
\$	380.00
\$	175.00
\$	190.00
\$	475.00
\$	500.00
\$	150.00
\$	150.00
\$	175.00
\$	250.00
\$	350.00
\$	500.00
\$	105.00
\$	150.00
\$	175.00
\$	250.00

2017 Proposed fees

\$	20.00
\$	15.00
\$	5.00
	Free
\$	150.00
\$	100.00
\$	95.00
\$	65.00
\$	50.00
\$	35.00
\$	220.00
\$	235.00
\$	365.00
\$	380.00
\$	175.00
\$	190.00
\$	475.00
\$	500.00
\$	150.00
\$	150.00
\$	175.00
\$	250.00
\$	350.00
\$	500.00
\$	105.00
\$	150.00
\$	175.00
\$	250.00

Carter Park Rental Rates

Pavilion - 4 hour Block	Resident Base Non-profit
Pavilion - Full Day	Resident Base Non-profit
Covered Patio Only - 4 Hr Block	Resident Base Non-profit
Covered Patio Only - Full Day	Resident Base Non-profit
Entire Facility - 4 Hr Block Pavilion & Patios	Resident Base Non-profit
Entire Facility - Full Day Pavilion & Patios	Resident Base Non-profit
Volleyball Courts - Block	Resident Base Non-profit
Volleyball Courts - Full Day	Resident Base Non-profit
Tennis Courts / 4 hour block	Resident Base Non-profit

2016 Approved fees

\$	120.00
\$	230.00
\$	120.00
\$	230.00
\$	450.00
\$	230.00
\$	80.00
\$	155.00
\$	80.00
\$	150.00
\$	300.00
\$	150.00
\$	200.00
\$	400.00
\$	200.00
\$	375.00
\$	750.00
\$	375.00
\$	22.00
\$	44.00
\$	22.00
\$	44.00
\$	88.00
\$	44.00
\$	32.00
\$	64.00
\$	32.00

2017 Proposed fees

\$	120.00
\$	230.00
\$	120.00
\$	230.00
\$	450.00
\$	230.00
\$	80.00
\$	155.00
\$	80.00
\$	150.00
\$	300.00
\$	150.00
\$	200.00
\$	400.00
\$	200.00
\$	375.00
\$	750.00
\$	375.00
\$	22.00
\$	44.00
\$	22.00
\$	44.00
\$	88.00
\$	44.00
\$	32.00
\$	64.00
\$	32.00

Tennis Court Rental Rates

		2016 Approved fees		2017 Proposed fees	
Indoor Courts - Year Round	Per hour/per court	online	\$ 28.00	online	\$ 32.00
		in-person	\$ 32.00	in-person	\$ 36.00
Outdoor Courts - Summer - Hard Courts	Per hour/per court	online	\$ 10.00	online	\$ 14.00
		in-person	\$ 16.00	in-person	\$ 20.00
Outdoor Courts - Summer -Clay Courts	Per hour/per court	online	\$ 14.00	online	\$ 18.00
		in-person	\$ 20.00	in-person	\$ 24.00
Summer Tennis Pass	resident adult	\$ 110.00	\$ 150.00		
	non-res adult	\$ 110.00	\$ 150.00		
	resident senior	\$ 110.00	\$ 150.00		
	non-res senior	\$ 110.00	\$ 150.00		
Tennis Court Rental Punch Pass - 15 punch		\$ 90.00	\$ -		
Tennis Court Rental Punch Pass - 30 punch		\$ 150.00	\$ -		
Sr. Tennis Drop-In Rate		\$ 9.00	\$ 10.00		
Mixed Doubles Drop-In Rate		\$ 9.00	\$ 10.00		

Ice Arena Pass Fees

		2016 Approved fees		2017 Proposed fees	
General Admission	Adult	\$ 8.00	\$ 8.00		
	Youth/Senior	\$ 6.00	\$ 6.00		
	Family w/o skates	\$ 22.00	\$ 22.00		
	Family w/skates	\$ 35.00	\$ 35.00		
10 Punch Pass	Adults	\$ 84.00	\$ 84.00		
	w/o skates	\$ 56.00	\$ 56.00		
	Youth/Seniors	\$ 70.00	\$ 70.00		
	w/o skates	\$ 42.00	\$ 42.00		
	Hockey or Freestyle	\$ 95.00	\$ 95.00		
	w/o skates	\$ 70.00	\$ 70.00		
3 Punch Pass	Adults	\$ 29.00	\$ 29.00		
	Adult w/o skates	\$ 19.00	\$ 19.00		
	Youth/Seniors	\$ 24.00	\$ 24.00		
	Youth/Senior w/o skates	\$ 14.00	\$ 14.00		
	Hockey or Freestyle	\$ 34.00	\$ 34.00		
	w/o skates	\$ 24.00	\$ 24.00		
One Year Membership Pass - Adult		\$ 365.00	\$ 365.00		
		\$ 400.00	\$ 400.00		
One Year Membership Pass - Youth & Senior		\$ 330.00	\$ 330.00		
		\$ 365.00	\$ 365.00		
One Year Membership Pass - Family		\$ 550.00	\$ 550.00		
		\$ 600.00	\$ 600.00		
Drop-in Hockey (per visit)		\$ 10.00	\$ 10.00		
Stick n Puck (per visit)		\$ 10.00	\$ 10.00		
Free Style (per visit)		\$ 10.00	\$ 10.00		
Skate Sharpening Pass	10 punch	\$ 40.00	\$ 50.00		
Misc Fees	Skate Rental	\$ 4.00	\$ 4.00		
	Helmet Rental	\$ 2.00	\$ 2.00		
	Stick Rental	\$ 3.00	\$ 3.00		
	Skate Sharpening	\$ 7.00	\$ 7.00		
		\$ 10.00	\$ 10.00		
		\$ 10.00	\$ 10.00		
Ice Rentals (Hour Fee)	Non-Profit	Outdoor \$ 105.00	\$ 190.00	Outdoor \$ 110.00	\$ 200.00
	Adult Leagues/Teams	\$ 125.00	\$ 205.00	\$ 131.00	\$ 215.00
	Resident	\$ 125.00	\$ 205.00	\$ 131.00	\$ 215.00
	Base	\$ 130.00	\$ 230.00	\$ 137.00	\$ 242.00
Ice Arena Facility Rental *	Resident		\$ 600.00		\$ 600.00
	Base		\$ 1,000.00		\$ 1,000.00
	Non-profit		\$ 600.00		\$ 600.00

*This package applicable when displacing regular customers or programs/requires special approval

Valley Brook Cemetery Fees

- \$500/space – Breckenridge Residents
- \$750/space – In-County Residents
- \$1000/space – Out-of-County Residents
- \$1,225 Casket open/close
- \$700 Cremains open/close
- \$200 inspection fee for self-digging (contractors must be licensed by the Town Of Breckenridge)
- \$800 Perpetual Care Fee – resident
- \$1000 Perpetual Care Fee – non-resident
- \$200/hour Emergency/After Hours Fee (defined as outside regular business hours, Mon-Fri 8am-5pm)
- \$0 Infant Burial – ages 2 years or younger (space purchase and casket open/close included)

Finance Fees

- Paper Filing Fee for Tax Return \$5 / tax return
- Paper Filing Fee for Bag Fee Return \$5 / fee return
- Administrative Late Filing Fee for Real Estate Transfer Tax

Number of Late-Filed RETT Exemption Applications Submitted By Same Applicant, Business, or Title Company Within Consecutive Twelve Month Period*	Amount of Late Filing Fee
First	\$100.00
Second	\$200.00
Third	\$300.00
Fourth (and each subsequent)	\$600.00

TOB WATER RATES TABLE

		Budget Year	2013	2014	2015	2016	2017
		Water Rate Incr	1%	1%	5%	5%	5%
		Gallon Allocation per billing period					
Residential Water Rates (See Notes 1 and 2)	In-Town Base per Billing Period	10,000	30.95	31.26	32.81	34.45	36.17
	Out-of-Town Base per Billing Period (1.5 x in-town rate)	10,000	46.43	46.89	49.22	51.68	54.26
	Excess (Rate per 1000 gallons over allocated gallons per billing period; See Note 3)	NA	3.08	3.11	5.00	5.25	5.51
Non Residential Water Rates (See Notes 1 and 4)	Less than 1 inch	13,000	35.44	35.79	37.58	39.46	41.43
	1 inch	20,000	53.16	53.69	56.37	59.19	62.15
	1 1/2 inch	35,000	92.76	93.69	98.37	103.29	108.46
	2 inch	54,000	146.06	147.52	154.90	162.64	170.77
	3 inch	105,000	280.84	283.65	297.83	312.72	328.36
	4 inch	162,000	434.14	438.48	460.40	483.42	507.60
	6 inch	318,000	853.00	861.53	904.61	949.84	997.33
	Excess (Rate per 1000 gallons over allocated gallons per billing period; See Note 3)	NA	3.08	3.11	5.00	5.25	5.51
Bulk Water Rate	Rate per 1000 gallons	NA	20.00	20.00	20.00	21.00	22.05
Water Billing Statement Fee (See Note 5)	All Customers receiving Paper Statements (Fee per Billing Period)	NA	10.00	10.00	15.00	15.00	15.00
WSMF/SFE	WSMF/SFE Rate Incr		0%	0%	0%	0%	0%
	All Customers (Fee per Billing Period)	NA	4.00	4.00	4.00	4.00	4
Plant Investment Fees (PIFs) (See Note 6)	PIF Rate Incr		5%	5%	10%	10%	10%
	In-Town (first 2000 sf)	NA	5511.45	5787.03	6366.00	7003.00	7703.00
	Out-of-Town (1.25 x in-town PIF rates; first 2000 sf)	NA	11,023	11,574	12,732	8,754	9,629

- Note 1: Effective in BYs 2015, 2016, 2017, and 2018, water rates will increase by 5%. Effective in BYs 2019 and forward, water rates will resume 3% increase per year unless determined otherwise.
- Note 2: Effective in BY 2015, Baseline allocation reduced from 12000 gal/SFE to 10000 gal/SFE.
- Note 3: Effective in BY 2015, excess water use rates will increase to \$5/1000 gallons above customer allocated amounts. Future increases will follow water rates percentage increase unless determined otherwise.
- Note 4: Out-of-Town water rates = 1.5 x in-town water rates.
- Note 5: Effective in BY 2015, water billing statement fees will increase from \$10 to \$15 per billing period.
- Note 6: Effective in BYs 2015, 2016, and 2017, PIFs will increase by 10%. Effective in BYs 2018 and forward, PIFs will resume 5% increase unless determined otherwise.

Public Works Fees

Fee Description	2013	2014	2015	2016	2017
Excavation & Encroachment Fee (encroachment only)	\$ 100	\$ 100	\$ 100	\$ 100	100
Excavation & Encroachment Fee (excavation only)	\$ 200	\$ 200	\$ 200	\$ 200	300
Excavation & Encroachment Fee (late)	\$ 300	\$ 300	\$ 300	\$ 300	300
Memorial Bench & Plaque Fee	\$ 900	\$ 900	\$ 900	\$ 900	900

Engineering Plan Review Fees (formerly called Erosion Control Fees)

Former Categories

Single Family & Duplex Developments

1 Single Family Unit	
1 Duplex Unit	

Residential Units (other than Single Family or Duplex)

3-4 Units	
5-10 Units	
11-15 Units	
16-20 Units	
>20 Units	

Commercial Units

0-3000 Square Feet	
3001-4000 Square Feet	
4001-5000 Square Feet	
5001-6000 Square Feet	
6001-7000 Square Feet	
7001-8000 Square Feet	
8001-9000 Square Feet	
9001-10000 Square Feet	
>10000 Square Feet	

Residential Subdivisions

1-10 Lots	
11-20 Lots	
>20 Lots	

New Categories

Residential Building Permit (Collected)	2013	2014	2015	2016	2017
1 Unit (Single Family)	\$ 50	\$ 50	\$ 50	\$ 50	100
2-3 Units (Duplex / Triplex)	\$ 80	\$ 80	\$ 80	\$ 80	200
4-10 Units	\$ 500	\$ 500	\$ 500	\$ 500	500
11-20 Units	\$ 950	\$ 950	\$ 950	\$ 950	1000
>20 Units	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	1500

Commercial Building Permit (Collected)	2013	2014	2015	2016	2017
0-5000 Square Feet	\$ 500	\$ 500	\$ 500	\$ 500	500
5001-10000 Square Feet	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	1000
>10000 Square Feet	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	1500

Engineering Development Plan Review	2013	2014	2015	2016	2017
Class A Development Plan	\$ -	\$ -	\$ -	\$ -	500
Class A Subdivision	\$ 800	\$ 800	\$ 800	\$ 800	1500
Class B Major Development Plan	\$ -	\$ -	\$ -	\$ -	250
Class B Minor Development Plan	\$ -	\$ -	\$ -	\$ -	100
Class B Minor (Historic)	\$ -	\$ -	\$ -	\$ -	100
Class B Subdivision	\$ -	\$ -	\$ -	\$ -	500
Class C Subdivision	\$ -	\$ -	\$ -	\$ -	100
Subdivision Corrections	\$ -	\$ -	\$ -	\$ -	100

Subdivision Improvement Agreement	2013	2014	2015	2016	2017
Bonding Value 0-\$250,000	\$ -	\$ -	\$ -	\$ -	100
Bonding Value > \$250,000	\$ -	\$ -	\$ -	\$ -	250

Updated rounding on Water Fees 7/28/2016

2017 Golf Rate Schedule -

no proposed changes to fees for 2017

CATEGORY	LOW SEASON		SHOULDER SEASON		HIGH SEASON	
	Opening - June 15 and Sept 11 - end		June 16 -22 and Sept. 4-10		June 23-Sept 3	
DAILY GREEN FEES						
18 HOLES	\$	67.00	\$	87.00	\$	117.00
9 HOLES	\$	35.00	\$	43.00	\$	59.00
TWILIGHT (after 2:30pm includes cart)	\$	67.00	\$	67.00	\$	85.00
HAPPY HOUR (after 4:30pm)	\$	30.00	\$	30.00	\$	30.00
27 HOLES WITH CART	\$	120.00	\$	145.00	\$	194.00
36 HOLES WITH CART	\$	134.00	\$	174.00	\$	234.00
9-HOLE REPLAY RATE - valid for full rack rate customers	\$	35.00	\$	35.00	\$	35.00
18-HOLE REPLAY RATE - valid for full rack rate customers	\$	50.00	\$	50.00	\$	50.00
INTERNET "PREPAY" DISCOUNT \$6 Low Season, \$10 Shoulder Season, \$10 High Season (on 18-holes+) fee includes gf, cart and range balls	\$	79.00	\$	95.00	\$	125.00
CART FEES						
18-HOLES	\$	18.00	\$	18.00	\$	18.00
9-HOLES	\$	10.00	\$	10.00	\$	10.00

PASS CARDS	Cost	# of Rounds	Cost / Round
RESIDENT (Valid for Breck. Residents Only)	\$ 440.00	10 rounds	\$ 44.00
FIVE PLAY (Valid for Upper Blue and Breck. Residents)	\$ 265.00	5 rounds	\$ 53.00
SUMMIT / PARK COUNTY (Res. of the Counties only and Upper Blue Second Homeowners)	\$ 275.00	5 rounds	\$ 55.00
JUNIOR - Breck / UB	\$ 220.00	10 rounds	\$ 22.00
JUNIOR -Summit City.	\$ 230.00	10 rounds	\$ 23.00
JUNIOR ADD-ON	\$ 140.00	after 4pm	n/a
Bring A Friend 9-Holes and 18-holes	\$32 / \$58 low \$45 / \$81 high	4 punches low season / 4 punches high season	
Seasonal Renters - 10 rounds total (valid for persons with minimum 14 day lease in Breckenridge / Upper Blue)	\$850	10 rounds total - includes green fee and cart fee	\$85.00

GROUP OUTING RATES	Rate Determined by time of day, # of players, and Month		
HIGH	\$ 125.00	includes gf, cart, range balls	
LOW	\$ 79.00	includes gf, cart, range balls	
SHOULDER	\$ 85.00	includes gf, cart, range balls	
CHARITY	\$ 50.00	includes gf, cart, range balls	

MARKETING PARTNER RATES			
18 HOLES LOW SEASON - Opening - June 15 and Sept 11 to season end	\$ 73.00	includes green fee, cart fee and range balls	
18 HOLES SHOULDER SEASON - June 16-30 and Sept 1-10	\$ 86.00	includes green fee, cart fee and range balls	
18 HOLES HIGH SEASON - July and August	\$ 117.00	includes green fee, cart fee and range balls	

OTHER SPECIALS			
FOUR PLAY CARD (sold to anyone through May 15)	\$ 300.00	includes green fee, cart fee and range balls- valid May, June and Sept	
AVID GOLFER MAGAZINE PASSPORT	\$ 99.00	27-Hole Special - May, June, Sept, Oct. / Mon - Thurs only, \$99 for 18 holes on Sundays in July and August	
Green Saver / Divot magazine offer	\$ 75.00	valid June = 18-holes with cart	

STAY AND PLAY RATES	LOW SEASON	HIGH SEASON	
UNLIMITED	N/A	\$ 470.00	green fee, cart fee and range
TRIPLE TREAT	N/A	\$ 351.00	green fee, cart fee and range
27-HOLE LODGING SPECIAL	\$105 low - \$125 Shoulder	\$ 160.00	green fee, cart fee

A practice facility fee of \$3 was added in 2009 to all 18+ hole rounds at full fee (local rounds, twilight, and 9-hole rounds will not be charged the fee)



Parking Rates

as of 10.28.16

Off-Peak Parking Rates: Monday thru Thursday

Time	Main (10a-8p)	Ridge, Ridge St. Alley, Lincoln, Ski Hill, Washington, Adams, Courthouse, Exchange, Ice House, Tonopah, Barney Ford (10a-8p)	Flot (7a-3p)	Wellington, Tiger Dredge (7a-3p)
Fifteen Minutes	Free	Free	-	-
First Hour	\$0.50	\$0.50	\$0.50	\$0.50
1st Additional Hour	\$1.00	\$0.50	\$1.00	\$0.50
2nd Additional Hour	\$1.00	\$0.50	\$1.00	\$0.50
3rd Additional Hour and Every Hour Thereafter	\$3.00	\$1.00	\$1.25	\$1.00
4 Hours Parking Total	\$5.50	\$2.50	\$3.75	\$2.50
5 Hours Parking Total	\$8.50	\$3.50	\$5.00	\$3.50
6 Hours Parking Total	\$11.50	\$4.50	\$6.25	\$4.50
All Day	\$23.50	\$8.50	\$8.75	\$6.50

Peak Parking Rates: Friday thru Sunday, Holidays & Special Events

Time	Main (10a-8p)	Ridge, Ridge St. Alley, Lincoln, Ski Hill, Washington, Adams, Courthouse, Exchange, Ice House, Tonopah, Barney Ford (10a-8p)	Flot (7a-3p)	Wellington, Tiger Dredge (7a-3p)
Fifteen Minutes	Free	Free	-	-
First Hour	\$0.50	\$0.50	\$0.50	\$0.50
1st Additional Hour	\$1.50	\$1.00	\$1.50	\$1.50
2nd Additional Hour	\$2.00	\$1.50	\$2.00	\$2.00
3rd Additional Hour and Every Hour Thereafter	\$5.00	\$2.00	\$4.00	\$4.00
4 Hours Parking Total	\$9.00	\$5.00	\$8.00	\$8.00
5 Hours Parking Total	\$14.00	\$7.00	\$12.00 (day max)	\$12.00 (day max)
6 Hours Parking Total	\$19.00	\$9.00		
All Day	\$39.00	\$17.00		

Overnight Parking

Hours	Ice Rink	Satellite Lot
1 day (24 hours)	\$15.00	\$5.00
Max - 14 days	\$210.00	\$70.00

RULES

Ice Rink: free day use parking / need permit for 2am to 6am / parking payment is valid for 24 hours from payment 24/7/365

Satellite Lot: permit required at all times / parking payment is valid for 24 hours 24/7/365

Streets (Main Street, Ridge Street, Lincoln, Ski Hill, Ridge St Alley, Adams, Washington): no parking 2am-6am, free parking 6am-10am, pay parking 10am-8pm (pre-purchase okay), free parking 8pm-2am. Daily except May & October (Free)

Small Lots (Tonopah, Courthouse, Exchange, Ice House):- no parking 2am-6am (November - April), free parking 6am-10am, pay parking 10am-8pm (pre-purchase okay), free parking 8pm-2am. Daily except May & October (Free)

Big Lots (Wellington, FLOT, Tiger Dredge): no parking 2am-6am (November - April), free parking 6am-7am, pay parking 7am-3pm (pre-purchase okay), free parking 3pm-2am. Daily except May & October (Free)

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2017 Budget Summary

	FY17 BUDGET	FY16 FORECAST	FY16 BUDGET
Revenue			
4005 Sponsorship Income	0	0	25,000
4100 Donations Income	14,250	15,000	16,250
4200 Grants	60,000	40,000	10,000
TOB Grant	2,282,366	1,917,621	1,917,621
4300 Program Income	520,350	397,250	497,241
Non Profit Income	0	230	3,500
Total Revenue	<u>2,876,966</u>	<u>2,370,101</u>	<u>2,469,612</u>
Gross Profit	2,876,966	2,370,101	2,469,612
Expenditures			
5005 Production Expenses	438,745	340,000	368,397
TOB Facilities Allocation	168,150	129,289	129,289
5010 Artist Expenses	629,150	577,600	627,600
5200 Payroll	1,099,172	820,000	843,225
5300 Administrative Operations-Other	34,130	33,000	34,000
5335 Insurance	53,632	42,500	37,500
5340 IT Support	15,500	15,261	15,000
TOB IT Allocation	99,682	92,451	92,451
5350 Office Equip & Furniture & Rent	10,000	9,000	4,000
5360 Office Supplies, Printing, Postage & Copier	12,980	12,000	10,000
5380 Professional Fees	60,000	45,000	54,650
5395 Telephone and Internet	5,040	4,000	3,500
5500 Marketing-General	141,450	150,000	125,000
5550 Marketing-Events	108,550	100,000	125,000
Total Expenditures	<u>2,876,966</u>	<u>2,370,101</u>	<u>2,469,612</u>
Net Operating Revenue	<u>0</u>	<u>0</u>	<u>0</u>

Addendum B:

2017 Proposed Capital Improvement Projects

Ticket Scanners + Support Equipment: \$17.5K

In support of the current AudienceView (AV) ticketing system, BCA proposes some equipment upgrades to support electronic ticket management in order to lower costs, improve efficiencies and enhance the guest experience.

- **Ticket Scanners.** Hand-held bar code scanners are the next improvement to utilizing more of the AV's functionality. The required hardware includes:
 - (14) scanners – approximately \$7.5K. Breakdown would be: 6 units at Riverwalk Center, 2 units at Speakeasy Movie Theater, 2 units at Breckenridge Theater and 4 backup units. This would cover all venues used by partner organizations
 - (14) Android devices, which are used with the scanners – approximately \$7.5K
 - Requires reliable WiFi
- **Ticket printers** (Stimare model) \$2.5K
 - (1) unit for the Welcome Center
 - (1) unit for RWC Ticket Office - this will complete the changeover to the updated ticket printers. If all venues are using the same ticket printer it saves staff time having to create duplicate ticket templates, one for each type of printer.
 - Upgraded monitors for the RWC Ticket Office.

Ticket Office Reconfiguration: \$75K

BCA proposes some modest upgrades and reconfiguration of the existing Riverwalk Center ticket office area to better utilize current space, address safety and security concerns, and potentially reallocate additional support space for both BCA administration and partner organizations, etc.

- Finish existing walls to ceiling.
- Construct two additional walls creating new west facing ticket windows with attached secure ticket admin office.
- Appoint new ticket offices for improved security, ergonomics, and in-person ticket buying experience.
- Secure ticket windows.
- Add ADA accommodation window option.
- Add security cameras and panic button.
- Secure cash counting area in ticket admin office.
- Add a safe for gross receipts in ticket admin office.
- Reallocate existing ticket office to admin office space.
- Re-locate electrical, network, and any necessary building systems (HVAC) to address and accommodate reconfigured spaces.
- FF&E to appoint redesigned ticket office area including new ticket office, admin office, and re-allocated existing ticket office.

BHA Operating Budget

	2015 actuals (not including in kind)	2015 budget	2016 budget	2017 budget
Income				
Town of Breckenridge	370,000	370,000	420,000	450,000
Museum Donations & Tour Admission	78,339	91,000	93,000	90,000
Special Events & Site Rentals	14,369	15,000	17,000	17,000
Merchandise Sales	5,834	6,000	7,000	7,000
Membership	4,358	4,000	6,000	5,000
Grants	5,500	5,000	5,000	6,000
Other Income & Donations	6,371	2,000	2,000	5,000
Total	484,771	493,000	550,000	580,000
Expenses				
Business Expenses - Insurance, Office Maintenance, Printing, Office Supplies, Telephone, Internet, Etc.	30,913	36,200	35,900	37,100
Merchandise & New BHA Publications	3,200	1,500	6,500	7,500
Site Operations - Rent, Utilities, Sewer, Repairs, Alarm, Exhibit Expenses, Landscaping, snow removal, Supplies	56,013	63,500	62,600	71,900
Programs & Events	12,281	13,600	12,550	11,800
Administration Payroll, Taxes and Benefits	243,538	237,300	287,800	298,000
Tour Guide/Docent & Site Maintenance Payroll & Taxes	89,985	95,900	99,650	108,700
Marketing	46,716	45,000	45,000	45,000
Total Expenses	482,646	493,000	550,000	580,000
Total Surplus	2,125	0	0	0

Breckenridge Heritage Alliance
Capital Improvement Five-Year Plan

Project	Description	2016	2017	2018	2019	2020
Welcome Center	2016 funds designated for planning study to identify improvements and design concepts for the 3,000 square foot space. Funds for implementation of top priority items from study, which may include software improvements, technology-based displays, updated museum exhibits and new layout, are in the Town's CIP. BHA's 2017 ask refers to moving some of the current exhibit panels worth keeping to other BHA sites.	50,000	5,000			
Breckenridge Sawmill Museum	2016 budget to go toward 1) steam engine exhibit and repairing the steam engine to run on compressed air, 2) upgrades to the historic cabin (solar power lighting system and cabin floor stabilization), 3) purchasing additional equipment for the power display and 4) designing cabin exhibits. Long range plans may include additional exhibit/interior museum space to house a larger exhibit (i.e. specialized woodworking, blacksmithing).	40,000				50,000
Breckenridge Archive	2016/17 funds to go toward digitization of collections and development of archive website for public access/research. Additional plans (2018) refer to bringing property files for Breckenridge's historic district buildings online (currently housed at Town Hall/not easy for the public to access). Long-range plans refer to archive expansion.	20,000	30,000	20,000		75,000
Jessie Mill Site	Jessie Mill phase one stabilization completed in 2013; phase two in 2015/16. 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. Additional funds (2018) needed to make the ore chute surfaces weather tight, improving drainage to prevent further deterioration, treating wood, capping the stamp mill bases and placing concrete pads under sleepers to shore them up. Summit County is a funding partner on this project (\$7,500 in 2016).	15,000		20,000		
Mine & Briggie Signs	New signs at Lomax, Washington and Briggie House to replace Summit Historical Society signs. Includes fabrication, design and installation. Project to be completed in 2016.	20,000				
X10U8 Ore Chute Stabilization	Assessment from 2012 showed roof decking is in poor condition. A new roof will help preserve the structure long term. The County committed to 20% of project costs (up to \$30,000). Future funding (2017) refers to installation of borate rods for stability and retaining wall repairs (2019).	140,000	30,000		30,000	
Milne Park Improvements	New landscaping balances native/historic vegetation with curb appeal, including removing/trimming trees, creating a new park entrance at Lincoln/Harris, repairing ironwork, installing interpretive signs and benches, putting in an irrigated section of lawn, gardens, rock wall for seating and a boardwalk connecting the buildings to the new entry. One time project - to be completed in 2016. Ongoing maintenance in operating budget.	50,000				
Cultural Resource Surveys	The National Historic District was surveyed between 2000 and 2012. 2016 funds designated for updating old surveys and completing new surveys for structures missed on the first go-around. Possible grant opportunity through History Colorado. One-time project.	10,000				
Museum Acquisitions/Displays	Funds to go toward artifact acquisitions and new exhibits. 2016 funds used to acquire artifacts from the Western Museum of Mining and Industry in Colorado Springs and construct display at the Washington Mine. Funds may also go toward unexpected opportunities that arise (i.e. Leadville steam engine for sawmill museum).	20,000	15,000		15,000	
French Gulch Historic Mining District/Park	In an extension of the Golden Horseshoe Mgmt. plan that identified important historic sites, develop French Gulch Historic Mining District. Complete list of sites to be part of "historic park", install additional interpretive signs, design brochures. Use existing parking lots and trails; no additional infrastructure. PROJECT ON HOLD.	35,000				

Breckenridge Heritage Alliance
Capital Improvement Five-Year Plan

Project	Description	2016	2017	2018	2019	2020
Cabin Move	Placeholder amount for moving private cabin from USFS property to sawmill site. Town took over project; BHA retained \$5,000 of original \$25,000 budget for cabin interpretation.	5,000				
Eberlein House Restoration	Historic Structure Assessment in 2015/2016. BHA received a \$7,560 History Colorado grant to cover the majority of costs for HSA. Restore to 1870s status, use for public tours along with other buildings in Milne Park (Milne House, Briggie House). 2017/18 work may be partially funded through a State Historical Fund grant.		55,000	55,000		
Iowa Hill Upgrades	Iowa Hill exhibit completed in 2002. The 2017 project includes replacement of weathered signs, exhibit enhancements, new trailhead sign and safety repairs.		35,000			
Reiling Dredge Stabilization & Interpretation	See attached description. 2017 refers to deck reinforcement, bracing and re-erecting portions of the ladder well framing to preserve the standing features of the dredge. Cumulative grants received for Reiling total \$132k. Total ToB spent to date (since 2001): \$161k. Total County spent to date: \$40k. Reiling Dredge put on Endangered Places list in 2015. 2018 placeholder refers to additional on-site interpretation.		TBD		20,000	
High Line Railroad Park	Complete long-range master plan for park and old rodeo grounds behind Ice Arena. Consider build out, wetland impacts/stream realignment, infrastructure needs (i.e. electricity upgrade) and other park amenities, such as restrooms.				7,500	
Sallie Barber Mine Stabilization	Stabilize existing mine structures. 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. This project is contingent upon BHA completing an Open Space Historic Resources Management Plan.		5,000	50,000		
Breckenridge Historic District	Additional building plaques, street sign topper replacement, and other ideas for historic district marketing.				10,000	
Outdoor Artifact Displays	Install large artifacts (i.e. mining equipment) for display at selected outdoor locations in town. Sheave display installed at North Main Pocket Park in 2015. 2018 refers to possible artifact installations along pedestrian corridors identified in the parking/transit study. Interpretive plaques will accompany displays.			15,000		
Lincoln City stabilization	In partnership with the US Forest Service, preserve historically relevant buildings in Lincoln City. Historic Structure Assessment (HSA) completed in 2015 with funding from History Colorado. Next steps include a History Colorado funded archaeological assessment (2016) and listing on the National Historical Register, or local landmarking. 2018/19 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.			25,000	25,000	
Interpretive Signs	Two phases completed in 2012 and 2014 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
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 (2019) and restoring (2021). The State determined the cabin is no longer contributing to the National Historic District because it was turned 180 degrees in 2010.				30,000	100,000

Breckenridge Heritage Alliance
Capital Improvement Five-Year Plan

Project	Description	2016	2017	2018	2019	2020
Mine Sites Inventory - Phase Three	84 mine sites inventoried as part of phases one and two. Approximately 50 additional mine sites in the Breckenridge area need to be inventoried and surveyed. Possible grant opportunity through History Colorado.		20,000	10,000		
Valley Brook Cemetery Monument Repair & Maintenance	Ongoing monument restoration program that was started in 2001. 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 2018/19) is needed in the Robinson/Kokomo sections of the cemetery, including replacement of missing markers, re-aligning markers, re-grading.			10,000	30,000	
		\$405,000	\$200,000	\$210,000	\$172,500	\$230,000

BRECKENRIDGE TOURISM OFFICE

9/22/2016 17:43

Draft 2017 Budget/Variance to 2016 YE Forecast

<u>Income:</u>	<u>2016 Budget</u>	<u>Forecast YE as of August 31, 2016</u>	<u>2017 Draft Budget</u>	<u>2016 YE Forecast to 2017 Draft Budget Variance</u>
2016 Rollover Income		\$129,113	\$173,523	\$44,410
ToB (Restricted)	\$3,336,300	\$3,336,300	\$3,503,115	\$166,815
ToB (Restricted)	\$500,000	\$500,000	\$500,000	\$0
ToB (Restricted - Dew Tour)			\$100,000	\$100,000
BSR (Restricted)	\$150,000	\$150,000	\$150,000	\$0
OTA Mkt Surcharge	\$68,000	\$68,000	\$68,000	\$0
BTO misc revenue	\$12,000	\$10,650	\$10,000	-\$650
Camp 9600	\$20,000	\$12,000	\$12,000	\$0
Advertising Co-Op	\$35,000	\$38,474	\$38,500	\$26
Events Revenue	\$435,000	\$452,026	\$440,200	-\$11,826
Events Sponsorship	\$105,000	\$105,813	\$105,000	-\$813
VR Profit Share	\$70,000	\$25,000	\$70,000	\$45,000
Welcome Center Retail Sales	\$52,800	\$45,000	\$60,000	\$15,000
Welcome Center/Act/Lodging	\$100,000	\$51,486	\$54,700	\$3,214
One Breckenridge		\$5,950	\$8,750	\$2,800
Interest	\$2,300	\$2,300	\$2,300	\$0
TOTAL INCOME	\$4,886,400	\$4,932,112	\$5,296,088	\$363,976
<u>EXPENSES</u>	<u>2016 BUDGET</u>	<u>FORECAST YE As of August 31 2016</u>	<u>2016 YE Forecast to Draft 2017 Budget VARIANCE</u>	
Admin	\$535,096	\$493,661	\$537,789	\$44,128
Marketing/Research/Internet/PR/Sales	\$2,812,635	\$2,693,507	\$2,866,318	\$172,811
Special Events	\$1,041,352	\$1,044,753	\$1,199,810	\$155,057
Welcome Center/Guest Services/Business Services	\$477,417	\$503,968	\$552,171	\$48,203
TOTAL EXPENSES	\$4,866,500	\$4,735,889	\$5,156,088	\$420,199
NET INCOME	\$19,900	\$196,223	\$140,000	-\$56,223
Capital Expense	\$19,900	\$22,700	\$40,000	\$17,300
NET INCOME After Capital	\$0	\$173,523	\$100,000	

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RESOLUTION NO. 16

SERIES 2016

A RESOLUTION ADOPTING THE 2017 BUDGET
AND MAKING APPROPRIATIONS THEREFOR; AND APPROVING THE 2017-2021
CAPITAL IMPROVEMENT PLAN

WHEREAS, the Charter of the Town of Breckenridge requires that the Town Council adopt an operating budget for each fiscal year; and

WHEREAS, the Charter of the Town of Breckenridge requires that the Town Council adopt a five-year Capital Improvement Plan.

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF BRECKENRIDGE, COLORADO:

Section 1. The proposed operating budget for 2017 based on certain fee changes, as revised by Town Council and maintained on file by the Town Clerk, is adopted and appropriations are made to the various programs as shown therein.

Section 2. The 2017-2021 Capital Improvement Plan, as proposed by the Town Manager and as amended by the Town Council, is approved.

Section 3. All fees and charges contained in the 2017 operating budget are approved and adopted. Such fees shall become effective January 1, 2017. Further, the Town Manager may implement any of the other fees and charges contained in the 2017 operating budget prior to January 1, 2017 if the Town Manager determines, in his judgment, that such early implementation is necessary or appropriate.

Section 4. This Resolution is effective upon adoption.

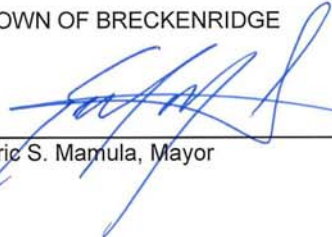
RESOLUTION ADOPTED AND APPROVED this 22nd day of November, 2016.

ATTEST:

TOWN OF BRECKENRIDGE

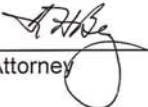


Helen Cospolich, Town Clerk



Eric S. Mamula, Mayor

APPROVED IN FORM



Town Attorney

11/22/16
Date

ORDINANCE NO. 29

Series 2016

AN ORDINANCE SETTING THE MILL LEVY WITHIN THE
TOWN OF BRECKENRIDGE FOR 2017

WHEREAS, the Town Council of the Town of Breckenridge has determined that a mill levy of 5.07 mills upon each dollar of the assessed valuation of all taxable property within the Town of Breckenridge is needed to balance the 2017 Town budget.

NOW, THEREFORE, BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF BRECKENRIDGE, COLORADO:

Section 1. For the purposes of defraying the expense of the General Fund of Breckenridge, Colorado for the fiscal year 2017, there is hereby levied a tax of 5.07 mills upon each dollar of assessed valuation for all taxable property within the Town of Breckenridge.

Section 2. The Town Clerk is authorized and directed, after adoption of the budget by the Town Council, to certify to the Board of County Commissioners of Summit County, Colorado, the tax levies for the Town of Breckenridge, Colorado as herein set forth.

Section 3. This ordinance shall be published and become effective as provided by Section 5.9 of the Breckenridge Town Charter.

INTRODUCED, READ ON FIRST READING, APPROVED AND ORDERED PUBLISHED IN FULL this 8th day of November, 2016.


This ordinance was published in full on the Town of Breckenridge website on November 11, November 12, November 13, November 14 and November 15, 2016.

A public hearing on this ordinance was held on November 22, 2016.

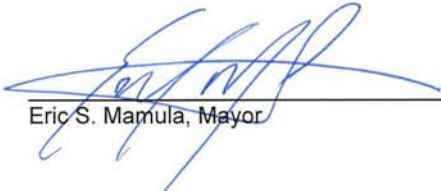
READ, ADOPTED ON SECOND READING AND ORDERED PUBLISHED IN FULL ON THE TOWN'S WEBSITE this 22nd day of November, 2016. A copy of this Ordinance is available for inspection in the office of the Town Clerk.

ATTEST:

TOWN OF BRECKENRIDGE



Helen Cospolich, Town Clerk



Eric S. Mamula, Mayor

APPROVED IN FORM

 11/22/16

Town Attorney Date

This Ordinance was published on the Town of Breckenridge website on November 23, November 24, November 25, November 26 and November 27, 2016. This ordinance shall become effective on December 27, 2016.

GLOSSARY

Accrual Basis - The basis of accounting under which revenues are recorded when earned and expenses are recorded at the time liabilities are incurred, notwithstanding that the receipt of revenue or the payment of the expense may take place in whole or in part, in another accounting period.

Accommodation Tax – a 3.4% tax collected on short-term (less than 30 days) rental of a hotel, motel, or any residential property. This tax is in addition to the Town’s 2.5% sales tax.

Administrative Fees – An umbrella term for all fees and charges assessed by Town operations for services provided. Fees and charges are reviewed each year by the departments. Revisions may be recommended based on Town Council guidance, cost of services and other factors.

Adopted Budget - Budget amounts as originally approved by the Town Council at the beginning of the year and also to the budget document which consolidates all beginning-of-the-year operating appropriations and new capital project appropriations.

Amended Budget - Budget which includes changes to the Adopted Budget that are approved by the Town Council and transfers within the authority of management.

Appropriation – an authorization made by the Town Council which permits the Town to incur obligations and to make expenditures of resources.

Appropriation Resolution – A resolution passed by the Town Council that authorizes an appropriation of funds.

Assessment Rate - The rate established by the State Legislature, based on a State Constitutional Provision, which, when applied

to the actual value of real and personal property, determines the assessed value of property. Residential assessment rates change every re-appraisal (odd) year to keep the residential property taxes generated statewide to 45% of all property taxes. The current residential assessment rate is set at 7.96%. All other properties (vacant land, commercial, agriculture, etc.) have a fixed 29% assessment rate.

Assessed Valuation - The total taxable value of all real and personal property in the Town which is used as a basis for levying taxes. Tax-exempt property is excluded from the assessable base.

Assets – Resources owned or held by a government which have monetary value.

Audit - The examination of documents, records, reports, systems of internal control, accounting and financial procedures, and other evidence.

Authorized Position - A position (job) authorized by the Town Council as part of the annual adopted budget.

Balanced Budget – A balanced budget according to State budget law is defined as one where expenditures are not in excess of available revenues plus beginning fund balances. A structurally balanced budget is one in which current ongoing expenditures do not exceed current ongoing revenues.

Basis of Accounting – A term used when revenues, expenditures, and transfers are recognized in the accounts and reported in the financial statements. Specifically, it relates to the timing and characterization of the measurements made, regardless of the nature of the measurement, on either the cash or accrual method.

Bond - A financial instrument issued by a government promising to return a previously determined interest rate at a specified date or dates in the future, and the amount of money (principal) borrowed.

Budget - The financial plan for the operation of a program or organization for the year or for the completion of a project. The process of developing a budget can be defined as the allocation of scarce resources amongst competing needs.

Budget Transfer – A transfer of funds from one fund to another. Funds cannot be transferred between funds without the Town Council’s approval.

Capital Budget - The budget for capital outlay in the Capital Fund.

Capital Expenditure – An expenditure greater than \$5,000 for acquiring or constructing land, buildings, machinery, equipment, and improvements to these items with a useful life of greater than one (1) year, including all related costs to bring the item to a state of usefulness. In the case of improvements, the expenditure must extend the useful life of the item or significantly increase its value.

Capital Improvements Plan (CIP) - The annual capital budgeting process that develops a multi-year capital budget.

Capital Outlay – Use of funds for the purchase of capital assets.

Capital Projects - Major, non-recurring projects that have a purpose of acquiring, building or maintaining assets such as buildings, facilities, infrastructure and roadways.

Cash Accounting - a basis of accounting in which transactions are recorded when cash is either received or expended for goods and services.

Cash Reserve – An amount for use in natural catastrophes major economic events.

Certificates of Participation (COP) – an obligation that is backed by a proportionate share in the lease payments being made by the government. A COP transaction is a form of lease obligation in which a government enters into an agreement to pay a fixed amount annually to a third party, the lessor, in exchange for occupancy or use of a facility.

Debt Service – the Town’s obligation to pay the principal and interest of debt instruments according to a pre-determined payment schedule.

Department – a major administrative division of the Town which has overall management responsibility for an operation or a group of related operations within a functional area.

Depreciation – the process of estimating and recording the lost usefulness, expired useful life or diminution of service from a fixed asset that cannot or will not be restored by repair and will be replaced.

Enterprise – Defined by the Taxpayer’s Bill of Rights (TABOR Amendment) as “a government owned business authorized to issue its own revenue bonds and receiving under 10% of annual revenues in grants from all Colorado state and local governments combined.” An Enterprise is exempt from certain requirements of the TABOR Amendment.

Enterprise Fund - A fund established to finance and account for the acquisition, operation and maintenance of governmental facilities and services which are entirely or predominantly self supporting by user charges.

Expenditure – Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered, whether cash payments have been made or not. Where accounts are kept on a cash basis, expenditures are recognized only when the cash payments for the above purposes are made.

Expenses - Charges incurred, whether paid or unpaid, for operation, maintenance, interest and other charges which benefit the current fiscal period.

Fees - A general term used for any charge levied by government associated with providing a service, permitting an activity, or imposing a fine or penalty. Major types of fees include liquor licenses, user charges, and building permits.

Fiscal Policy - The Town's policies with respect to taxes, spending and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

Fiscal Year Spending - Defined by the Taxpayer's Bill of Rights (TABOR Amendment) as all district expenditures and reserve increases except, as to both, those for refunds made in the current or next fiscal year of those from gifts, federal funds, collections for another government, pension contributions by employees, and pension fund earnings, reserve transfers or expenditures, damage awards, or property sales.

Fixed Asset – Equipment, Computer Equipment, Computer Software, Vehicles and Furniture with a unit cost of \$5,000 or more. Does not include capital projects. Fixed assets are depreciated.

Fringe Benefits - These include social security, retirement, group health, dental, life and disability insurance.

Full-Time Equivalent Value (FTE) – The FTE value is based on the number of hours per week an employee works. Generally an employee who works 40 hours per week is considered as one (1) FTE.

Fund - An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves and equities. Funds are segregated to their intended purpose and are used to aid management in demonstrating compliance with finance-related legal and contractual provisions.

Fund Balance - Fund balance is the excess of assets over liabilities. Fund balance is accumulated when revenues exceed expenditures and is decreased when revenues are less than expenditures.

Funds Available For Appropriation – Funds that are available for appropriation and expenditure by designated departments.

GAAFR (Governmental Accounting, Auditing, and Financial Reporting) - The "blue book" published by the Government Finance Officers Association to provide detailed guidance for the application of accounting principles for governments.

GAAP (Generally Accepted Accounting Principles) – Standards for financial accounting and reporting as primarily defined by the Government Accounting Standards Board.

GASB (Governmental Accounting Standards Board) - The authoritative accounting and financial reporting standard-setting body for governmental entities.

General Fund - A fund used to account for all transactions of a governmental unit, which are not required to be accounted for in another fund. The General Fund is used to account for the ordinary operations of a governmental unit which are financed from taxes and other general revenues.

General Obligation Bond – Bonds that finance a variety of public projects such as streets, building, and improvements; the repayment of these bonds is usually made from the General Fund. These bonds are issued upon direction of the Town Council and require approval in a Town election and so are backed by the full faith and credit of the issuing government.

Goal - A long-range desirable development attained by time-phased objectives designed to implement a strategy.

Geographical Information System (GIS) – A computerized database of all land attributes within the Town. The “base map” contains the least amount of common data which is supplemented by attribute overlays.

Governmental Funds – Funds used to account for sources and uses of spendable revenues and resources that are converted to cash or expended within one year. Government funds include the General Fund, special revenue funds, and capital project funds.

Grant - A contribution of assets (usually cash) by one government unit or other organization to another. The contribution is usually made to aid in the support of a specific function (for example, education), but can be for general purposes.

Highway User Tax Fund (HUTF) - Revenue that is derived from the state gasoline tax, and restricted for Road and Bridge activities. The State of Colorado allocates HUTF revenue to various local governments based on a formula established by law.

Intergovernmental Revenues - Revenue from other governments primarily Federal and State grants, but also payments from other local governments such as the County.

Internal Service Funds – Funds that account for goods or services provided to other Town departments or agencies with the intention of recovering the full cost of the service.

Lease Purchase Agreements – Contractual agreements which are termed “leases” but which in substance amount to purchase contracts for equipment, land or buildings.

Level of Service - Used to define the existing or current services, programs and facilities provided by government for its citizens. Level of service in any given activity may be increased, decreased or remain the same, depending upon needs, alternatives and available resources. To continue a given level of service into future years assumes that objectives, type and quality will remain unchanged. For example, as the number increases, it is necessary either to increase resources or to improve productivity in order to maintain the same level of service.

Line Item Budget - A traditional approach to budgeting which categorizes expenditures and revenues in detail itemized by object for items such as salaries, supplies and services.

Long Term Debt – Debt with a maturity of more than one year after the date of issuance.

Mill Levy (Tax Rate) - Rate applied to assessed valuation to determine property taxes. A mill is 1/10th of a penny or \$1.00 of tax for each \$1,000 of assessed valuation.

Modified Accrual Basis - The basis of accounting under which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received in cash, except for material and/or available revenues which should be accrued to reflect properly the taxes levied and the revenues earned.

Net Budget - The net budget eliminates double-counting in the budget, such as fund transfers, and thus represents the true level of programmed spending in the budget.

Objective - An objective is a clearly described target for achievement within a specified time and represents an interim step or measured progress toward a goal. There are three types of goals: regular or routine, problem solving and innovative or improvement objectives.

Operating Budget - A comprehensive plan, expressed in financial terms, by which an operating program is funded for a single fiscal year. It includes estimates of a) the services, activities and sub-activities comprising the Town's operation; b) the resultant expenditure requirements; and c) the resources available for their support.

Operating Expense - Those costs other than expenses for salaries, wages and fixed assets which are necessary to support the primary services of the organization. For example, telephone charges, printing, and office supplies are operating expenses.

Program Budget – The goals, objectives, significant changes, and expenditures of a program. They are presented in the document by department, with a department summary preceding all programs.

Program – The organizational level at which funds are budgeted. In many departments, the program is the lowest organizational level.

Property Tax - Taxes levied on all real and personal property according to the property's assessed valuation and tax rate, in compliance with state and local statutes.

Proposed Budget - The recommended Town budget submitted by the Finance Department to the Town Council by October 15th of each fiscal year.

Proprietary Fund – A fund to account for business type activities. The two types of proprietary funds are internal service funds and enterprise funds.

Real Estate Transfer Tax (RETT) - is a tax imposed on all transfers of property located within the Town, unless specifically exempted by the Town Code. The amount of tax that must be remitted to the Town is 1% of the Gross Consideration.

Reservation/Reserved Fund Balance – Portions of fund balance that are set aside because of an outside or external requirement, and are therefore not available for appropriation. These include TABOR requirements and debt service reserves.

Resolution - A special or temporary order of a legislative body requiring less legal formality than an ordinance or statute.

Revenue - Income received by the Town in support of the government's program of services to the community. It includes such items as Sales Tax, Accommodation Tax, Property Taxes, fees, user charges, grants and fines.

Special Revenue Funds – funds established to account for revenues received by the Town that are required by law, contract, or Town policy to be spent for a particular purpose.

Supplemental Appropriation -An appropriation by the Town Council when there is a need to transfer budgeted and appropriated monies from one or more spending agencies in a fund to one or more spending agencies in another fund, or to transfer budgeted and appropriated monies between spending agencies within a fund, or if, during the fiscal year, the governing body or any spending agency of such local government received unanticipated revenue or revenues not assured at the time of the adoption of the budget.

User Charges - The amount the government receives for the provision of services and commodities, or the performance of specific services benefiting the person charged. Citizens only pay user charges when a specific service is received.

TABOR (Taxpayer's Bill of Rights) – An amendment to the Colorado Constitution approved by the voters in November 1992. The Taxpayer's Bill of Rights has been incorporated in the State Constitution as Section 20 of Article X. The amendment limits growth in both state and local government revenue and expenditures, makes provision for annual elections, and requires voter approval for tax increases.

TABOR Reserve - Term applied to a reserve which is required by the TABOR Amendment. Starting in 1995 this reserve is 3% of "Fiscal Year Spending" excluding bonded debt service. This reserve is for use in declared emergencies only.

Town Council – Governing body of the Town of Breckenridge which includes seven elected members including the Mayor.

Transfers - The transfer of dollars from one fund to another. Treated for budget purposes as revenue in the receiving fund and as an expenditure from the originating fund. A transfer from a department to another department in the same fund or a program to another program in the same fund simply moves the appropriation, and does not require a revenue or expenditure to be recorded.

Unappropriated Reserves - Fund balances available at the close of the preceding year which are not appropriated in the annual budget.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Breckenridge
Colorado**

For the Fiscal Year Beginning

January 1, 2016

Executive Director

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