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# Adopted Annual Budget

For the year ended December 31, 2018



*Huron Landing  
2017 workforce housing rental project constructed by the Town*



## Town of Breckenridge, Colorado

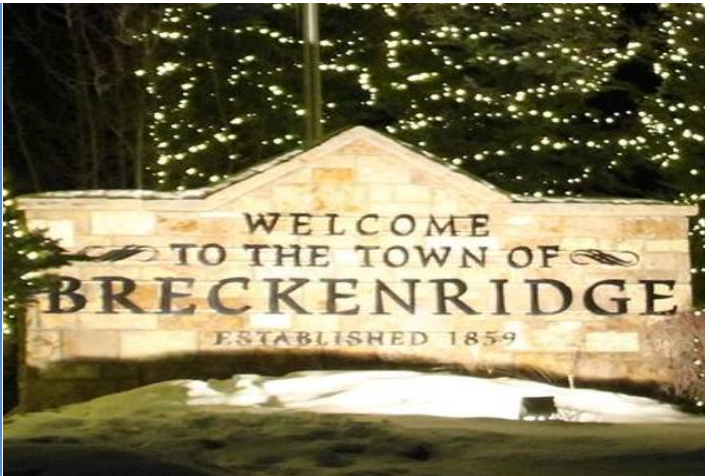
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# 2018 BUDGET MESSAGE



The Town of Breckenridge annual budget for fiscal year 2018 is hereby submitted.

At the beginning of the 2018 budget cycle, the Town was in its 7<sup>th</sup> consecutive year of revenue growth. All economic sectors are up since the Great Recession, and the recovery shows no signs of slowing. While this environment is very encouraging in many ways, it has also presented our small Town with some big city problems. Housing challenges, while always somewhat of an issue in mountain towns, have become a major concern. Parking and transit challenges have multiplied as visitation to the Town increases year over year. This document is part of our response to these challenges. Council and staff are striving to utilize the resources brought by economic success to attempt to preserve our community character that is threatened by it.

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 \$21.7M in 2018, an increase of over 70%. 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 2017 projected at \$6.1M, up from \$3.4M in 2011. As has been the Town's practice for many years, we are budgeting conservatively, with most of 2018 tax revenues set at 1% above 2017 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 2018 budget process. We have added a new fund for 2018, the Health Benefits fund. This new fund was created to better track and predict the cost of our employee health plan. It will operate very much like our other internal service funds; Garage, IT, and Facilities. Departments and divisions will contribute set amounts to the Health Benefits fund based on employee count and eligibility. Any fluctuations from budget to actual costs of the plan will be absorbed by the new fund. This mechanism will give more predictability to departments regarding their health benefits expense amounts, and allow the budget team to better track plan results over the long run.

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 2018 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 2018. 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 2017 projected results for the 2018 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 September 4, 2017. The budget was discussed during the budget retreat on September 12<sup>th</sup> and further reviewed by the Town Council through the month of November, including two public hearings, leading up to its formal adoption on November 28, 2017.

### **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 2017. As of this writing, the national unemployment rate is at 4.1%, its lowest rate since 2007, and down from 4.6% at the same time in 2016, and the Federal Reserve has raised the key interest rate .25% to a range of 1.25% to 1.5%

The Colorado economy has an unemployment rate that is favorable to the national level at 2.7%. The unemployment rate in our state has been declining steadily over the past years, and fell from 3.2% at the beginning of this year.

## Trends in Revenues and Expenditures

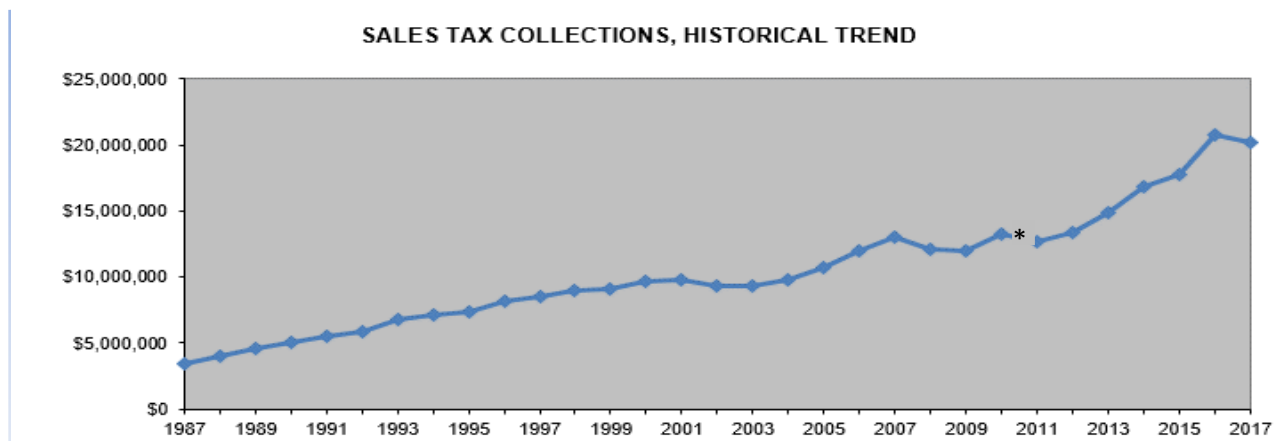
The revenue growth trend we have seen over the past years has continued into 2017. With all major revenue streams up, the Town is still budgeting in a conservative manner, with 2018 budgeted revenues at only 1% above 2017 projected levels. While this seems very conservative, it is important to remember that 2017 projected revenue levels are from 3% to 10% over their budgeted amounts for the year. As such, budget to budget increases are substantive from 2017 to 2018.

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 as 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 24% of our 2018 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 \$21.7M in sales tax revenue in the Excise fund.

For the purposes of the 2018 budget, the Town is anticipating sales tax revenues to increase 1% over 2017 projections. Within the Excise Fund, sales tax totaled \$20.7M for 2016. The 2017 budget called for \$19.3M in budgeted Excise Fund sales tax revenue. The 2018 base budget number will be approximately \$1,400,000 higher than the 2017 figure at \$21.7M.



\* 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.

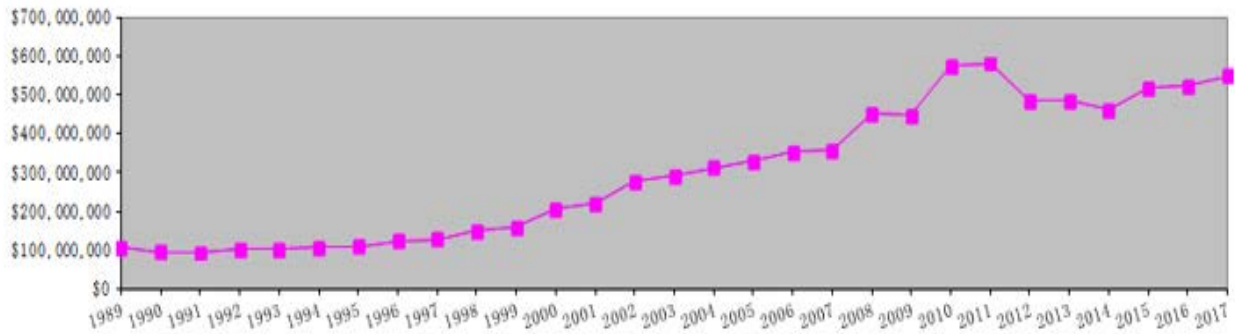
## Property Tax Revenue

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 2018, we are budgeting a small 1% increase in

property tax revenues, from \$2,648,718 in 2017 to \$2,867,246 in 2018. Property tax generally lags behind other revenue sources during recoveries, and this cycle has been no exception.

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.

**ASSESSED VALUATION**



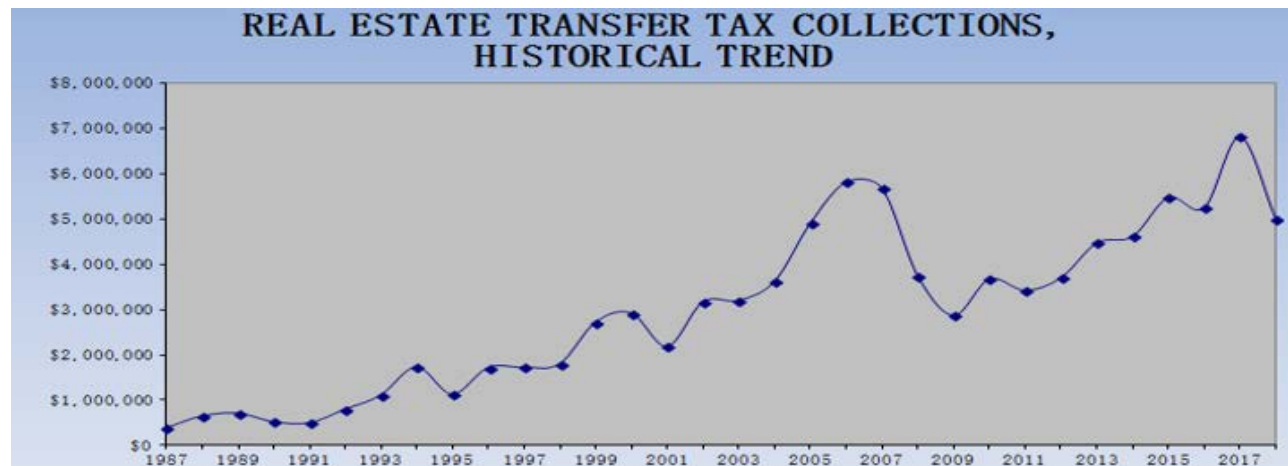
**Real Estate Transfer Tax (RETT)**

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 2018, we are budgeting \$5M in RETT, which is lower than 2017 projected of \$6.1M and the 2015 actual of \$5.47M. This is the result of the process described above.

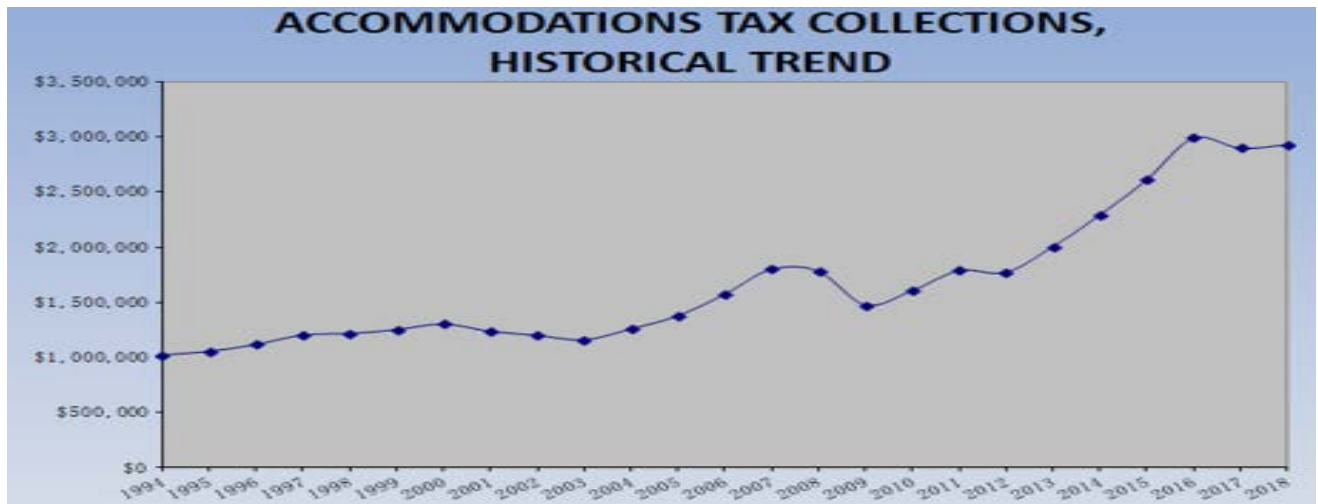
**REAL ESTATE TRANSFER TAX COLLECTIONS, HISTORICAL TREND**





## 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 five 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 2018 we are forecasting a 1% increase over the 2017 projected number for accommodations tax.

# Funds Overview

This section of the 2018 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.

The General Fund for 2018 does not have any major budgeting or programming changes. Our merit increase percentage will remain the same from 2017 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.

	2017 Budget	2017 Projected	2018 Budget
Sales Tax	\$19,310,000	\$21,549,327	\$21,764,887
Accommodations Tax	2,873,500	2,967,179	2,996,900
RETT	4,350,000	6,158,865	5,000,000
<b>TOTAL</b>	<b>\$ 26,553,500</b>	<b>\$30,675,371</b>	<b>\$29,761,787</b>

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 \$12.5 million for 2018.

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 2018, the Town has a very ambitious Capital improvements plan (see Appendix 2). Included in our list of projects to begin in 2018 are further improvements to our sidewalk/transit infrastructure, a new outdoor park, and new water features in our recreation center pool area. The Utility fund will begin the construction of our new drinking water treatment facility. We are also looking to complete planning and financing for our new parking structure during 2018. 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.

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 2018 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 \$4.6M for 2018.

### **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 Denison 2 project was substantially completed in 2017, and some units are already sold and occupied by local residents and workers. We look forward to the completion of the project in 2018.

This area is listed on our Council goals. The objective of developing housing on block 11 is proceeding, and we are seeking to partner with community groups and businesses to seek opportunities for more.

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.

### **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 2018 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.

This area is also on our Council goals list, and the Town's efforts to coordinate a public education campaign and collaborate with our local child care centers have helped us make measurable progress to date.

## **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 2018, we are predicting \$685,000 in tax revenue for this fund, both from our local taxes, State taxes, and licensing fees.

## **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 Appendix 9 for the BHA and BCA 2017 budget documents.

## **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 \$3.57M in revenue from this tax for the 2017-18 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 \$2.9M in capital expenses for 2018 which were approved by Council. Operational expenses for 2018 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. 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.

This area has been a top Council goal for some time, and over the past years we have taken great strides to address it. Our program includes public outreach efforts to assist the Town with designing the most efficient traffic configuration to address the issue.

## **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.

During 2017, the planning and approval process for the plant was completed. We also secured \$53M in funding from the State Revolving Fund at a very favorable interest rate of 1.89% for 20 years.

The 2018 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.

The goal of developing a reliable and sustainable water system is a Council goal. With the anticipated ground breaking on this facility occurring in 2018, we feel very confident that we are on the way to meeting this goal.

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 2018 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.

### **Information Technology**

For 2018, the IT fund is planning on performing scheduled maintenance upgrades to our exchange servers, as well as several network switches. As always, we strive to meet the challenges of new technologies and staff needs.

### **Facilities Fund**

The Facilities Fund is responsible for planning major repairs and maintenance projects to the Town's considerable physical plant. For 2018, the Fund will administer the needs of the new Town indoor tennis facility and Prospector Park facilities.

## Health Benefits Fund

The Health Benefits fund is a new fund for 2018. The fund was created to better track and predict the cost of our employee health plan. Departments and divisions will contribute set amounts to the Health Benefits fund based on employee count and eligibility. Any fluctuations from budget to actual costs of the plan will be absorbed by the new fund. This mechanism will give more predictability to departments regarding their health benefits expense amounts, and allow the budget team to better track plan results over the long run.

## 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.

The challenges associated with the success of our mountain Town continue to mount. Our Council, senior leadership, and staff are acutely aware of the fact that the very attributes of Breckenridge that attract so many guests are being threatened by the increased visitation levels. How to address this complex circumstance is a constant focus of our discussions. This budget is a large part of our efforts to preserve community character while continuing to nurture sustainable economic growth.

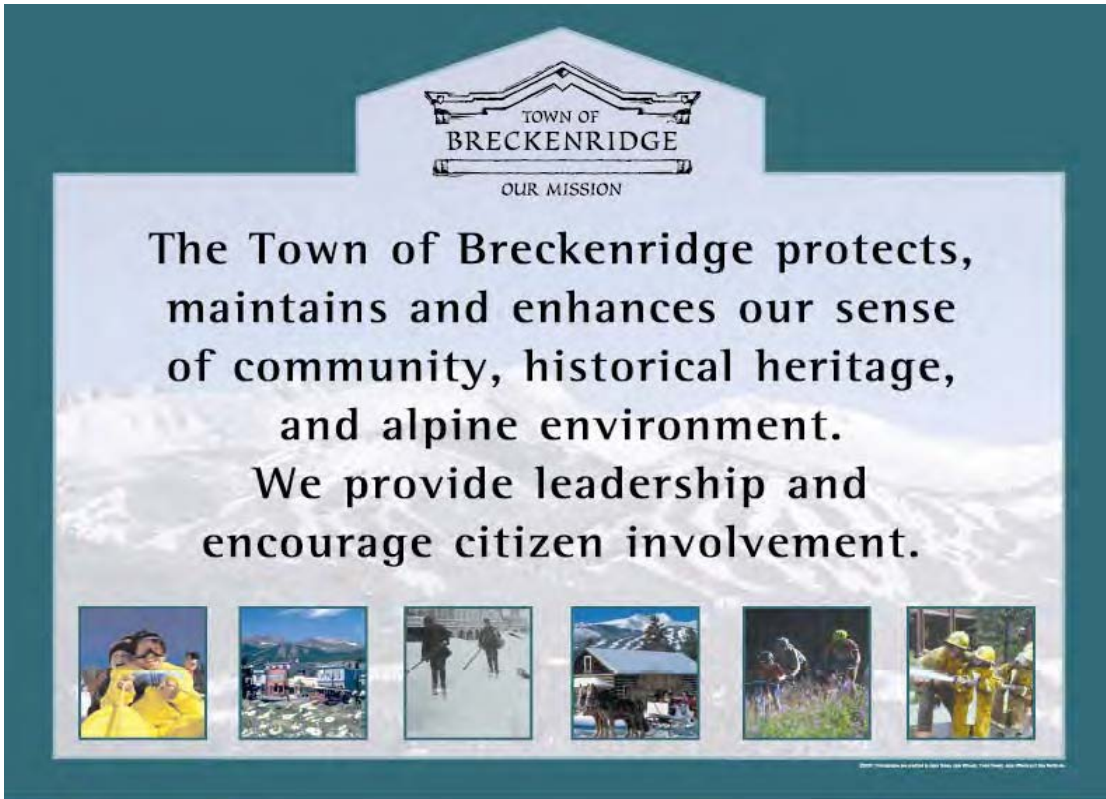
Respectfully submitted,



Rick Holman  
Town Manager



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



Town Council

Eric Mamula, Mayor

Wendy Wolfe, Mayor Pro Tem

Mark Burke

Erin Gigliello

Elisabeth Lawrence

Mike Dudick

Jeffrey Bergeron



## Community Profile

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, 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 – 105  
Shops/Boutiques – 251  
Liquor/Grocery Stores – 10  
Historic District Structures – 250  
Hotels/Inns/Bed & Breakfasts – 10  
Accommodation Units – 3,610  
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.

<b>2010 Census data for BRECKENRIDGE, CO</b>						
<b>POPULATION BY SEX AND AGE</b>	<b>Total Population</b>	<b>% of Total Population</b>	<b>Male</b>	<b>% of Total Population</b>	<b>Female</b>	<b>% of Total Population</b>
	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 <sup>(2000)</sup>	1.00%	2.70%	4.00%
Unemployment rate <sup>(2010)</sup>	3.20%	8.00%	9.50%
Unemployment rate <sup>(2015)</sup>	2.30%	3.50%	5.00%
Poverty level	8.80%	9.60%	12.30%

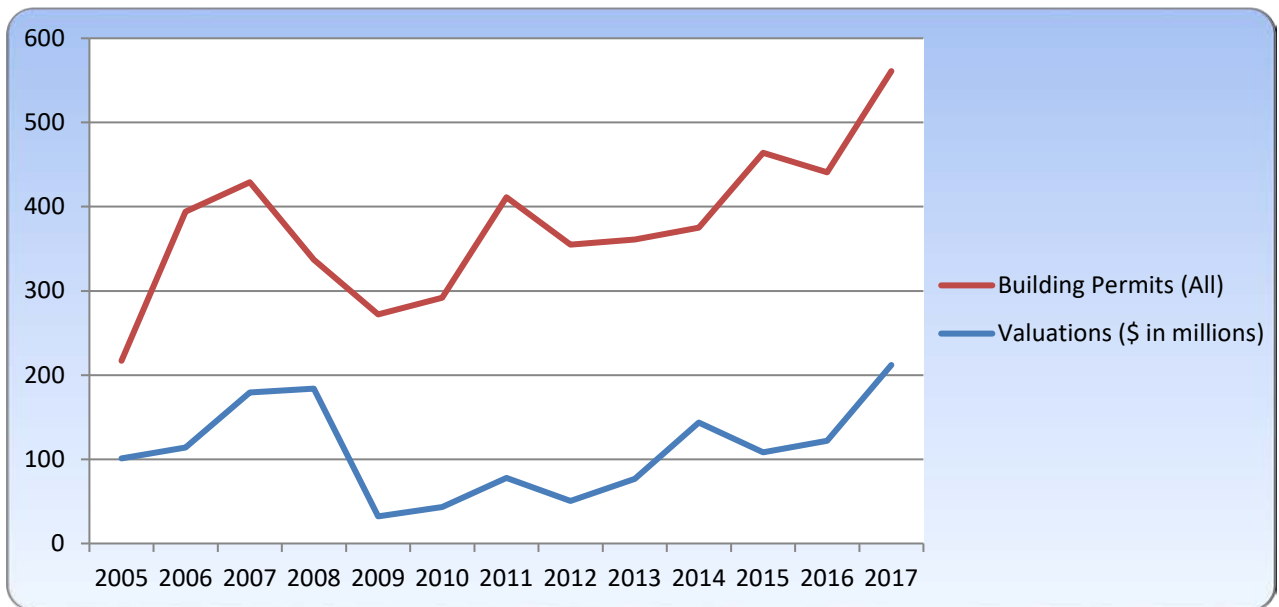
- The income per capita in Breckenridge is 5% greater than the Colorado average and 20.5% greater than the National average.
- The median household income in Breckenridge is 10.4% less than the Colorado average and 3.2% greater than the National average. The median household income in Breckenridge for 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	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Building Permits (All)	217	394	429	337	272	292	411	355	361	375	464	441	561
Valuations (\$ in millions)	100.9	113.9	179.2	183.9	32.2	43.3	77.9	50.5	76.8	143.5	108.3	121.9	212.0

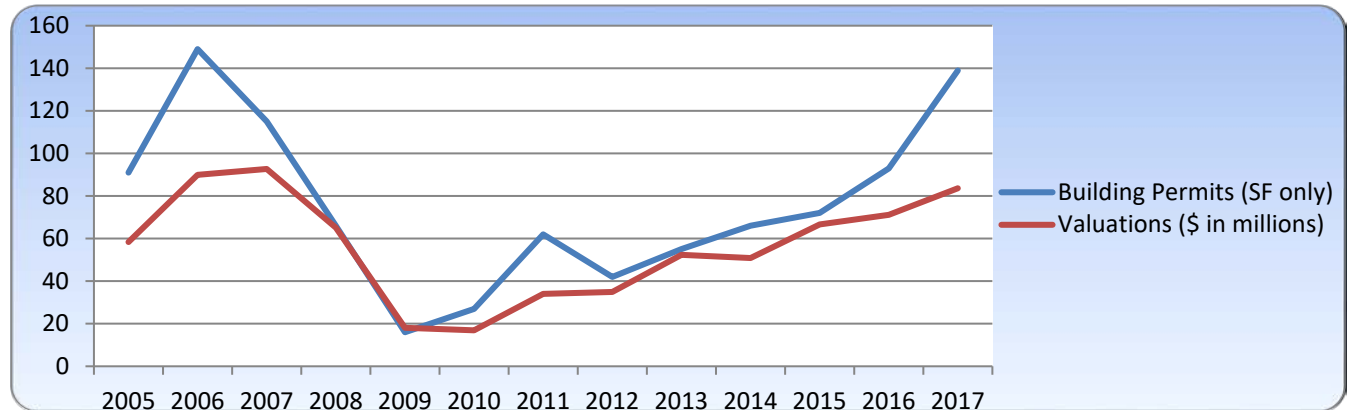




New residential construction has been ticking up as the inventory of homes for sale has been reduced.

Below is a graph of permits and valuations for new single family homes only:

Year	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Building Permits (SF only)	91	149	115	66	16	27	62	42	55	66	72	93	139
Valuations (\$ in millions)	58.4	90.0	92.7	65.2	18.1	16.9	34.0	34.9	52.4	50.9	66.7	71.2	83.6



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.

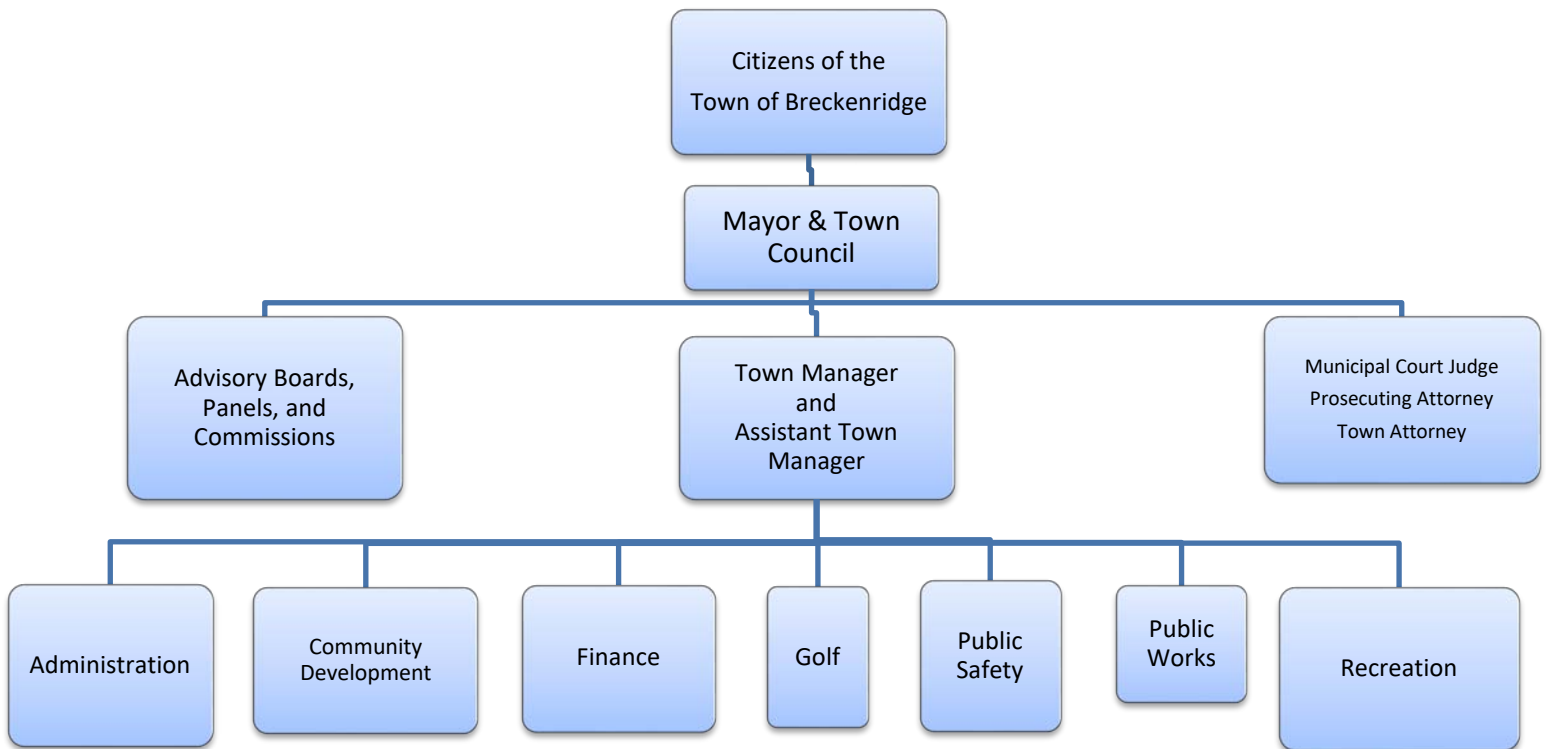
As the Town of Breckenridge is in close proximity to the Breckenridge Ski Resort, tourism is the source of most local employment.

**Major Employers:**

Rank	Business Name	2017 # of employees	2017 % of Total
1	Vail Resorts, Inc.	1425	24%
2	Breckenridge Grand Vacations	570	10%
3	Beaver Run HOA / BRICA LLC	272	5%
4	Dillon Companies, Inc DBA City Market	128	2%
5	Breckenridge Building Center	67	1%
6	Breckenridge BBQ DBA Kenosha Steakhouse / Rita's	61	1%
7	ResortQuest Colorado LLC	50	1%
8	Fatty's Pizzeria Inc	47	1%
9	BFD Colorado LLC DBA Blue Stag Saloon	43	1%
10	Breckenridge Mining Co. DBA Downstairs at Eric's	40	1%
Total of Top Ten Employers		2703	
Total Employees in Town Businesses		5954	
2016 % Employed by Top Ten Employers		45%	

## 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.

## **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.
7. Parking and Transportation Fund: to provide transportation services and infrastructure within the Town, in order to alleviate the difficult problems the Town faces around parking, transportation, and pedestrian accessibility.

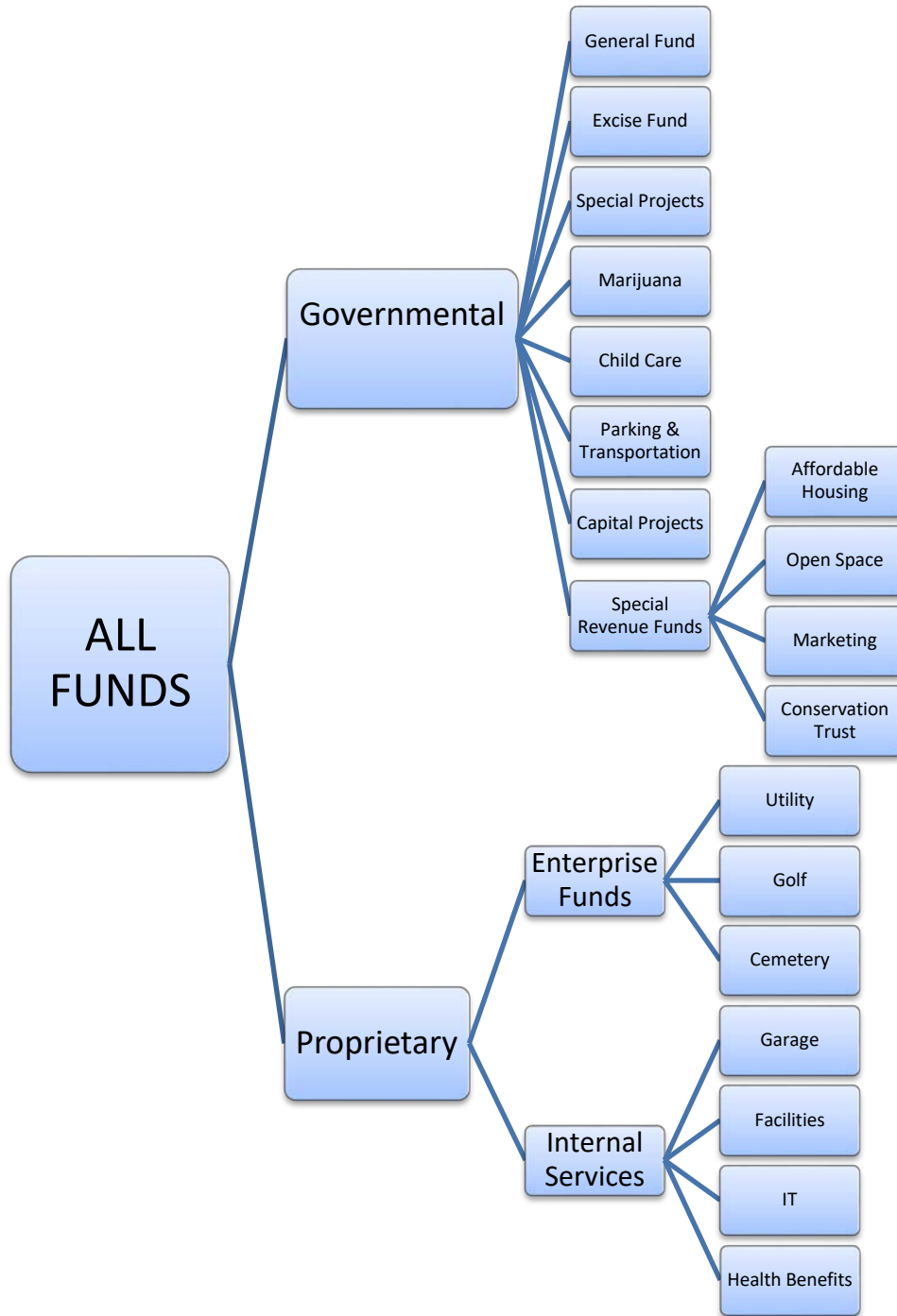
### **Special Revenue Funds**

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 seven Proprietary Funds: Golf, Utility, Cemetery (these are Enterprise Funds), Information Technology, Garage, Facilities, and Health Benefits (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 Services Manager shall be responsible for preparing a budget schedule in order to present the Proposed Budget to the Council at the Budget Retreat.

#### **2018 Budget Calendar:**

January	Begin Planning for the 2018 Budget
April	Department Heads to discuss major topics in preparation for budget
June	<ul style="list-style-type: none"><li>▪ Budget training and Distribution of Budget Schedule</li><li>▪ Departments to submit changes to positions or staffing levels to Human Resources</li><li>▪ Vehicle requests submitted to Public Works</li><li>▪ Technology requests submitted to Information Technology Department</li></ul>
July	<ul style="list-style-type: none"><li>▪ Fee changes submitted to the Budget Team</li><li>▪ Revenue estimates submitted to the Budget Team for review</li><li>▪ Capital Improvement Plan (CIP) distributed to Department Heads for review</li></ul>
August	<ul style="list-style-type: none"><li>▪ Assessors certify total new assessed and actual values for property tax revenues</li><li>▪ Feedback on Staffing, Vehicle and Technology requests provided to Departments</li><li>▪ Expense estimates submitted to the Budget Team</li><li>▪ Departmental Budget Review Meetings</li><li>▪ Preview of Capital Improvement Projects with Council (Town Charter requires submission of CIP 2 weeks prior to budget submission)</li><li>▪ Revision and proofing of budget book by Finance and Departments</li><li>▪ Submit Notice of Budget Delivery and CIP to Council (CRS 29-1-106)</li></ul>



September 6	Submit proposed budget and CIP to Council (Statutory requirement –deliver budget to Council no later than October 15 (CRS 29-1-106))
September 12	Council provides feedback at Budget Retreat
November	Assessor’s changes in assessed valuation will be made by a single notification
November 14	Council certifies Mill Levy, First Reading occurs and Public Hearing on Proposed Budget (TOB charter required deadline of November 15 <sup>th</sup> )
November 28	At Town Council Meeting, second reading of Mill Levy Ordinance, Second Public Hearing on Operating Budget, and adoption of 2018 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 Services 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 Services 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.

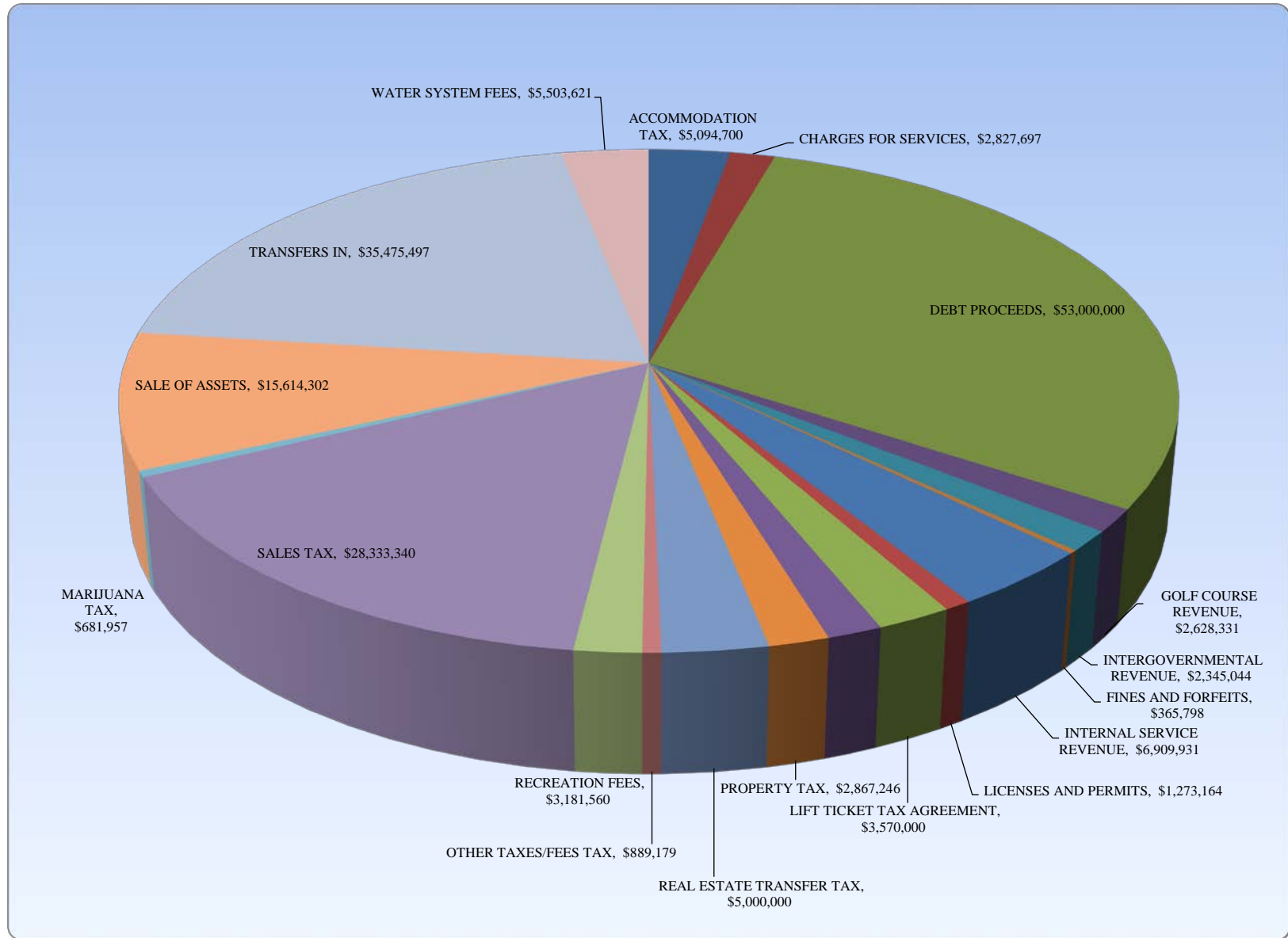
**ALL FUNDS**  
**REVENUE AND EXPENDITURE SUMMARY**  
**INCLUDES TRANSFERS AND FULL APPROPRIATION OF FUND BALANCES**

ALL FUNDS	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
<b>REVENUE SUMMARY</b>				
ACCOMMODATION TAX	\$ 5,071,813	\$ 4,884,900	\$ 5,044,204	\$ 5,094,700
CHARGES FOR SERVICES	\$ 2,340,411	\$ 2,471,187	\$ 3,025,603	\$ 2,827,697
DEBT PROCEEDS	\$ -	\$ 53,000,000	\$ -	\$ 53,000,000
GOLF COURSE REVENUE	\$ 2,646,633	\$ 2,644,906	\$ 2,621,543	\$ 2,628,331
INTERGOVERNMENTAL REVENUE	\$ 2,208,812	\$ 2,297,211	\$ 2,408,829	\$ 2,345,044
FINES AND FORFEITS	\$ 470,559	\$ 437,298	\$ 365,345	\$ 365,798
INTERNAL SERVICE REVENUE	\$ 3,638,356	\$ 4,024,834	\$ 4,024,834	\$ 6,909,931
LICENSES AND PERMITS	\$ 1,610,432	\$ 1,331,774	\$ 1,552,271	\$ 1,273,164
LIFT TICKET TAX AGREEMENT	\$ 586,418	\$ 3,500,000	\$ 3,509,052	\$ 3,570,000
MISCELLANEOUS INCOME	\$ 13,749,448	\$ 2,515,344	\$ 2,405,896	\$ 2,621,509
TAX CREDIT REBATE	\$ -	\$ 3,500,000	\$ 3,360,465	\$ -
PROPERTY TAX	\$ 2,560,946	\$ 2,648,718	\$ 2,648,718	\$ 2,867,246
REAL ESTATE TRANSFER TAX	\$ 5,240,098	\$ 4,350,000	\$ 6,158,865	\$ 5,000,000
OTHER TAXES/FEEES TAX	\$ 922,133	\$ 837,440	\$ 920,885	\$ 889,179
RECREATION FEES	\$ 3,219,007	\$ 3,075,960	\$ 3,063,966	\$ 3,181,560
SALES TAX	\$ 24,409,332	\$ 25,057,850	\$ 28,085,493	\$ 28,333,340
MARIJUANA TAX	\$ 561,510	\$ 533,415	\$ 675,219	\$ 681,957
SALE OF ASSETS	\$ 17,259	\$ 6,083,402	\$ 5,729,125	\$ 15,614,302
TRANSFERS IN	\$ 31,308,304	\$ 50,955,838	\$ 51,023,659	\$ 35,475,497
WATER SYSTEM FEES	\$ 5,525,798	\$ 5,525,798	\$ 5,503,924	\$ 5,503,621
<b>TOTAL REVENUES</b>	<b>\$ 106,087,270</b>	<b>\$ 179,675,875</b>	<b>\$ 132,127,895</b>	<b>\$ 178,182,876</b>
<b>EXPENDITURES by CATEGORY</b>				
PERSONNEL	\$ 16,927,470	\$ 19,088,127	\$ 19,074,360	\$ 20,099,146
MATERIALS & SUPPLIES	\$ 2,323,196	\$ 2,936,007	\$ 3,789,691	\$ 3,028,402
CHARGES FOR SERVICES	\$ 12,173,434	\$ 12,867,926	\$ 12,959,512	\$ 14,536,414
CAPITAL OUTLAY	\$ 24,431,683	\$ 113,918,346	\$ 56,454,281	\$ 76,155,979
FIXED CHARGES	\$ 3,362,012	\$ 3,762,591	\$ 3,725,597	\$ 6,603,509
DEBT SERVICE	\$ 3,624,466	\$ 1,606,333	\$ 1,607,031	\$ 1,614,325
GRANTS/CONTINGENCIES	\$ 3,290,068	\$ 3,834,402	\$ 3,756,012	\$ 3,390,475
TRANSFERS/FULLY APPR. FD BALS	\$ 31,322,629	\$ 61,936,832	\$ 50,993,943	\$ 35,848,369
<b>TOTAL EXPENDITURES</b>	<b>\$ 97,454,958</b>	<b>\$ 219,950,564</b>	<b>\$ 152,360,427</b>	<b>\$ 161,276,619</b>
<b>EXPENDITURES BY PROGRAM (GF=programs in the General Fund)</b>				
GENERAL GOVERNMENT (GF)	\$ 2,301,103	\$ 2,395,846	\$ 2,361,977	\$ 2,471,200
FINANCE (GF)	\$ 777,555	\$ 882,572	\$ 872,170	\$ 886,166
PUBLIC SAFETY (GF)	\$ 3,560,746	\$ 3,144,735	\$ 3,193,386	\$ 3,368,938
COMMUNITY DEVELOPMENT (GF)	\$ 1,555,271	\$ 1,722,484	\$ 1,723,778	\$ 1,709,168
PUBLIC WORKS (GF)	\$ 9,039,862	\$ 6,703,430	\$ 6,729,965	\$ 7,457,516
RECREATION (GF)	\$ 4,577,386	\$ 4,955,290	\$ 4,888,857	\$ 5,457,816
CONTINGENCIES (GF)	\$ 1,317,898	\$ 740,000	\$ 661,913	\$ -
ADJUSTMENTS/TRANSFERS (GF)	\$ -	\$ 10,545,000	\$ 10,545,000	\$ 600,000
UTILITY FUND	\$ 3,076,559	\$ 65,778,257	\$ 6,797,873	\$ 54,529,113
CAPITAL FUND	\$ 9,993,549	\$ 28,279,078	\$ 22,561,866	\$ 4,768,000
MARKETING FUND	\$ 3,842,789	\$ 4,612,540	\$ 4,283,427	\$ 4,578,284
GOLF COURSE FUND	\$ 2,252,709	\$ 2,690,512	\$ 2,692,012	\$ 3,179,221
EXCISE TAX FUND	\$ 33,357,724	\$ 35,536,095	\$ 35,559,600	\$ 23,591,484
HOUSING FUND	\$ 11,066,930	\$ 26,278,732	\$ 24,715,513	\$ 23,782,895
OPEN SPACE ACQUISITION FUND	\$ 2,131,616	\$ 3,147,339	\$ 3,147,339	\$ 3,063,239
CONSERVATION TRUST FUND	\$ 44,000	\$ 45,000	\$ 45,000	\$ 55,000
GARAGE SERVICES FUND	\$ 1,824,475	\$ 8,081,224	\$ 6,931,360	\$ 3,403,052
INFORMATION TECHNOLOGY FUND	\$ 1,128,199	\$ 1,272,167	\$ 1,296,667	\$ 1,326,831
FACILITIES MAINTENANCE FUND	\$ 230,610	\$ 234,920	\$ 136,545	\$ 709,564
SPECIAL PROJECTS FUND	\$ 3,237,470	\$ 3,617,366	\$ 3,482,366	\$ 3,675,009
MARIJUANA FUND	\$ 357,313	\$ 746,540	\$ 750,514	\$ 813,709
CEMETERY FUND	\$ 6,750	\$ 4,500	\$ 5,000	\$ 24,500
CHILD CARE FUND	\$ 742,297	\$ 869,268	\$ 770,062	\$ 959,335
PARKING & TRANSPORTATION FUND	\$ 1,032,147	\$ 7,667,668	\$ 8,208,237	\$ 8,472,962
HEALTH BENEFITS FUND	\$ -	\$ -	\$ -	\$ 2,393,617
<b>TOTAL EXPENDITURES</b>	<b>\$ 97,454,958</b>	<b>\$ 219,950,564</b>	<b>\$ 152,360,427</b>	<b>\$ 161,276,619</b>

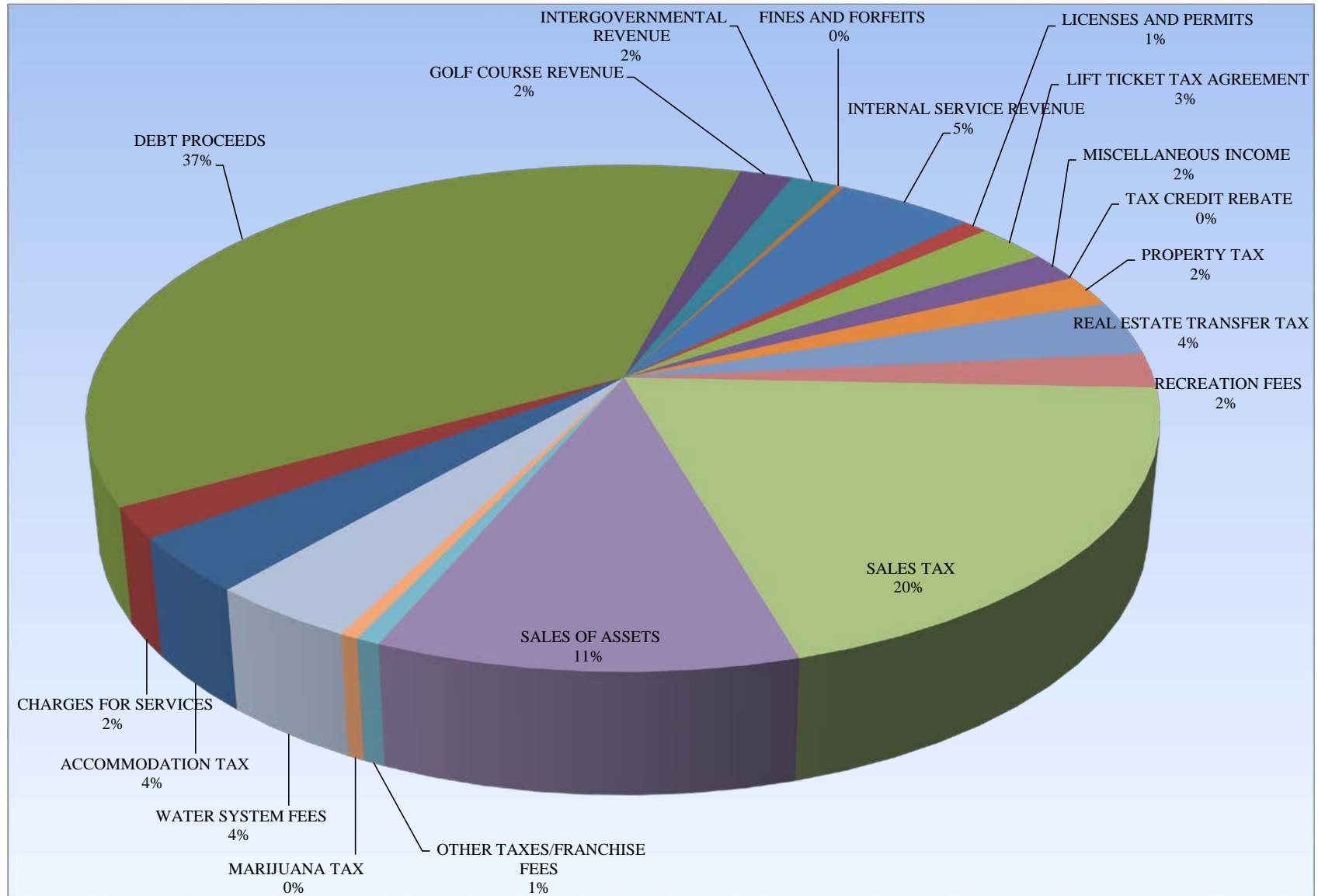
**REVENUE AND EXPENDITURE SUMMARY**  
**ALL FUNDS-NET OF TRANSFERS, EXCLUDING FULLY APPROPRIATED FUND BALANCES**

ALL FUNDS	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
<b>REVENUE SUMMARY</b>				
ACCOMMODATION TAX	\$ 5,071,813	\$ 4,884,900	\$ 5,044,204	\$ 5,094,700
CHARGES FOR SERVICES	\$ 2,340,411	\$ 2,471,187	\$ 3,025,603	\$ 2,827,697
DEBT PROCEEDS	\$ -	\$ 53,000,000	\$ -	\$ 53,000,000
GOLF COURSE REVENUE	\$ 2,646,633	\$ 2,644,906	\$ 2,621,543	\$ 2,628,331
INTERGOVERNMENTAL REVENUE	\$ 2,208,812	\$ 2,297,211	\$ 2,408,829	\$ 2,345,044
FINES AND FORFEITS	\$ 470,559	\$ 437,298	\$ 365,345	\$ 365,798
INTERNAL SERVICE REVENUE	\$ 3,638,356	\$ 4,024,834	\$ 4,024,834	\$ 6,909,931
LICENSES AND PERMITS	\$ 1,610,432	\$ 1,331,774	\$ 1,552,271	\$ 1,273,164
LIFT TICKET TAX AGREEMENT	\$ 586,418	\$ 3,500,000	\$ 3,509,052	\$ 3,570,000
MISCELLANEOUS INCOME	\$ 13,597,982	\$ 6,005,748	\$ 5,757,090	\$ 2,621,509
TAX CREDIT REBATE	\$ -	\$ 3,500,000	\$ 3,360,465	\$ -
PROPERTY TAX	\$ 2,560,946	\$ 2,648,718	\$ 2,648,718	\$ 2,867,246
REAL ESTATE TRANSFER TAX	\$ 5,240,098	\$ 4,350,000	\$ 6,158,865	\$ 5,000,000
RECREATION FEES	\$ 3,219,007	\$ 3,075,960	\$ 3,063,966	\$ 3,181,560
SALES TAX	\$ 24,409,332	\$ 25,057,850	\$ 28,085,493	\$ 28,333,340
SALES OF ASSETS	\$ 11,923	\$ 6,083,402	\$ 5,728,800	\$ 15,614,302
OTHER TAXES/FRANCHISE FEES	\$ 932,394	\$ 847,036	\$ 930,481	\$ 889,179
MARIJUANA TAX	\$ 561,510	\$ 533,415	\$ 675,219	\$ 681,957
WATER SYSTEM FEES	\$ 5,657,339	\$ 5,510,348	\$ 5,488,924	\$ 5,487,707
<b>TOTAL REVENUES</b>	<b>\$ 74,763,966</b>	<b>\$ 132,204,587</b>	<b>\$ 84,449,701</b>	<b>\$ 142,691,465</b>
<b>EXPENDITURES by CATEGORY</b>				
PERSONNEL	\$ 16,927,470	\$ 19,088,127	\$ 19,074,360	\$ 20,099,146
MATERIALS & SUPPLIES	\$ 2,323,196	\$ 2,936,007	\$ 3,789,691	\$ 3,028,402
CHARGES FOR SERVICES	\$ 12,173,434	\$ 12,867,926	\$ 12,959,512	\$ 14,536,414
CAPITAL OUTLAY	\$ 24,431,683	\$ 108,200,536	\$ 56,454,281	\$ 76,155,979
FIXED CHARGES	\$ 3,362,012	\$ 3,762,591	\$ 3,725,597	\$ 6,603,509
DEBT SERVICE	\$ 3,624,466	\$ 1,606,333	\$ 1,607,031	\$ 1,614,325
GRANTS/CONTINGENCIES	\$ 3,290,068	\$ 3,834,402	\$ 3,756,012	\$ 3,390,475
<b>TOTAL EXPENDITURES</b>	<b>\$ 66,132,329</b>	<b>\$ 152,295,922</b>	<b>\$ 101,366,484</b>	<b>\$ 125,428,250</b>
<b>EXPENDITURES by PROGRAM</b>				
GENERAL GOVERNMENT (GF)	\$ 2,301,103	\$ 2,395,846	\$ 2,361,977	\$ 2,471,200
FINANCE (GF)	\$ 777,555	\$ 882,572	\$ 872,170	\$ 886,166
PUBLIC SAFETY (GF)	\$ 3,560,746	\$ 3,144,735	\$ 3,193,386	\$ 3,368,938
COMMUNITY DEVELOPMENT (GF)	\$ 1,555,271	\$ 1,722,484	\$ 1,723,778	\$ 1,709,168
PUBLIC WORKS (GF)	\$ 9,039,862	\$ 6,703,430	\$ 6,729,965	\$ 7,457,516
RECREATION (GF)	\$ 4,577,386	\$ 4,955,290	\$ 4,888,857	\$ 5,457,816
CONTINGENCIES (GF)	\$ 1,317,898	\$ 740,000	\$ 661,913	\$ -
UTILITY FUND	\$ 2,614,835	\$ 55,095,942	\$ 6,702,554	\$ 54,430,934
CAPITAL FUND	\$ 9,993,549	\$ 22,070,581	\$ 22,071,179	\$ 4,768,000
MARKETING FUND	\$ 3,842,789	\$ 4,233,192	\$ 4,283,427	\$ 4,578,284
GOLF COURSE FUND	\$ 2,222,409	\$ 2,660,110	\$ 2,661,610	\$ 3,147,907
EXCISE TAX FUND	\$ 3,022,487	\$ 537,965	\$ 538,015	\$ 539,265
HOUSING FUND	\$ 11,066,930	\$ 26,278,732	\$ 24,715,513	\$ 13,282,895
OPEN SPACE FUND	\$ 1,876,616	\$ 2,406,389	\$ 2,406,389	\$ 2,487,325
CONSERVATION TRUST FUND	\$ -	\$ -	\$ -	\$ -
GARAGE SERVICES FUND	\$ 1,824,475	\$ 4,581,224	\$ 3,431,360	\$ 3,403,052
INFORMATION TECHNOLOGY FUND	\$ 1,128,199	\$ 1,272,167	\$ 1,296,667	\$ 1,282,165
FACILITIES MAINTENANCE FUND	\$ 230,610	\$ 234,920	\$ 136,545	\$ 709,564
SPECIAL PROJECTS FUND	\$ 3,237,470	\$ 3,617,366	\$ 3,482,366	\$ 3,675,009
MARIJUANA FUND	\$ 160,945	\$ 221,540	\$ 225,514	\$ 235,724
CEMETERY FUND	\$ 6,750	\$ 4,500	\$ 5,000	\$ 24,500
CHILD CARE FUND	\$ 742,297	\$ 869,268	\$ 770,062	\$ 959,335
PARKING & TRANSPORTATION FUND	\$ 1,032,147	\$ 7,667,668	\$ 8,208,237	\$ 8,472,962
HEALTH BENEFITS FUND	\$ -	\$ -	\$ -	\$ 2,393,617
<b>TOTAL EXPENDITURES</b>	<b>\$ 66,132,329</b>	<b>\$ 152,295,922</b>	<b>\$ 101,366,484</b>	<b>\$ 125,741,342</b>
<b>Net Revenues minus Expenditures</b>	<b>8,631,637</b>	<b>(20,091,335)</b>	<b>(16,916,783)</b>	<b>16,950,123</b>

## TOWN OF BRECKENRIDGE REVENUE, ALL SOURCES

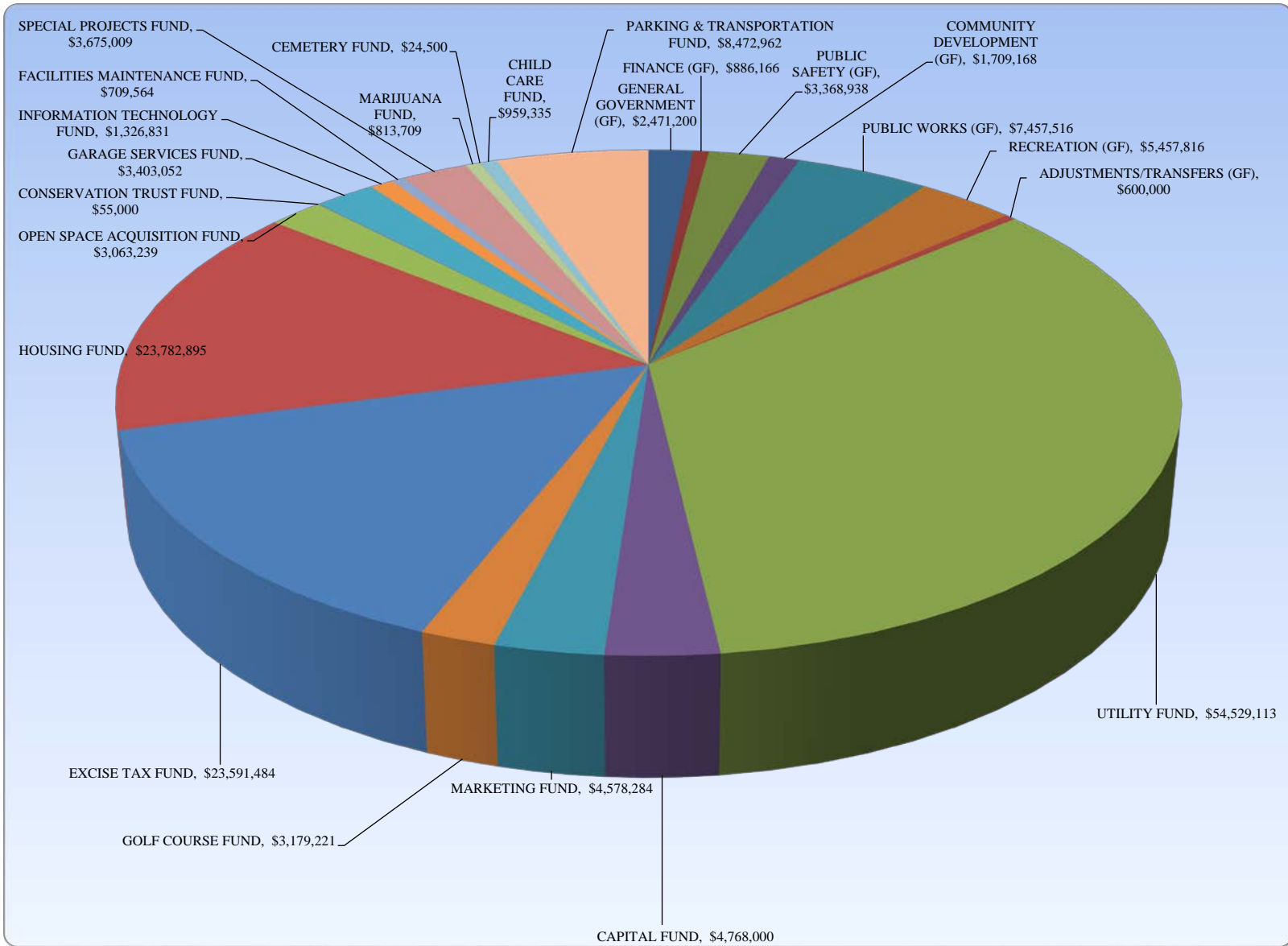


**TOWN OF BRECKENRIDGE- 2018 BUDGET  
ALL REVENUES NET OF TRANSFERS**

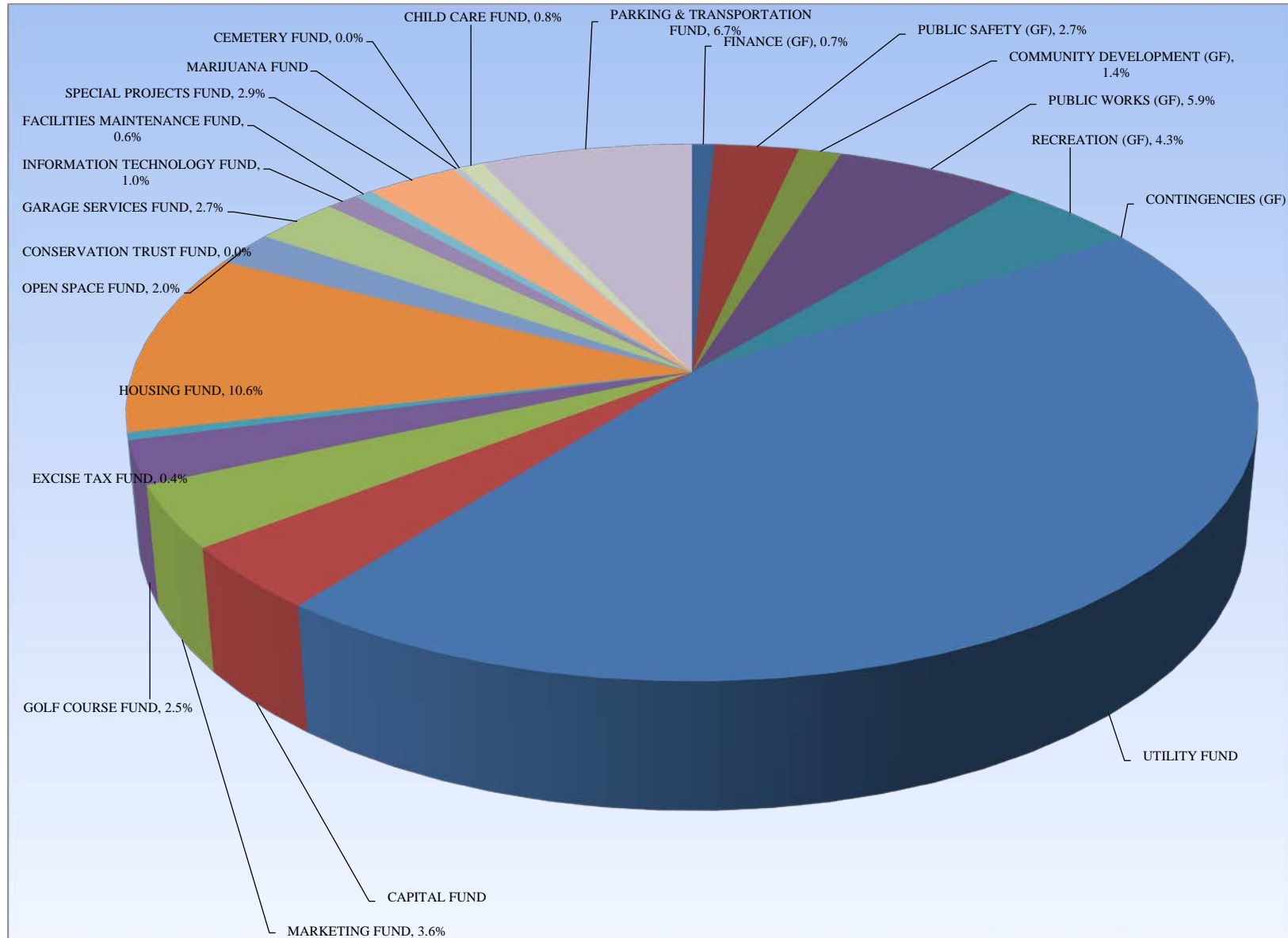




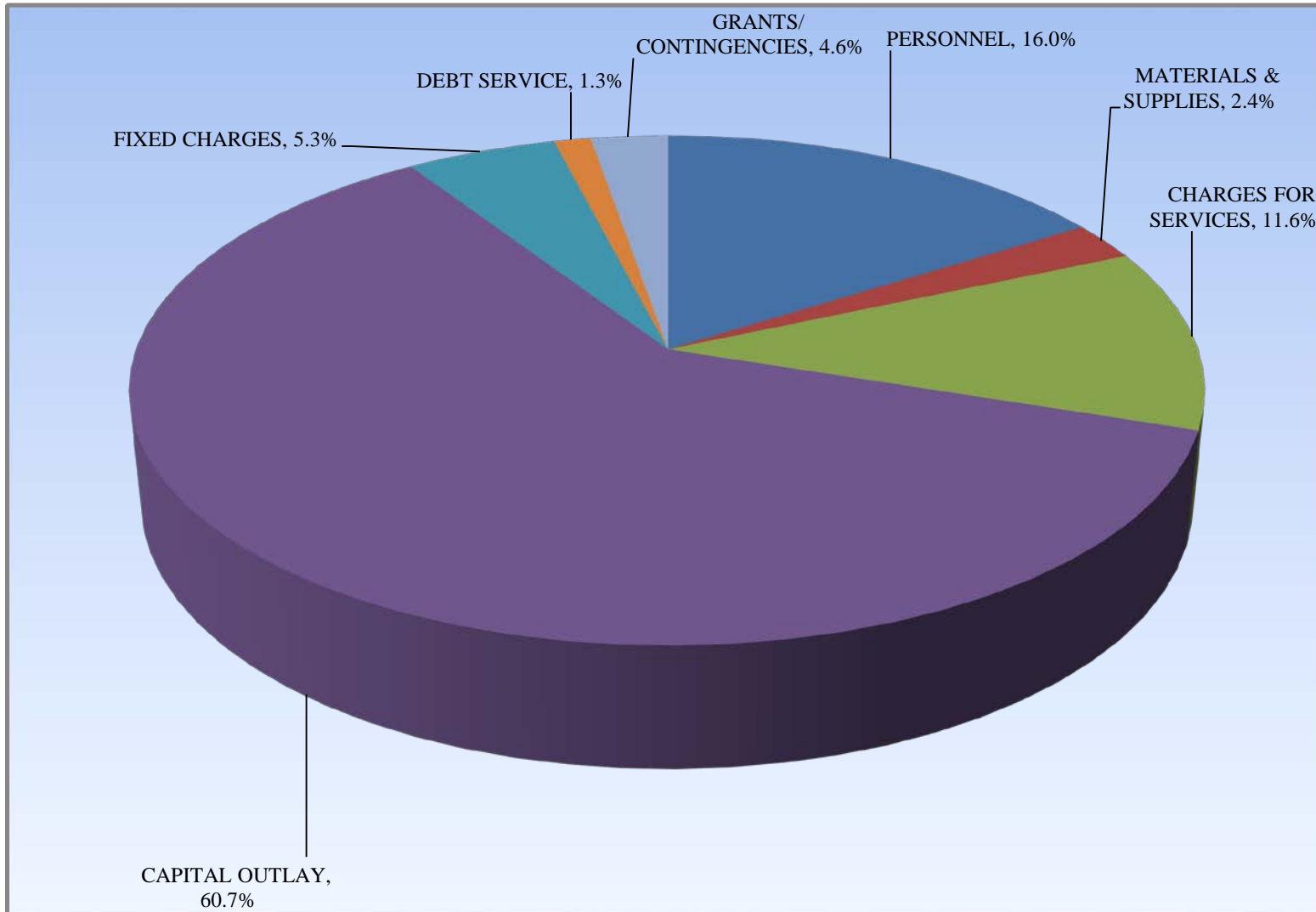
## TOWN OF BRECKENRIDGE EXPENDITURES BY PROGRAM, ALL FUNDS



**TOWN OF BRECKENRIDGE- 2018 BUDGET  
ALL EXPENDITURES BY PROGRAM, NET OF TRANSFERS**

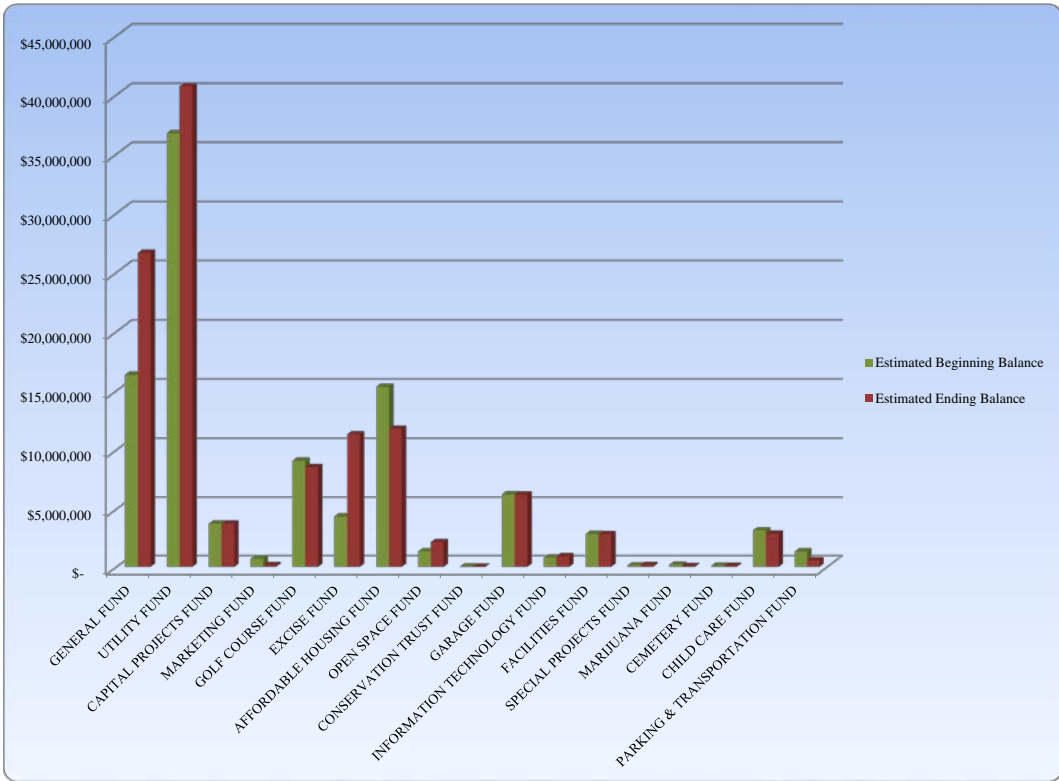


**TOWN OF BRECKENRIDGE- 2018 BUDGET  
ALL EXPENDITURES BY CATEGORY, NET OF TRANSFERS**



## SUMMARY FUND BALANCE SCHEDULE

FUND	ESTIMATED BEGINNING BALANCE	2018 BUDGETED REVENUES	2018 BUDGETED EXPENSES/ EXPENDITURES	ESTIMATED ENDING BALANCE
GENERAL FUND	\$ 16,322,133	\$ 32,250,189	\$ 21,950,804	\$ 26,621,517
UTILITY FUND	\$ 36,730,373	\$ 58,503,621	\$ 54,529,113	\$ 40,704,881
CAPITAL PROJECTS FUND	\$ 3,728,396	\$ 4,768,000	\$ 4,768,000	\$ 3,728,396
MARKETING FUND	\$ 698,966	\$ 4,018,974	\$ 4,578,284	\$ 139,656
GOLF COURSE FUND	\$ 9,057,916	\$ 2,628,331	\$ 3,179,221	\$ 8,507,026
EXCISE FUND	\$ 4,351,620	\$ 30,536,917	\$ 23,591,484	\$ 11,297,053
AFFORDABLE HOUSING FUND	\$ 15,304,691	\$ 20,239,838	\$ 23,782,895	\$ 11,761,634
OPEN SPACE FUND	\$ 1,324,807	\$ 3,873,242	\$ 3,063,239	\$ 2,134,810
CONSERVATION TRUST FUND	\$ 12,486	\$ 45,000	\$ 55,000	\$ 2,486
GARAGE FUND	\$ 6,214,664	\$ 3,385,554	\$ 3,403,052	\$ 6,197,166
INFORMATION TECHNOLOGY FUND	\$ 784,374	\$ 1,449,202	\$ 1,326,831	\$ 906,745
FACILITIES FUND	\$ 2,836,743	\$ 683,493	\$ 709,564	\$ 2,810,672
SPECIAL PROJECTS FUND	\$ 103,320	\$ 3,722,009	\$ 3,675,009	\$ 150,320
MARIJUANA FUND	\$ 172,561	\$ 691,617	\$ 813,709	\$ 50,469
CEMETERY FUND	\$ 78,586	\$ 21,300	\$ 24,500	\$ 75,386
CHILD CARE FUND	\$ 3,157,622	\$ 654,310	\$ 959,335	\$ 2,852,597
PARKING & TRANSPORTATION FUND	\$ 1,319,422	\$ 7,717,753	\$ 8,472,962	\$ 564,213
HEALTH BENEFITS FUND	\$ -	\$ 2,993,617	\$ 2,393,617	\$ 600,000
<b>TOTAL</b>	<b>\$ 102,198,678</b>	<b>\$ 178,182,967</b>	<b>\$ 161,276,619</b>	<b>\$ 119,105,026</b>



TOWN OF BRECKENRIDGE  
FUND BALANCE REPORT  
GENERAL FUND

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January 1, 2016	FUND BALANCE	\$	25,279,899
	ACTUAL REVENUE	\$	25,372,525
	ACTUAL EXPENSES	\$	23,129,820
	GAIN / (REDUCTION)	\$	<u>2,242,705</u>
December 31, 2016	FUND BALANCE	\$	27,522,604
January 1, 2017	FUND BALANCE	\$	27,522,604
	PROJECTED REVENUE	\$	19,776,575
	PROJECTED EXPENSES	\$	30,977,046
	BUDGETED GAIN / (REDUCTION)	\$	<u>(11,200,471)</u>
December 31, 2017	FUND BALANCE	\$	16,322,133
January 1, 2018	FUND BALANCE	\$	16,322,133
	BUDGETED REVENUE	\$	32,250,189
	BUDGETED EXPENSES	\$	21,950,804
	BUDGETED GAIN / (REDUCTION)	\$	<u>10,299,385</u>
December 31, 2018	FUND BALANCE	\$	26,621,517
	TABOR RESERVED FUNDS	\$	(1,510,714)
	OPERATIONS RESERVE	\$	(7,316,935)
	BUDGETED NET FUND BALANCE	\$	<u><u>17,793,869</u></u>

## GENERAL FUND ANALYSIS

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
<b>FUND BALANCE, JANUARY 1</b>	\$ 25,279,899	\$ 27,522,604	\$ 27,522,604	\$ 16,322,133
<u>REVENUE</u>	\$ 25,372,525	\$ 19,441,829	\$ 19,776,575	\$ 32,250,189
TOTAL AVAILABLE	<u>\$ 50,652,423</u>	<u>\$ 46,964,433</u>	<u>\$ 47,299,179</u>	<u>\$ 48,572,321</u>
<u>EXPENDITURES</u>				
Operating Expenditures	\$ 21,836,731	\$ 19,944,358	\$ 19,903,877	\$ 21,350,804
Capital Expenditures	\$ 1,293,089	\$ 600,000	\$ 528,169	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -
Transfers	\$ -	\$ 10,545,000	\$ 10,545,000	\$ 600,000
TOTAL EXPENDITURES	<u>\$ 23,129,820</u>	<u>\$ 31,089,358</u>	<u>\$ 30,977,046</u>	<u>\$ 21,950,804</u>
ANNUAL EXCESS/(DEFICIT)	\$ 2,242,705	\$ (11,647,529)	\$ (11,200,471)	\$ 10,299,385
<b>FUND BALANCE, DECEMBER 31</b>	<u>\$ 27,522,604</u>	<u>\$ 15,875,063</u>	<u>\$ 16,322,133</u>	<u>\$ 26,621,517</u>
TABOR RESERVED FUNDS				\$ 1,510,714
OPERATIONS RESERVE				\$ 7,316,935
NET FUND BALANCE	<u>\$ 27,522,604</u>	<u>\$ 15,875,063</u>	<u>\$ 16,322,133</u>	<u>\$ 17,793,869</u>

**GENERAL FUND  
REVENUE BY SOURCE**

	<b>2016 ACTUAL</b>	<b>2017 BUDGET</b>	<b>2017 ESTIMATED</b>	<b>2018 ADOPTED</b>
<b><u>TAXES</u></b>				
General Property Taxes	\$ 2,560,946	\$ 2,648,718	\$ 2,648,718	\$ 2,867,246
Delinquent Property Taxes	\$ (5,352)	\$ 2,672	\$ 2,672	\$ 2,806
Specific Ownership Taxes	\$ 124,910	\$ 132,614	\$ 132,614	\$ 139,245
Interest on Property Taxes	\$ 3,179	\$ 2,954	\$ 2,954	\$ 3,102
<b>TOTAL</b>	<b>\$ 2,683,683</b>	<b>\$ 2,786,958</b>	<b>\$ 2,786,958</b>	<b>\$ 3,012,399</b>
<b><u>LICENSES AND PERMITS</u></b>				
Liquor Licenses/Other Fees	\$ 41,973	\$ 25,000	\$ 25,000	\$ 25,000
Animal Licenses	\$ 630	\$ 600	\$ 600	\$ 800
Street Cut Permits	\$ 1,200	\$ 13,000	\$ 13,000	\$ 13,000
Misc. Licenses & Permits	\$ 5,400	\$ 3,500	\$ 3,500	\$ 3,500
Building Permits	\$ 607,828	\$ 450,845	\$ 600,000	\$ 355,000
Electric Permits	\$ 62,865	\$ 41,623	\$ 74,000	\$ 41,867
Plumbing Permits	\$ 36,460	\$ 29,627	\$ 30,000	\$ 24,000
Mechanical Permits	\$ 81,375	\$ 41,219	\$ 44,000	\$ 40,537
Parking Permits	\$ 184,164	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 1,021,894</b>	<b>\$ 605,414</b>	<b>\$ 790,100</b>	<b>\$ 503,704</b>
<b><u>CHARGES FOR SERVICES</u></b>				
Subdivision Review Fees	\$ -	\$ 3,090	\$ 3,090	\$ 3,183
Class 'A' Fees	\$ 13,254	\$ 19,400	\$ 22,000	\$ 22,660
Class 'B' Fees	\$ 23,001	\$ 20,760	\$ 21,950	\$ 22,609
Class 'C' Sign Fees	\$ 11,305	\$ 9,270	\$ 7,305	\$ 7,524
Class 'C' Fees	\$ 38,485	\$ 31,930	\$ 31,930	\$ 32,888
Class 'D' Fees	\$ 86,200	\$ 71,998	\$ 70,547	\$ 72,738
Sale of Planning Documents	\$ 222	\$ 2,090	\$ 200	\$ 200
Sale of Maps	\$ 50	\$ -	\$ 15	\$ -
Sale of Misc. Pub. & Rcpts.	\$ 833	\$ -	\$ 850	\$ 2,090
Security Checks	\$ 1,750	\$ 1,500	\$ 1,500	\$ 1,500
Parking Fees	\$ 480,283	\$ -	\$ -	\$ -
Building Plan Review	\$ 474,215	\$ 335,446	\$ 392,050	\$ 287,357
Erosion Control Fee	\$ 7,220	\$ 7,500	\$ 7,500	\$ 7,500
Misc. Other Fees	\$ 35,323	\$ 29,750	\$ 41,750	\$ 41,550
<b>TOTAL</b>	<b>\$ 1,174,497</b>	<b>\$ 532,734</b>	<b>\$ 600,687</b>	<b>\$ 501,799</b>
<b><u>INTERGOVERNMENTAL REVENUE</u></b>				
Grants	\$ 267,315	\$ 34,717	\$ 64,717	\$ 14,500
Motor Vehicle Reg. Fee	\$ 23,640	\$ 27,999	\$ 27,999	\$ 27,999
Highway Users	\$ 254,544	\$ 249,674	\$ 249,674	\$ 241,206
Road & Bridge Levy	\$ 208,743	\$ 210,523	\$ 210,523	\$ 210,523
Other Governmental	\$ 558,484	\$ 27,000	\$ 27,000	\$ 27,000
<b>TOTAL</b>	<b>\$ 1,312,726</b>	<b>\$ 549,913</b>	<b>\$ 579,913</b>	<b>\$ 521,228</b>

<b>GENERAL FUND REVENUE BY SOURCE CONTINUED</b>	<b>2016 ACTUAL</b>	<b>2017 BUDGET</b>	<b>2017 ESTIMATED</b>	<b>2018 ADOPTED</b>
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**FINES AND FORFEITS**

Parking Tickets *	\$ 216,592	\$ -	\$ -	\$ -
Traffic Citations	\$ 101,902	\$ 95,000	\$ 95,000	\$ 95,000
Penal Fines	\$ 103,857	\$ 96,200	\$ 95,700	\$ 95,700
Dog Fines	\$ 1,690	\$ 1,598	\$ 1,598	\$ 1,598
Court Cost Fee Charges	\$ 26,493	\$ 25,000	\$ 25,000	\$ 25,000
PD Surcharge	\$ 20,025	\$ 19,500	\$ 19,500	\$ 19,500

**TOTAL** \$ 470,559 \$ 237,298 \$ 236,798 \$ 236,798

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

**TRANSFERS FROM OTHER FUNDS**

From Water Fund	\$ 461,724	\$ 95,319	\$ 95,319	\$ 98,179
From Excise Fund	\$ 14,037,564	\$ 10,400,000	\$ 10,400,000	\$ 12,550,000
From Golf Fund	\$ 30,300	\$ 30,402	\$ 30,402	\$ 31,314
From Open Space Fund	\$ -	\$ -	\$ -	\$ -
From Affordable Housing Fund	\$ -	\$ -	\$ -	\$ 10,500,000

**TOTAL** \$ 14,529,588 \$ 10,525,721 \$ 10,525,721 \$ 23,179,493

**RECREATION FEES**

Rec Programs	\$ 813,766	\$ 805,310	\$ 783,510	\$ 789,410
Rec Operations	\$ 1,674,143	\$ 1,560,250	\$ 1,587,251	\$ 1,501,250
Tennis Programs	\$ -	\$ -	\$ -	\$ 159,500
Nordic Center	\$ 245,394	\$ 229,700	\$ 210,505	\$ 236,700
Ice Rink Operations	\$ 467,945	\$ 470,700	\$ 472,700	\$ 484,700

**TOTAL** \$ 3,201,248 \$ 3,065,960 \$ 3,053,966 \$ 3,171,560

**MISCELLANEOUS INCOME**

PEG Fees	\$ 10,333	\$ 9,596	\$ 9,596	\$ 9,596
Investment Income	\$ 169,197	\$ 256,914	\$ 256,914	\$ 256,914
Pension Forfeitures	\$ 47,567	\$ 50,000	\$ 50,000	\$ 50,000
Sale of Assets	\$ -	\$ -	\$ -	\$ -
Rental Income	\$ 168,386	\$ 171,786	\$ 171,486	\$ 179,849
Insurance Recoveries	\$ 265,792	\$ 19,000	\$ 92,390	\$ 19,000
Reimbursement of Expend.	\$ 41,359	\$ 6,126	\$ 3,100	\$ 3,000
BGVCC 10 Year Agreement	\$ 50,000	\$ 50,000	\$ 50,000	\$ 49,996
Miscellaneous Income	\$ 116,735	\$ 70,147	\$ 64,684	\$ 43,027
Interest Income/Loan Pmts	\$ 108,961	\$ 504,262	\$ 504,262	\$ 511,826 *

**TOTAL** \$ 978,330 \$ 1,137,831 \$ 1,202,432 \$ 1,123,208

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

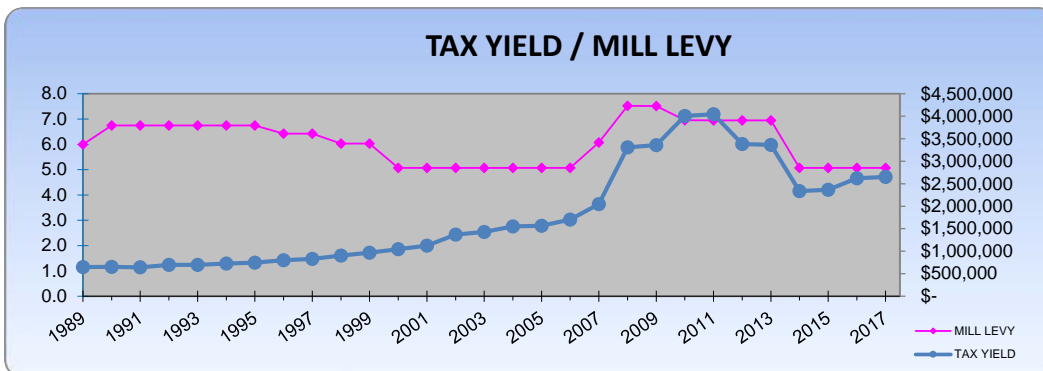
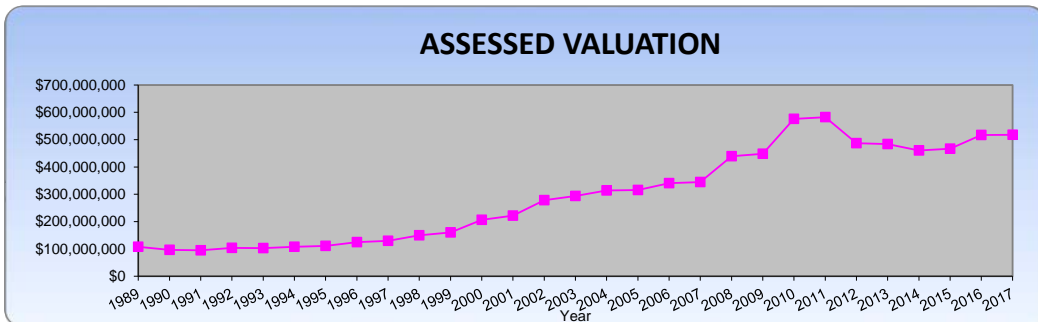
**TOTAL GENERAL FUND** \$ 25,372,525 \$ 19,441,829 \$ 19,776,575 \$ 32,250,189



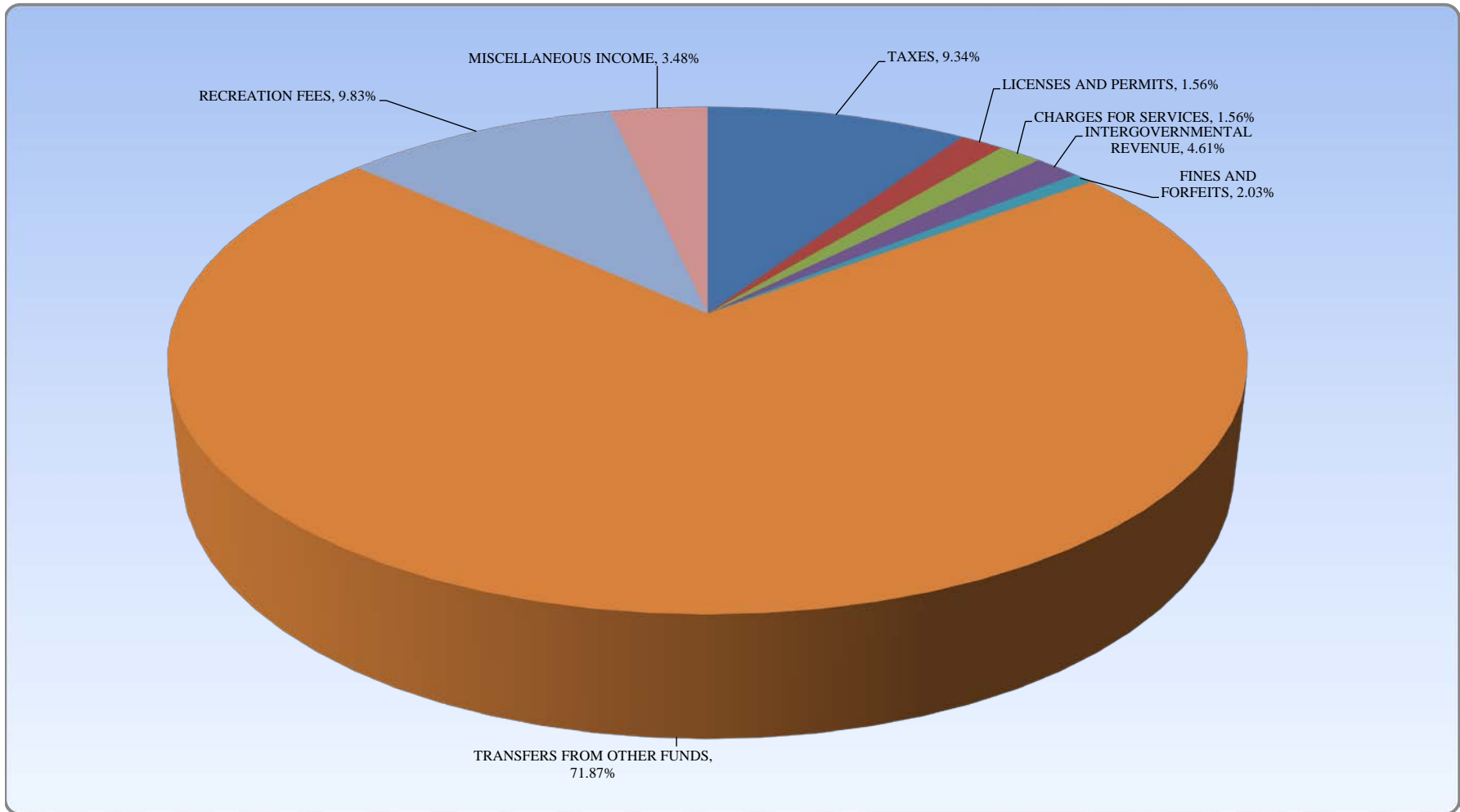
**TOWN OF BRECKENRIDGE  
PROPERTY TAX REVENUE TREND  
ASSESSED VALUATION AND TAX YIELD  
1989-2017**

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	\$ 2,649,791

Note: mill levy for debt service expired in 2014



**TOWN OF BRECKENRIDGE- 2018 BUDGET  
GENERAL FUND REVENUES BY SOURCE**



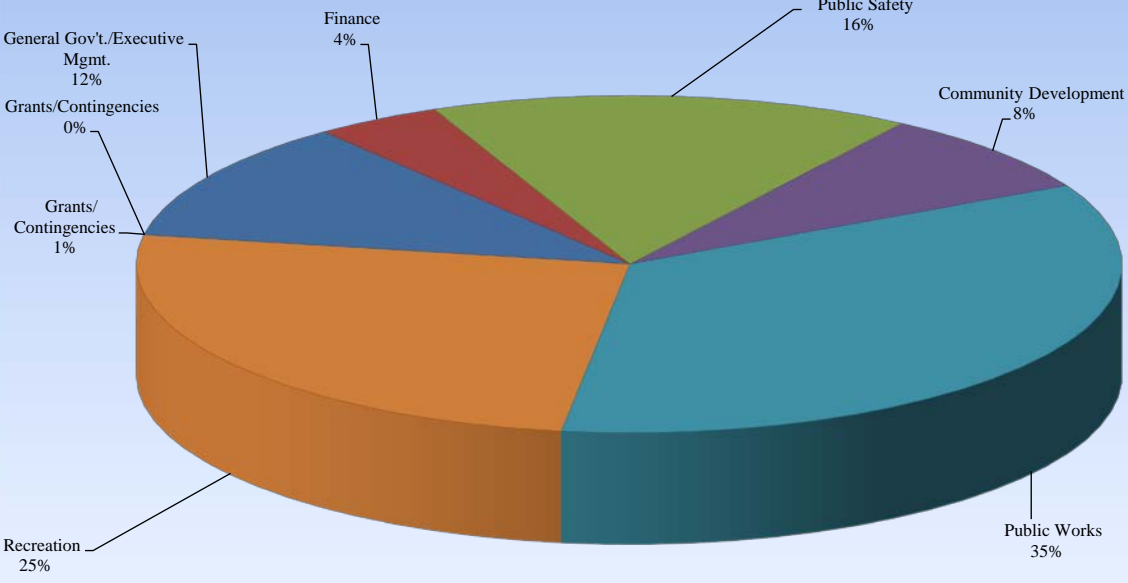
**GENERAL FUND  
EXPENDITURES BY CATEGORY AND PROGRAM**

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
<b>EXPENDITURES</b>				
Personnel	\$ 13,643,042	\$ 12,539,245	\$ 12,501,305	\$ 13,330,262
Transfers	\$ -	\$ 10,545,000	\$ 10,545,000	\$ 600,000
Materials & Supplies	\$ 844,149	\$ 936,536	\$ 961,983	\$ 903,520
Charges for Services	\$ 3,963,800	\$ 3,941,048	\$ 3,920,966	\$ 4,204,777
Fixed Charges	\$ 3,385,659	\$ 2,527,528	\$ 2,519,623	\$ 2,912,245
Grants/Contingencies	\$ 81	\$ -	\$ -	\$ -
Capital Outlay	\$ 1,293,089	\$ 600,000	\$ 528,169	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 23,129,820</u></b>	<b><u>\$ 31,089,358</u></b>	<b><u>\$ 30,977,046</u></b>	<b><u>\$ 21,950,804</u></b>

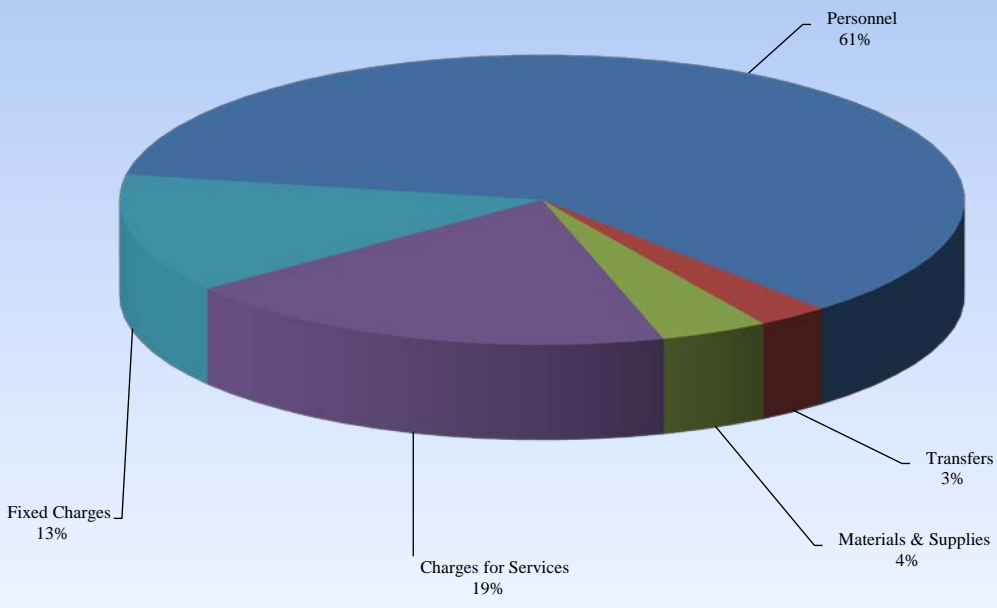
**EXPENDITURES BY PROGRAM**

General Gov't./Executive Mgmt.	\$ 2,301,103	\$ 2,395,846	\$ 2,361,977	\$ 2,471,200
Finance	\$ 777,555	\$ 882,572	\$ 872,170	\$ 886,166
Public Safety	\$ 3,560,746	\$ 3,144,735	\$ 3,193,386	\$ 3,368,938
Community Development	\$ 1,555,271	\$ 1,722,484	\$ 1,723,778	\$ 1,709,168
Public Works	\$ 9,039,862	\$ 6,703,430	\$ 6,729,965	\$ 7,457,516
Recreation	\$ 4,577,386	\$ 4,955,290	\$ 4,888,857	\$ 5,457,816
Grants/Contingencies	\$ 1,317,898	\$ 740,000	\$ 661,913	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -
Transfers	\$ -	\$ 10,545,000	\$ 10,545,000	\$ 600,000
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 23,129,820</u></b>	<b><u>\$ 31,089,358</u></b>	<b><u>\$ 30,977,046</u></b>	<b><u>\$ 21,950,804</u></b>

**TOWN OF BRECKENRIDGE  
GENERAL FUND EXPENDITURES BY PROGRAM - 2018**



**TOWN OF BRECKENRIDGE  
GENERAL FUND EXPENDITURES BY CATEGORY - 2018**



**REVENUE & EXPENDITURE  
SUMMARY**

<b>GENERAL GOVERNMENT</b>	<b>2016 ACTUAL</b>	<b>2017 BUDGET</b>	<b>2017 ESTIMATED</b>	<b>2018 ADOPTED</b>
<b>REVENUE</b>				
Court Costs & Forfeits	\$ 243,201	\$ 229,348	\$ 229,398	\$ 228,898
General Tax Support	\$ 221,754	\$ 301,904	\$ 304,229	\$ 307,193
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL REVENUE</b>	<b><u>\$ 464,955</u></b>	<b><u>\$ 531,252</u></b>	<b><u>\$ 533,627</u></b>	<b><u>\$ 536,091</u></b>
<b>EXPENDITURES</b>				
Personnel	\$ 221,844	\$ 249,803	\$ 249,803	\$ 252,738
Materials & Supplies	\$ 253	\$ 5,700	\$ 5,700	\$ 5,700
Charges for Services	\$ 239,847	\$ 274,248	\$ 276,623	\$ 275,876
Fixed Charges	\$ 3,010	\$ 1,501	\$ 1,501	\$ 1,777
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 464,955</u></b>	<b><u>\$ 531,252</u></b>	<b><u>\$ 533,627</u></b>	<b><u>\$ 536,091</u></b>
<b>EXPENDITURES BY PROGRAM</b>				
Law & Policy Making	\$ 171,086	\$ 193,744	\$ 193,823	\$ 194,690
Municipal Court	\$ 170,184	\$ 184,683	\$ 186,979	\$ 188,576
Advice & Litigation	\$ 123,684	\$ 152,825	\$ 152,825	\$ 152,825
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 464,955</u></b>	<b><u>\$ 531,252</u></b>	<b><u>\$ 533,627</u></b>	<b><u>\$ 536,091</u></b>

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

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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:

	2016	2017	2017	2018
	ACTUAL	BUDGET	ESTIMATED	ADOPTED
PERSONNEL	109,211	130,783	130,783	130,783
MATERIALS & SUPPLIES	122	200	200	200
CHARGES FOR SERVICES	59,943	62,459	62,538	63,387
FIXED CHARGES	1,810	302	302	320
	<u>\$ 171,086</u>	<u>\$ 193,744</u>	<u>\$ 193,823</u>	<u>\$ 194,690</u>

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PRIOR YEAR ACCOMPLISHMENTS:

2017 Accomplishments include: Completion of Huron Landing; Completion of Denison Commons; Completion of the 4 O'clock Roundabout; Groundbreaking for Blue 52; Completion of the Prospect Park Restrooms; and Groundbreaking for the Recreation Center Renovation.

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BUDGET YEAR GOALS:

Completion of the Recreation Center Remodel; Continued Affordable Rental Housing; Long Term Affordable Childcare; Successful transition to a Private Parking Management Company; Groundbreaking on a Parking Garage; Continued Work on the Comprehensive Parking/Transit/Traffic Management Plan; Long Term Water Planning; Sustainable Breck Programs; Continued improvements to Public Outreach & Engagement.

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

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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:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
PERSONNEL	112,633	119,020	119,020	121,955
MATERIALS & SUPPLIES	132	5,500	5,500	5,500
CHARGES FOR SERVICES	56,220	58,964	61,260	59,664
CAPITAL OUTLAY	-	-	-	-
FIXED CHARGES	1,200	1,199	1,199	1,457
	<b>\$ 170,184</b>	<b>\$ 184,683</b>	<b>\$ 186,979</b>	<b>\$ 188,576</b>

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PRIOR YEAR ACCOMPLISHMENTS:

Ordinance passed by Council to allow for collections by Municipal Court.  
Continued audit of Bench Warrants - quashing those over 7 years and holding for collections those that still have payments due.  
Worked with Summit County Communications and nCourt to continue successful implementation of online payment system.  
Through attendance at the Journal Technologies' User Conference, was able to grant access to JusticeWeb to the Prosecutor, for file review - also granting access to attorneys.  
Municipal Court Administrator elected President for the Colorado Association for Municipal Court Administration (CAMCA) and will serve a 2 year term (2017-1019).

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BUDGET YEAR GOALS:

Review court processes, policies and procedures to ensure proper implementation, especially in light of legislation passed in 2016 and 2017.  
Work with Prosecuting Attorney and Judge to ensure timely case management, including discovery delivery and agreement notifications.  
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.  
Court Administrator will become more involved at the National Level, serving on the Governance Committee and Core Curriculum Committee for the National Association for Court Management (NACM).

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SERVICE INDICATORS:

	2014	2015	2016
# Jury Trials Scheduled/Occurred	4/0	1/0	1/1
ACCOMMODATION TAX	6,046/15,525	3,249/15,763	3,827/24,251
	\$79,281.72/	\$35,058.07/	\$124,945.90/
CHARGES FOR SERVICES	\$71,267.00	\$32,760.55	\$95,533.80

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

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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:

	2016	2017	2017	2018
	ACTUAL	BUDGET	ESTIMATED	ADOPTED
PERSONNEL	-	-	-	-
MATERIALS & SUPPLIES	-	-	-	-
CHARGES FOR SERVICES	123,684	152,825	152,825	152,825
CAPITAL OUTLAY	-	-	-	-
FIXED CHARGES	-	-	-	-
	<u>\$ 123,684</u>	<u>\$ 152,825</u>	<u>\$ 152,825</u>	<u>\$ 152,825</u>



## REVENUE & EXPENDITURE SUMMARY

EXECUTIVE & MANAGEMENT	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
<b>REVENUE</b>				
Liquor License Fees	\$ 41,973	\$ 25,000	\$ 25,000	\$ 25,000
Administration Revenue	\$ 14,550	\$ 7,750	\$ -	\$ 8,000
General Tax Support	\$ 1,703,503	\$ 1,750,569	\$ 1,719,075	\$ 1,806,834
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL REVENUE</b>	<b><u>\$ 1,760,025</u></b>	<b><u>\$ 1,783,319</u></b>	<b><u>\$ 1,744,075</u></b>	<b><u>\$ 1,839,834</u></b>
<b>EXPENDITURES</b>				
Personnel	\$ 1,459,783	\$ 1,428,043	\$ 1,434,053	\$ 1,463,988
Materials & Supplies	\$ 6,368	\$ 15,000	\$ 17,550	\$ 13,100
Charges for Services	\$ 212,424	\$ 219,394	\$ 208,495	\$ 228,034
Minor Capital Outlay	\$ -	\$ -	\$ -	\$ -
Fixed Charges	\$ 81,450	\$ 120,882	\$ 83,977	\$ 134,712
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 1,760,025</u></b>	<b><u>\$ 1,783,319</u></b>	<b><u>\$ 1,744,075</u></b>	<b><u>\$ 1,839,834</u></b>
<b>EXPENDITURES BY PROGRAM</b>				
Executive Management	\$ 911,153	\$ 782,797	\$ 776,950	\$ 694,726
Human Resources Admin.	\$ 566,437	\$ 658,223	\$ 626,325	\$ 683,930
Town Clerk Admin.	\$ 282,435	\$ 342,299	\$ 340,800	\$ 461,178
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 1,760,025</u></b>	<b><u>\$ 1,783,319</u></b>	<b><u>\$ 1,744,075</u></b>	<b><u>\$ 1,839,834</u></b>

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

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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, and Administrative Specialist. It also provides coordination with various nonprofits with the Town's Grants & Scholarship programs.

PROGRAM EXPENDITURES:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
PERSONNEL	744,894	608,039	608,053	524,786
MATERIALS & SUPPLIES	1,629	7,500	8,050	5,400
CHARGES FOR SERVICES	126,142	131,270	124,770	127,725
CAPITAL OUTLAY	-	-	-	-
FIXED CHARGES	38,488	35,988	36,077	36,815
	<u>\$ 911,153</u>	<u>\$ 782,797</u>	<u>\$ 776,950</u>	<u>\$ 694,726</u>

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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.

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BUDGET YEAR GOALS:

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

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SERVICE INDICATORS:

	2014	2015	2016
Cash Grants, In-Kind Grants & Student Scholarships Awarded	96	105	108

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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:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
PERSONNEL	492,409	577,624	583,620	601,980
MATERIALS & SUPPLIES	1,884	2,000	4,000	2,000
CHARGES FOR SERVICES	33,035	35,927	33,027	36,277
CAPITAL OUTLAY	-	-	-	-
FIXED CHARGES	39,110	42,672	5,678	43,673
	<u>\$ 566,437</u>	<u>\$ 658,223</u>	<u>\$ 626,325</u>	<u>\$ 683,930</u>

PRIOR YEAR ACCOMPLISHMENTS:

**System Development (Recruitment):** NeoGov Optimization. New Online Hiring Center (OHC) rollout & New Career Pages rollout  
**Benefits/Pay:** 2016 Pay study completed and implemented for all FT/Reg positions; Vision (VSP) benefit added in 2017; Health Links and Interactive Health wellness awards. Transition to new network provider United Healthcare. New retirement plan advisory committee, and retirement plan advisor Innovest  
**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 & Safety:** New online safety manual; online MSDS; identified an ADA Coordinator

BUDGET YEAR GOALS:

HR goals for 2018 & beyond:

**System Development (Performance Tools):** Evaluate performance evaluations and launch an online solution with NeoGov 'Perform' software for performance appraisals.  
**Benefits Management:** Optimize new TPA and network provider United Healthcare and their services to employees. Evaluate PT/YR and Seasonal pay plan  
**EE Development:** Link developmental needs and interests of talent to the Town's vision/mission; supervisory training.  
**Culture:** Continue to strengthen the Town's organizational culture through the Values and Philosophies.  
**Risk Management:** Partner and lead in safety initiatives. ADA Coordinator role expanded.

SERVICE INDICATORS:

	Year End			Relationship to GOALS
	2014	2015	2016	
Positions: Authorized REGULAR/Full-Time	159.75	157.75	159.75	Indicator of the human capital needs.
New Hires: REGULAR/Full-Time	13	21	28	Indicator of ability to retain full-time staff.
New Hires: Seasonal/PTYR/Other (excludes seas. rehires)	99	117	210	Reflects on Town's retention and seasonal returning staff (local market is tighter).
Recruitment: ~ # of Recruitments Conducted	99	103	108	Indicator of retention/turnover.
Recruitment: ~ Applications for Employment	1646	2125	2262	Indicator of interested applicants in Town jobs.
Recruitment: ~ Avg Applications per ea. Recruitment	16	19	20	Indicator of current market pressure on recruitment/applicant pools.
Recruitment: HR Web/Job Pages ~ Visitors to Site	41,148	41,805	43,160	Interest in Town positions
EE Development: # In-House Training Programs Delivered	321	703	5,959	Ongoing interest in the Town's career opportunities
Recruitment: Orientation Sessions Held for New Hires	48	39	43	Indicator of efforts to develop skills in: 1) Leadership; 2) Risk Mgmt; 3) Employee Engagement
Wellness Program Participants	150	147	131	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:**

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
Personnel	222,481	242,380	242,380	337,222
Materials & Supplies	2,855	5,500	5,500	5,700
Charges for Services	53,247	52,197	50,698	64,032
Capital Outlay	-	-	-	-
Fixed Charges	3,852	42,222	42,222	54,224
	<b>\$ 282,435</b>	<b>\$ 342,299</b>	<b>\$ 340,800</b>	<b>\$ 461,178</b>

**PRIOR YEAR ACCOMPLISHMENTS:**

Selected new Agenda and Meeting Management Vendor to replace SIRE.  
 Municipal Clerk achieved IIMC Athenian Leadership Society membership.  
 Worked cooperatively with outside entities such as the BGVCC and the BTO to put into place protocols for liquor licensing.  
 Improved safety and risk management processes by coordinating with Public Works staff and the Safety Committee, and by cross-training Municipal Services staff in risk management documentation and tracking.  
 Captured documents from other divisions in eFile for storage and retention according to the Municipal Records Retention Schedule.

**BUDGET YEAR GOALS:**

Deputy Municipal Clerk works toward the Certified Municipal Clerk designation.  
 Work closely with new Communications Coordinator on Town initiatives such as BreckForward.  
 Roll out the new Agenda and Meeting Management tool (Granicus) to all staff and Town Council, also implementing the eComment feature for public interaction.  
 Fully implement new software packages across the division, including nCourt for online court payments with JusticeWeb, and expanded features for Pontem Cemetery Software (photos, history, etc.).  
 Continue to encourage all divisions to file critical documents electronically with eFile for easy access and retention requirements.

	2014	2015	2016
# of Council Meetings/Work Sessions/Retreats	49	48	48
Active Liquor Licenses	98	97	101
Active Marijuana Licenses (Includes All License Types)	11	9	9
# of Liquor License Authority Meetings*	13	12	12
# Elections	2	1	2
# Registered Voters	4,272	4,620	4,667

\*Changes to Liquor and Marijuana License Authority in 2016

## REVENUE & EXPENDITURE SUMMARY

FINANCE	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
<b>REVENUE</b>				
General Tax Support	\$ 777,555	\$ 882,572	\$ 872,170	\$ 886,166
<b>TOTAL REVENUE</b>	<u>\$ 777,555</u>	<u>\$ 882,572</u>	<u>\$ 872,170</u>	<u>\$ 886,166</u>
<b>EXPENDITURES</b>				
Personnel	\$ 574,655	\$ 647,946	\$ 661,837	\$ 665,735
Materials & Supplies	\$ 5,366	\$ 8,800	\$ 9,750	\$ 8,300
Charges for Services	\$ 107,261	\$ 177,620	\$ 152,377	\$ 163,120
Minor Capital Outlay	\$ -	\$ -	\$ -	\$ -
Fixed Charges	\$ 90,274	\$ 48,206	\$ 48,206	\$ 49,011
	<u>\$ 777,555</u>	<u>\$ 882,572</u>	<u>\$ 872,170</u>	<u>\$ 886,166</u>
<b>EXPENDITURES BY PROGRAM</b>				
Administration	\$ 222,253	\$ 186,115	\$ 186,812	\$ 190,541
Accounting	\$ 555,302	\$ 696,457	\$ 685,358	\$ 695,625
<b>TOTAL EXPENDITURES</b>	<u>\$ 777,555</u>	<u>\$ 882,572</u>	<u>\$ 872,170</u>	<u>\$ 886,166</u>

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

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PROGRAM DESCRIPTION:

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

PROGRAM EXPENDITURES:

	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2017 <u>ESTIMATED</u>	2018 <u>ADOPTED</u>
Personnel	111,583	113,709	116,306	118,330
Materials & Supplies	571	1,800	1,200	1,300
Charges for Services	19,826	22,400	21,100	21,900
Capital Outlay	-	-	-	-
Fixed Charges	90,274	48,206	48,206	49,011
	<u>\$ 222,253</u>	<u>\$ 186,115</u>	<u>\$ 186,812</u>	<u>\$ 190,541</u>

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PRIOR YEAR ACCOMPLISHMENTS:

Finance has had a busy year. We took the necessary steps to secure over \$50M in financing for the Town's second water plant project. We also established our new health benefits fund to better track the Town's health care related expenditures. Finance continues to play an integral part of planning for and tracking the Town's many projects and initiatives.

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BUDGET YEAR GOALS:

For 2018 we are looking forward to assisting the Town citizens, Council, and staff in planning for our upcoming projects that will address the challenges associated with our business activity growth. This will include planning for the financing of transit and parking infrastructure improvements, as well as the monitoring of the upcoming water treatment plant projects.

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SERVICE INDICATORS:

	<u>2014</u>	<u>2015</u>	<u>2016</u>
Sales Tax Audits Completed	9	22	32
Business Licenses Processed	5,222	5,684	6,023

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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:**

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
Personnel	463,072	534,237	545,531	547,405
Materials & Supplies	4,795	7,000	8,550	7,000
Charges for Services	87,435	155,220	131,277	141,220
Capital Outlay	-	-	-	-
Fixed Charges	-	-	-	-
	<u>\$ 555,302</u>	<u>\$ 696,457</u>	<u>\$ 685,358</u>	<u>\$ 695,625</u>

**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. 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.
5. 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.
6. Created and distributed quarterly Key Performance Indicators for all Accounting Department activities.
7. Provided Public Works and the citizenry with information as needed regarding water usage and the new water plant.

**BUDGET YEAR GOALS:**

In 2018, we will continue to work on projects such as e-government solutions, business compliance, and improved reporting. Some examples are:

1. Continue to increase participation in paperless processes within all functions of the division
2. Upgrade to KRONOS version 8.0 which will eliminate Java compatibility issues.
3. Identify and lien properties from which the Town has not received RETT due by reviewing all real estate transactions within Town limits.

**SERVICE INDICATORS:**

	<u>2014</u>	<u>2015</u>	<u>2016</u>
Sales, Accommodation, MMJ returns: % Filed Online	59%	62%	63%
# of Utility Accounts	4,465	4,569	4,658
Utility Billing: % Electronic Delivery	77.2%	81.0%	83.4%
# of Payments to Vendors	4,729	4,619	4,803
% of ACH vs. check payments to vendors (AP)	53.0%	57.0%	60%
# Real Estate Transfer Tax Transactions	13,256	8,536	8,624
\$ of Payroll Payments (000)	8,139	8,719	9,049

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

**REVENUE & EXPENDITURE  
SUMMARY**

<b>PUBLIC SAFETY</b>	<b>2016 ACTUAL</b>	<b>2017 BUDGET</b>	<b>2017 ESTIMATED</b>	<b>2018 ADOPTED</b>
<b>REVENUE</b>				
Animal Licenses	\$ 630	\$ 600	\$ 600	\$ 800
Security Checks	\$ 1,750	\$ 1,500	\$ 1,500	\$ 1,500
Fines & Forfeits	\$ 182,636	\$ 10,274	\$ 12,750	\$ 13,650
Reimb. Of Expenditures	\$ 66,141	\$ 24,126	\$ 33,100	\$ 33,000
Parking	\$ 664,447	\$ -	\$ -	\$ -
Grants	\$ 108,075	\$ 34,717	\$ 64,717	\$ 14,500
General Tax Support	\$ 2,537,066	\$ 3,073,518	\$ 3,080,719	\$ 3,305,488
<b>TOTAL REVENUE</b>	<b><u>\$ 3,560,746</u></b>	<b><u>\$ 3,144,735</u></b>	<b><u>\$ 3,193,386</u></b>	<b><u>\$ 3,368,938</u></b>
<b>EXPENDITURES</b>				
Personnel	\$ 2,651,364	\$ 2,395,734	\$ 2,434,980	\$ 2,515,634
Materials & Supplies	\$ 77,231	\$ 67,890	\$ 67,890	\$ 73,700
Charges for Services	\$ 401,047	\$ 349,530	\$ 358,935	\$ 377,884
Minor Capital Outlay	\$ -	\$ -	\$ -	\$ -
Fixed Charges	\$ 431,104	\$ 331,581	\$ 331,581	\$ 401,720
	<b><u>\$ 3,560,746</u></b>	<b><u>\$ 3,144,735</u></b>	<b><u>\$ 3,193,386</u></b>	<b><u>\$ 3,368,938</u></b>
<b>EXPENDITURES BY PROGRAM</b>				
Administration & Records	\$ 864,599	\$ 908,687	\$ 921,734	\$ 988,513
Communications	\$ 219,167	\$ 215,056	\$ 219,760	\$ 219,760
Patrol Services	\$ 1,858,163	\$ 2,020,992	\$ 2,051,892	\$ 1,958,515
Community Services	\$ 618,817	\$ -	\$ -	\$ 202,150
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 3,560,746</u></b>	<b><u>\$ 3,144,735</u></b>	<b><u>\$ 3,193,386</u></b>	<b><u>\$ 3,368,938</u></b>



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

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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:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
Personnel	503,532	546,301	558,547	587,886
Materials & Supplies	14,079	15,000	15,000	16,000
Charges for Services	100,156	111,624	112,425	127,874
Capital Outlay	-	-	-	-
Fixed Charges	246,832	235,762	235,762	256,753
	<u>\$ 864,599</u>	<u>\$ 908,687</u>	<u>\$ 921,734</u>	<u>\$ 988,513</u>

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PRIOR YEAR ACCOMPLISHMENTS:

As part of the Strategic Plan, the staff continued to be 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 is currently evaluating the President's Final Report on 21st Century Policing and its potential applicability to the Breckenridge Police Department. In addition, the Department upgraded various procedures to be in compliance with CCIC and CJIS.

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BUDGET YEAR GOALS:

In 2017 the Breckenridge Police Department will finish 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 continue to work in establishing a program of crime analysis to identify trends for criminal activity and vehicle crashes.

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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:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
Personnel	-	-	-	-
Materials & Supplies	5,575	6,000	6,000	6,000
Charges for Services	213,592	209,056	213,760	213,760
Capital Outlay	-	-	-	-
Fixed Charges	-	-	-	-
	<u>\$ 219,167</u>	<u>\$ 215,056</u>	<u>\$ 219,760</u>	<u>\$ 219,760</u>

PRIOR YEAR ACCOMPLISHMENTS:

During 2016, the Communications Center handled 11,970 requests for police services in Breckenridge compared to 11,481 in 2015. The additional 489 requests in 2016 compared to 2015 represents a 4% increase and equates to a 26% increase over the past three years.

BUDGET YEAR GOALS:

The services provided by the 911 Center are funded by all county agencies, with costs determined annually, based on each agency's call volume, radio use, and population. Breckenridge Police Department continues to be the second highest user of the 911 Center, after the Sheriff's Office. Summit County maintains the internal service fund for the Records Management System (RMS), which funds 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 continuing replacement of portable radios. This past year, the 911 Center has conducted research regarding the acquisition of a new CAD (Computer Aided Dispatch) system, which will be implemented in June 2018. The 911 Center has also, in collaboration with local partners, created and approved a Technology Operations Guideline. In 2018 the 911 Center will launch a 911 Text service for constituents to report information via text messaging.

SERVICE INDICATORS:

	<u>2014</u>	<u>2015</u>	<u>2016</u>
NW Incidents	11,481	11,970	12,821

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:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
Personnel	1,676,823	1,849,433	1,876,433	1,786,032
Materials & Supplies	44,513	46,890	46,890	47,000
Charges for Services	35,427	28,850	32,750	32,750
Capital Outlay	-	-	-	-
Fixed Charges	101,400	95,819	95,819	92,733
	<u>\$ 1,858,163</u>	<u>\$ 2,020,992</u>	<u>\$ 2,051,892</u>	<u>\$ 1,958,515</u>

PRIOR YEAR ACCOMPLISHMENTS:

The Patrol division responded to a high volume of calls for service which increase 4% over the previous year as well as engaged in a variety of community problem solving initiatives. This year, the Department completed the first year assessment of the downtown unit. 85% of those surveyed believed the downtown officers had a positive impact on the community's quality of life. 86% of those surveyed believed the downtown officers had a positive impact on the transient/homeless population in Breckenridge. There are presently two sworn officers assigned to the unit. 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 a major undercover drug operation that resulted in 21 arrests. Cyber crime investigations continue to escalate across the country to include Breckenridge. These types of crimes require significant amounts of staff hours and resources to complete a thorough investigation. The Department plans to add a staff member to the Federal Electronic Crimes Task Force this coming year.

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 continue to identify areas of high traffic crashes and engage in stronger reduction efforts through community education, outreach and enforcement. 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:

	2014	2015	2016
Community Outreach			
Schools			
DARE Graduates	76	110	93
Bike Rodeos	2	2	2
Public			
Safe Bar Meetings	9	10	3
Tips Meetings	7	6	5
Enforcement			
Reports	2,431	2157	2,211
Traffic			
Total Traffic Stops	2,056	2299	3,174
Motor Vehicle Accidents	324	285	336
Calls			
# Cases	1,521	1691	1,770
Noise Complaints	208	215	201
Assaults	45	61	72
Criminal Mischief	112	126	100
Disorderly	43	33	44
Ski Theft	13	11	13
Snowboard Theft	12	5	13
Ski Pass Fraud	256	126	304
Arrests			
DUI	71	99	59
Felony	46	32	40
Misdemeanor	131	161	80
Total Arrests	687	558	925
Event Hours Worked, including in-kind services	1,027	1210	846

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:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
Personnel	471,009	-	-	141,716
Materials & Supplies	13,064	-	-	4,700
Charges for Services	51,873	-	-	3,500
Capital Outlay	-	-	-	-
Fixed Charges	82,872	-	-	52,234
	<u>\$ 618,817</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 202,150</u>

PRIOR YEAR ACCOMPLISHMENTS:

In 2016, paid parking was implemented throughout the core of Breckenridge, and in the various parking lots. An extensive education program was undertaken, and the CSO's spent many hours on foot educating people on the use of the kiosks and the parking app, and several "pop up" meetings were held throughout Town to allow community members and visitors to have a hands on experience with the kiosk. 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. Efforts towards improving customer service and sustainability continued with 88% of correspondence conducted by email as opposed to traditional mail and fill-able parking permit applications made available on-line to improve customer service. Staff created and distributed new parking brochures that received a very favorable response, especially from lodging companies.

BUDGET YEAR GOALS:

In the coming year, the parking division will be disbanded within Community Service and parking will be outsourced to a private company. Two CSO's will remain and work under the shift Patrol Sergeant, primarily doing accident reports, code enforcement and any handicap parking complaints.

SERVICE INDICATORS:

	2014	2015	2016
Parking & Code Enforcement	(parking statistics are tabulated from May 1 - April 30)		
Parking Citations	6,396	7,516	7,764
Cites Excluding Voids, Warnings	5,426	6,333	2,744
Collection Rate	77%	78%	78%
Permits Sold	1,723	1,556	1,196
Dog Licenses	139	141	21
Dog at Large Citations	38	22	18
Wildlife calls	75	34	72

**REVENUE AND EXPENDITURE  
SUMMARY**

<b>COMMUNITY DEVELOPMENT</b>	<b>2016 ACTUAL</b>	<b>2017 BUDGET</b>	<b>2017 ESTIMATED</b>	<b>2018 ADOPTED</b>
<b>REVENUE</b>				
Inspection Permits	\$ 788,527	\$ 563,314	\$ 748,000	\$ 461,404
Subdiv. Review Fees (50%)	\$ -	\$ 1,545	\$ 1,545	\$ 1,592
Class 'A'	\$ 11,995	\$ 17,557	\$ 19,910	\$ 20,507
Class 'B'	\$ 21,276	\$ 19,203	\$ 20,304	\$ 20,913
Class 'C'	\$ 48,251	\$ 39,923	\$ 37,958	\$ 39,096
Class 'D'	\$ 86,200	\$ 71,998	\$ 70,547	\$ 72,738
Sale of Documents	\$ 222	\$ 300	\$ 200	\$ 300
Misc. Fees	\$ 3,250	\$ 2,559	\$ 2,300	\$ 2,559
Plan Review	\$ 474,215	\$ 335,446	\$ 392,050	\$ 287,357
Grants	\$ -	\$ -	\$ -	\$ -
General Tax Support	\$ 121,336	\$ 670,639	\$ 430,964	\$ 802,701
<b>TOTAL REVENUE</b>	<b><u>\$ 1,555,271</u></b>	<b><u>\$ 1,722,484</u></b>	<b><u>\$ 1,723,778</u></b>	<b><u>\$ 1,709,168</u></b>
<b>EXPENDITURES</b>				
Personnel	\$ 1,217,821	\$ 1,408,615	\$ 1,408,615	\$ 1,382,735
Materials & Supplies	\$ 13,899	\$ 11,000	\$ 11,548	\$ 11,000
Charges for Services	\$ 105,260	\$ 94,330	\$ 95,076	\$ 102,500
Minor Capital Outlay	\$ -	\$ -	\$ -	\$ -
Fixed Charges	\$ 218,291	\$ 208,539	\$ 208,539	\$ 212,933
Grants	\$ -	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 1,555,271</u></b>	<b><u>\$ 1,722,484</u></b>	<b><u>\$ 1,723,778</u></b>	<b><u>\$ 1,709,168</u></b>
<b>EXPENDITURES BY PROGRAM</b>				
Administration	\$ 1,010,704	\$ 1,134,564	\$ 1,133,364	\$ 1,121,210
Building Services	\$ 544,567	\$ 587,920	\$ 590,414	\$ 587,958
Arts District	\$ -	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 1,555,271</u></b>	<b><u>\$ 1,722,484</u></b>	<b><u>\$ 1,723,778</u></b>	<b><u>\$ 1,709,168</u></b>

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, 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:**

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
Personnel	796,136	910,702	910,702	887,577
Materials & Supplies	11,993	8,500	8,500	8,500
Charges for Services	53,528	79,100	77,900	86,100
Capital Outlay	-	-	-	-
Fixed Charges	149,048	136,262	136,262	139,033
	<u>\$ 1,010,704</u>	<u>\$ 1,134,564</u>	<u>\$ 1,133,364</u>	<u>\$ 1,121,210</u>

**PRIOR YEAR ACCOMPLISHMENTS:**

- Continued numerous SustainableBreck initiatives (e.g., disposable bag program, residential EnergySmart program, participation in Xcel Energy Smart program)
- Certified six new businesses in the SustainableBreck business program
- 24 households enrolled in the residential Energy Smart program, 17 completing energy upgrade projects
- Approval of 124 development permits (Class A-D major-requiring staff reports)-a 30% increase over 2015
- Adoption of a number of code amendments (e.g., Residential Parking Waiver, Point Analysis and Misc, LUD 1, ect)
- Completed third year of successful chipping program to reduce forest fuel loads
- Locally landmarked three properties
- Adoption of the MOU with the USFS for Watershed and Fire Prevention Planning for the Indiana Gulch Watershed
- Block 11 Master Plan revisions
- McCain Master Plan revisions

**BUDGET YEAR GOALS:**

- Work with Steering Group and Planning Commission to Adopt comprehensive Development Code revisions
- Continued implementation of the SustainableBreck Plan action items
  - Increase in businesses receiving certified SustainableBreck status
  - Increase in residences initiating energy efficiency upgrades (EnergySmart program)
  - Participation in the Save As You Recycle program
  - Staff the 100% Renewable Task Force and implementing recommendations of the Task Force
- Continued reduction in forest fuel loads through residential inspections and the Countywide chipping program
- Consistent and systematic enforcement of sign code provisions
- Amend Sign Code regulations to conform with the recent Supreme court decision
- Launch new "Breck Bag" design, re-educate businesses
- Work with USFS to implement aspects of the Watershed Protection MOU

	2014	2015	2016		2014	2015	2016
Class A Permits Approved	7	9	10	Number of Slash Piles/Chipping Program <sup>2</sup>	3,083	2,627	488
Class B Permits Approved	11	12	10	Properties Participating in Chipping Program <sup>2</sup>	884	1,110	203
Class C Permits Approved	22	18	25				
Class D Major Permits Approved <sup>1</sup>	32	56	79				
Class D Minor Permits Approved	394	441	268				
Town Projects	4	6	10				
Local Land marking Ordinances	7	4	3				
Code Amendments Processed	6	4	6				
Businesses achieving SustainableBreck certification	8	5	6				

<sup>1</sup>Class D Major Permits were Processed as Class C Permits Prior to 2014

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

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

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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:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
Personnel	421,685	497,913	497,913	495,158
Materials & Supplies	1,906	2,500	3,048	2,500
Charges for Services	51,732	15,230	17,176	16,400
Capital Outlay	-	-	-	-
Fixed Charges	69,243	72,277	72,277	73,900
	<u>\$ 544,567</u>	<u>\$ 587,920</u>	<u>\$ 590,414</u>	<u>\$ 587,958</u>

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PRIOR YEAR ACCOMPLISHMENTS:

1. The Building Division saw the completion of phase one at Grand Colorado on Peak Eight and the completion of The Residence Inn project
2. Provided administrative and technical support through the construction of Dennison Commons and the Carter Museum bathrooms
3. The Building Division saw record inspection levels

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BUDGET YEAR GOALS:

1. Continue to provide technical support through the construction of the Blue Fifty Two housing development and the Rec Center Expansion project.
2. Begin research and training for implementation of the next phase of EnerGov software program. This includes a significant program update and submittal process overview.
3. Increase number of customers making online inspection and permit requests through EnerGov permitting software.

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SERVICE INDICATORS:

	2014	2015	2016
Building Permits Issued	375	464	441
Inspection numbers	6,315	7,102	8,189
Fee's waived (\$) for Town, Solar, and Deed restricted properties	\$95,323	\$104,694	\$154,069

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**REVENUE & EXPENDITURE  
SUMMARY**

PUBLIC WORKS	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
<b>REVENUE</b>				
Administration	\$ 488,121	\$ 488,402	\$ 489,194	\$ 480,728
Streets	\$ 57,869	\$ 43,880	\$ 52,890	\$ 51,500
Parks	\$ 12,197	\$ 34,524	\$ 21,000	\$ 19,000
Facilities Maintenance	\$ 391,866	\$ 239,389	\$ 228,921	\$ 166,368
Transit	\$ 699,400	\$ -	\$ -	\$ -
Engineering	\$ 7,270	\$ 11,685	\$ 10,515	\$ 10,500
General Tax Support	\$ 7,383,139	\$ 5,885,549	\$ 5,927,445	\$ 6,729,420
<b>TOTAL REVENUE</b>	<b><u>\$ 9,039,862</u></b>	<b><u>\$ 6,703,430</u></b>	<b><u>\$ 6,729,965</u></b>	<b><u>\$ 7,457,516</u></b>
<b>EXPENDITURES</b>				
Personnel	\$ 4,749,151	\$ 3,369,075	\$ 3,318,517	\$ 3,809,879
Materials & Supplies	\$ 417,238	\$ 452,626	\$ 460,025	\$ 455,250
Charges for Services	\$ 1,781,013	\$ 1,561,850	\$ 1,602,544	\$ 1,793,069
Capital Outlay	\$ -	\$ -	\$ -	\$ -
Fixed Charges	\$ 2,092,458	\$ 1,319,879	\$ 1,348,879	\$ 1,399,318
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 9,039,862</u></b>	<b><u>\$ 6,703,430</u></b>	<b><u>\$ 6,729,965</u></b>	<b><u>\$ 7,457,516</u></b>
<b>EXPENDITURES BY DEPARTMENT</b>				
Administration	\$ 536,450	\$ 515,424	\$ 463,018	\$ 598,855
Streets	\$ 2,010,498	\$ 2,148,020	\$ 2,218,756	\$ 2,325,293
Parks	\$ 1,547,011	\$ 1,858,524	\$ 1,864,524	\$ 1,940,663
Facilities Maintenance	\$ 2,002,494	\$ 1,778,023	\$ 1,783,513	\$ 1,851,781
Transit	\$ 2,598,853	\$ -	\$ -	\$ -
Engineering	\$ 344,556	\$ 403,439	\$ 400,154	\$ 740,924
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 9,039,862</u></b>	<b><u>\$ 6,703,430</u></b>	<b><u>\$ 6,729,965</u></b>	<b><u>\$ 7,457,516</u></b>



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

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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:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
Personnel	442,725	437,314	387,408	516,309
Materials & Supplies	8,597	8,900	8,900	9,500
Charges for Services	29,753	24,360	21,860	24,445
Capital Outlay	-	-	-	-
Grants	-	-	-	-
Fixed Charges	55,375	44,850	44,850	48,601
	<u>\$ 536,450</u>	<u>\$ 515,424</u>	<u>\$ 463,018</u>	<u>\$ 598,855</u>

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PRIOR YEAR ACCOMPLISHMENTS:

Assisted in the implementation of new software for new Fuel System and PubWorks (Streets & Parks asset management system)  
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

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BUDGET YEAR GOALS:

The 2018 metric will provide a baseline for tracking the number of requests by month against future years.

This program's 2018 goals are to continue to analyze and restructure the administrative department to increase efficiency and customer service / support both internally and externally.

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SERVICE INDICATORS:

	2014	2015	2016
Customers served*-external (all other)	2,922	2,874	3,026
Customers served*-internal (TOB-employed)	1,900	1,932	2,358

\* 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 Coordinator and Administrative Specialist.

\*\* As of June 30, 2017

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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 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:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
Personnel	850,404	924,515	920,451	995,283
Materials & Supplies	145,415	145,300	150,700	155,150
Charges for Services	296,013	320,793	361,193	347,643
Capital Outlay	-	-	-	-
Fixed Charges	718,666	757,412	786,412	827,217
	<u>\$ 2,010,498</u>	<u>\$ 2,148,020</u>	<u>\$ 2,218,756</u>	<u>\$ 2,325,293</u>

PRIOR YEAR ACCOMPLISHMENTS:

Storm sewer inspections and clean outs  
 Install guardrail at French Gulch Rd./Logan  
 Install guardrail at Broken Lance/Blue River  
 Mapping additional assets including storm water infrastructure, regulatory signs

BUDGET YEAR GOALS:

Replace guard rail at Boreas Pass  
 Increase crack sealing roads 20%

SERVICE INDICATORS:

	2014	2015	2016
Lane miles of streets maintained including but not limited to snow removal	122	122	122
	<b>2013-2014 Season</b>	<b>2014-2015 Season</b>	<b>2015-2016 Season</b>
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:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
Personnel	795,947	848,167	854,167	962,711
Materials & Supplies	136,074	165,950	165,950	164,000
Charges for Services	370,766	546,700	546,700	539,600
Capital Outlay	-	-	-	-
Fixed Charges	244,224	297,707	297,707	274,352
	<u>\$ 1,547,011</u>	<u>\$ 1,858,524</u>	<u>\$ 1,864,524</u>	<u>\$ 1,940,663</u>

PRIOR YEAR ACCOMPLISHMENTS:

- Install 19 additional bear proof trash cans
- Dog Park renovation
- Paint 1/10 of street lights
- Repair/maintenance of 2 pedestrian bridges
- Skate park fencing
- Replacement of rock retaining wall at Park Ave and Ski Hill

BUDGET YEAR GOALS:

- Install 8 additional bear proof trash cans
- Paint 1/5 of street lights
- Landscape work South of Town Hall between parking lot and sidewalk

	2014	2015	2016
Miles of sidewalks maintained	24	24	24
Number of Acres of turf maintained	8	6	7
Number of Sq. Ft. of Roundabout and Medians Maintained	35,000	218,100	218,100
Number of Acres of synthetic turf maintained		2	2

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:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
Personnel	769,478	820,560	823,257	849,445
Materials & Supplies	104,923	129,976	129,975	121,600
Charges for Services	978,886	664,057	666,851	718,291
Capital Outlay	-	-	-	-
Fixed Charges	149,206	163,430	163,430	162,445
	\$ 2,002,494	\$ 1,778,023	\$ 1,783,513	\$ 1,851,781

PRIOR YEAR ACCOMPLISHMENTS:

- 2017 Interior painting at Rec Center, Riverwalk, Town Hall, Transit Station, and various dumpster buildings and bus stops; Door access control for PW-Fleet; Schoonover window replacement and boiler replacement; Carter Park event power; PW north storage barn LED lighting replacement; Town Hall lobby ceiling replacement; Riverwalk sewer lift station rebuild
- 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 2018 include:

- Building improvements
  - Police Department roof valley heat tape install, Riverwalk Access Control install, Speakeasy HVAC pressure control, Setpoint analytical software controls, Facilities tablets for HVAC and Work Order systems, PW Admin Office Remodel, Fleet Office Remodel, Maintenance Connection Software upgrade, Access Control software upgrade, 1st phase of energy efficiency upgrades
- 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 2018 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.

SERVICE INDICATORS:

	Town Hall	Riverwalk	Rec Center	Ice Rink	Arts	BGVCC	PW
<b>Total Labor Hours per Building</b>	1157.25	980.23	2495.60	1670.73	1248.00	782.27	1865.42
<b>Total %</b>	7.22%	6.12%	15.57%	10.42%	7.79%	4.88%	11.64%

Notable Labor Categories	% of Time Spent
Preventative Maintenance	7.03%
HVAC	6.60%
Plumbing	8.03%
Building Checks	20.18%
General Labor	4.44%

Hours Spent on Special Events	262.38
Biggest Events: Oktoberfest, Snow Sculptures, 4th of July	
Average Open WO's per Day	122

- 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	2017
	372,930	372,930	373,742	382,166	386,588	386,588	387,488	388,597

- 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
- 2017 Addition of Montessori, Prospector Park Restrooms (Additional square footage for Tennis Court Pavillion and Rec Center remodel to be added in 2018)

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

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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:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
Personnel	82,385	-	-	-
Materials & Supplies	-	-	-	-
Charges for Services	-	-	-	-
Capital Outlay	-	-	-	-
Fixed Charges	107,618	-	-	-
	<u>\$ 190,003</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

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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.

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BUDGET YEAR GOALS:

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

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SERVICE INDICATORS:

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

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

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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:

	2016	2017	2017	2018
	ACTUAL	BUDGET	ESTIMATED	ADOPTED
Personnel	1,511,979	-	-	-
Materials & Supplies	21,232	-	-	-
Charges for Services	100,439	-	-	-
Capital Outlay	-	-	-	-
Fixed Charges	775,200	-	-	-
	<u>\$ 2,408,850</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

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PRIOR YEAR ACCOMPLISHMENTS:

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BUDGET YEAR GOALS:

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SERVICE INDICATORS:

This program has moved to the Parking and Transit Fund.

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:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
Personnel	296,235	338,519	333,234	486,131
Materials & Supplies	997	2,500	4,500	5,000
Charges for Services	5,156	5,940	5,940	163,090
Capital Outlay	-	-	-	-
Fixed Charges	42,169	56,480	56,480	86,703
	<b>\$ 344,556</b>	<b>\$ 403,439</b>	<b>\$ 400,154</b>	<b>\$ 740,924</b>

PRIOR YEAR ACCOMPLISHMENTS:

The Engineering Division provided a combination of design services, consultant management and construction inspection of the following projects: Prospector Park Restrooms, Blue River Restoration Landscaping, Four O'clock/Park Ave Roundabout, Old Masonic Hall Southside Landscaping, Oxbow Park Design, Recreation Center Facility Improvements, 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 projects as detailed in the Capital Improvements Plan and Parking and Transportation capital projects.

Conduct review and update of Town of Breckenridge Engineering Standards, conduct standards review and inspection of various Town and private development projects. Continue to respond to an anticipated +/-250 development and building permits application.

SERVICE INDICATORS:

	2013	2014	2015	2016
1. Private Development Building Permit Review				
No. of Building Permits Reviewed	181	250	260	210
No. of Building Permit CO's Inspections	42	60	75	60
2. CIP Projects				
Total amount of CIP spent	\$5.9 M	\$12 M	\$11.6 M	\$11.7 M

**REVENUE & EXPENDITURE  
SUMMARY**

RECREATION	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
<b>REVENUES</b>				
Rec Programs	\$ 813,766	\$ 805,310	\$ 783,510	\$ 789,410
Rec Operations	\$ 1,674,143	\$ 1,560,250	\$ 1,587,251	\$ 1,501,250
Tennis Programs	\$ -	\$ -	\$ -	\$ 159,500
Nordic Center	\$ 245,394	\$ 229,700	\$ 210,505	\$ 236,700
Ice Rink Operations	\$ 467,945	\$ 470,700	\$ 472,700	\$ 484,700
General Tax Support	\$ 1,376,138	\$ 1,889,330	\$ 1,834,891	\$ 2,286,256
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL REVENUES</b>	<b><u>\$ 4,577,386</u></b>	<b><u>\$ 4,955,290</u></b>	<b><u>\$ 4,888,857</u></b>	<b><u>\$ 5,457,816</u></b>
<hr/>				
Personnel	\$ 2,768,398	\$ 3,040,029	\$ 2,993,500	\$ 3,239,553
Materials & Supplies	\$ 323,794	\$ 375,520	\$ 389,520	\$ 336,470
Charges for Services	\$ 973,546	\$ 1,042,801	\$ 1,002,641	\$ 1,169,019
Capital Outlay	\$ 36,021	\$ -	\$ 6,256	\$ -
Fixed Charges	\$ 306,359	\$ 321,489	\$ 321,489	\$ 536,489
Grants	\$ 169,268	\$ 175,451	\$ 175,451	\$ 176,285
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 4,577,386</u></b>	<b><u>\$ 4,955,290</u></b>	<b><u>\$ 4,888,857</u></b>	<b><u>\$ 5,457,816</u></b>
<hr/>				
<b>EXPENDITURES BY PROGRAM</b>				
Administration	\$ 710,521	\$ 787,776	\$ 785,476	\$ 829,022
Recreation Programs	\$ 1,023,727	\$ 1,148,894	\$ 1,147,612	\$ 1,254,885
Recreation Operations	\$ 1,755,742	\$ 1,865,542	\$ 1,811,734	\$ 1,816,663
Tennis Programs	\$ -	\$ -	\$ -	\$ 307,893
Nordic Operations	\$ 255,518	\$ 261,288	\$ 268,048	\$ 321,300
Ice Rink Operations	\$ 831,877	\$ 891,790	\$ 875,987	\$ 928,053
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 4,577,386</u></b>	<b><u>\$ 4,955,290</u></b>	<b><u>\$ 4,888,857</u></b>	<b><u>\$ 5,457,816</u></b>



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:

	2016	2017	2017	2018
	ACTUAL	BUDGET	ESTIMATED	ADOPTED
Personnel	438,683	503,105	503,105	541,736
Materials & Supplies	9,457	15,000	13,300	15,000
Charges for Services	93,033	94,220	93,620	96,001
Fixed Charges	169,268	175,451	175,451	176,285
	<u>\$ 710,521</u>	<u>\$ 787,776</u>	<u>\$ 785,476</u>	<u>\$ 829,022</u>

PRIOR YEAR ACCOMPLISHMENTS:

- 1) Continued expansion of marketing streams, with addition of Instagram, new recreation website sub-site and greater data reporting.
- 2) Implemented enhanced features of Active software system to provide greater exposure and customer engagement of department programs and services.
- 3) Developed departmental procedures and added Administrative Specialist oversight to support department supervisors in recruitment and NeoGov.
- 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	2016
Number of page views on the website for the Rec Department Home page (most popular dept page):	54,523	56,038	64,907	57,450
Percentage of Online Revenue* (*computed from available online sales):	26%	27%	29%	28%

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:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
Personnel	796,794	888,252	888,252	999,242
Materials & Supplies	30,419	38,470	38,470	31,870
Charges for Services	188,063	214,584	213,302	210,854
Capital Outlay	-	-	-	-
Fixed Charges	8,452	7,588	7,588	12,919
	<b>\$ 1,023,727</b>	<b>\$ 1,148,894</b>	<b>\$ 1,147,612</b>	<b>\$ 1,254,885</b>

PRIOR YEAR ACCOMPLISHMENTS:

- 1) Programs Training/ Risk Management- Developed a coordinator specific training manual for both Ice and Outdoor Programs Coordinator's as we onboarded two new employees in 2016.
- 2) Evaluated community needs through surveys & outreach. Due to feedback, added Youth Flag Football & additional outdoor programs and skate park enhancements with continued safety and risk management focus.
- 3) Customer survey overall satisfaction score of 4.55 for 2016, which met our goal of 4.5 or higher goal.

CURRENT YEAR GOALS

- 1) Programs Training/Risk Management - develop a customer service training for staff.
- 2) Evaluate community needs and utilize feedback for program development and outreach to additional target audiences.
- 3) Customer survey overall satisfaction score of 4.6 or higher

SERVICE INDICATORS:

	2014	2015	2016
Number of Program Participant Visits	60,372	64,610	60,350
Net Promoter Score	75%	69%	74%
Cost Recovery Rate	76%	76%	84%

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:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
Personnel	1,032,349	1,136,745	1,089,466	964,158
Materials & Supplies	160,525	196,750	210,250	150,250
Charges for Services	429,388	434,454	408,169	463,254
Capital Outlay	36,021	-	6,256	-
Fixed Charges	97,459	97,593	97,593	239,001
	<b>\$ 1,755,742</b>	<b>\$ 1,865,542</b>	<b>\$ 1,811,734</b>	<b>\$ 1,816,663</b>

PRIOR YEAR ACCOMPLISHMENTS:

- 1) Improvement in consistency of facility walk-throughs, which led to improvement in facility presentation and cleanliness.
- 2) Conducted both JSA creation and training in Aquatics area to minimize risk in hazardous operations.
- 3) Achieved an overall cost recovery of 99.6%.

CURRENT YEAR GOALS

- 1) Continue to improve risk management by adding additional trainings and staff drills throughout the year.
- 2) Enhance aquatic pumproom maintenance with consistent practices to minimize pool down time.
- 3) Effectively manage both tennis and recreation cost centers to meet cost recovery expectations in first year of renovated operations.

SERVICE INDICATORS:

	2014	2015	2016
Number of Facility Participant Visits	189,290	218,801	206,679
Number of Rec Facility Permits Issued	207	231	306
Net Promoter Score	79%	46%	69%
Cost recovery rate	91%	98%	99%

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PROGRAM: **Recreation / Recreation Center**  
DEPARTMENT: Recreation  
DIVISION: Tennis Programs  
PROGRAM NO: 0854

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PROGRAM DESCRIPTION:

Tennis operations includes personnel, operating supplies, and charges for services required to operate and maintain the new free-standing tennis facility. Expenses include personnel costs, pro shop merchandise, equipment and tennis program costs. This is a new separate cost center due to the construction of a separate free-standing tennis facility and the repurposing of indoor tennis court space in the Recreation Center. Personnel includes a Tennis Coordinator, instructors and guest service attendants.

PROGRAM EXPENDITURES:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
Personnel	-	-	-	177,283
Materials & Supplies	-	-	-	14,850
Charges for Services	-	-	-	80,760
Capital Outlay	-	-	-	-
Fixed Charges	-	-	-	35,000
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 307,893</u>

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PRIOR YEAR ACCOMPLISHMENTS:

- 1) Construction of a new free-standing tennis facility at site of existing outdoor hard courts and repurposing of indoor tennis space at Recreation Center.

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CURRENT YEAR GOALS

- 1) Develop new standard operation procedures for new tennis facility.
- 2) Grow existing tennis programs and revenue streams.
- 3) Develop new introductory tennis programs to introduce sport to new players and maximize court rental opportunities.

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SERVICE INDICATORS:

2018 will be the first year of operations for this program.

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

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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:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
Personnel	72,193	77,894	78,644	94,444
Materials & Supplies	49,630	45,800	48,800	45,800
Charges for Services	73,941	80,750	83,760	96,220
Capital Outlay	-	-	-	-
Fixed Charges	59,754	56,844	56,844	84,836
	<u>\$ 255,518</u>	<u>\$ 261,288</u>	<u>\$ 268,048</u>	<u>\$ 321,300</u>

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PRIOR YEAR ACCOMPLISHMENTS:

- 1) Hired new leadership (Open Space & Trails Manager and Nordic Supervisor), updated opening and closing procedures, established public wax room.
- 2) Added over 2 miles of fat bike trails, started grooming fat bike and snowshoe trails and Blue River recpath, increase in fat bike rentals of 64%.
- 3) Successfully hosted the Rocky Mountain Nordic Junior National Qualifier race, Ullr fat bike race, and two PSIA Nordic skiing clinics.

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CURRENT YEAR GOALS

- 1) Additional staff hours to increase clinic and program offerings, including fat bike tours, and develop partnerships with Summit Nordic Ski Club and Firsco Nordic.
- 2) Host the Rocky Mountain Nordic Junior National Qualifier race and PSIA Nordic skiing clinics.
- 3) Strive to develop separate network of fat bike and snowshoe trails from Nordic ski trails, and increase amount and timing of grooming for better consistency.

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SERVICE INDICATORS:

	2014	2015	2016
Number of Participant Facility & Program Visits	5,945	6,739	6,999
Cost Recovery Rate	87%	97%	96%
Net Promoter Score	82%	66%	67%

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

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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:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
Personnel	428,379	434,033	434,033	462,690
Materials & Supplies	73,763	79,500	78,700	78,700
Charges for Services	189,121	218,793	203,790	221,930
Capital Outlay	-	-	-	-
Fixed Charges	140,614	159,464	159,464	164,733
	<u>\$ 831,877</u>	<u>\$ 891,790</u>	<u>\$ 875,987</u>	<u>\$ 928,053</u>

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PRIOR YEAR ACCOMPLISHMENTS:

- 1) Held regular staff meetings with both front desk and facility operations to train employees on JSA's and risk management issues.
- 2) Expanded revenue opportunities on the outdoor rink with the new roof. Facility opened one month early and had one weather cancellation due to extreme cold. There were no snow cancellations.
- 3) Effectively managed proshop inventory and sales with a reduced proshop budget.

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CURRENT YEAR GOALS

- 1) Effectively manage quality outdoor rink turf delivery and installation to enhance programming opportunities and meet community needs for field space.
- 2) Continue to improve communication and coordination between the Operations and Programs divisions to enhance customer service at the Ice Arena.
- 3) Effectively manage proshop inventory and sales with a reduced proshop budget.

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SERVICE INDICATORS:

	2014	2015	2016
Number of Facility Visits	61,304	63,128	63,470
Number of Hours of Ice Rented to External User Groups	872	1233	1480
Cost Recovery Rate	51%	56%	59%
Net Promoter Score	89%	82%	84%

\* 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

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**REVENUE & EXPENDITURE  
SUMMARY**

<b>OTHER MISCELLANEOUS</b>	<b>2016 ACTUAL</b>	<b>2017 BUDGET</b>	<b>2017 ESTIMATED</b>	<b>2018 ADOPTED</b>
<b>REVENUE</b>				
Nordic Loan Payments	\$108,961	\$504,262	\$504,262	\$511,826
BGVCC Naming Agreement	\$50,000	\$50,000	\$50,000	\$49,996
General Tax Support	\$1,235,035	\$10,812,013	\$10,736,926	\$133,453
<b>TOTAL REVENUE</b>	<u>\$1,393,996</u>	<u>\$11,366,275</u>	<u>\$11,291,188</u>	<u>\$695,275</u>
<b>EXPENDITURES</b>				
Personnel	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ 136,928	\$ 221,275	\$ 224,275	\$ 95,275
Capital Outlay	\$ 1,257,068	\$ 600,000	\$ 521,913	\$ -
Transfers	\$ -	\$ 10,545,000	\$ 10,545,000	\$ 600,000
<b>TOTAL EXPENDITURES</b>	<u>\$ 1,393,996</u>	<u>\$ 11,366,275</u>	<u>\$ 11,291,188</u>	<u>\$ 695,275</u>
<b>EXPENDITURES BY PROGRAM</b>				
Contingencies	\$ 1,317,898	\$ 11,285,000	\$ 11,206,913	\$ 600,000
Committees	\$ 76,098	\$ 81,275	\$ 84,275	\$ 95,275
<b>TOTAL EXPENDITURES</b>	<u>\$ 1,393,996</u>	<u>\$ 11,366,275</u>	<u>\$ 11,291,188</u>	<u>\$ 695,275</u>

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

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PROGRAM DESCRIPTION:

This program budgets monies for contingencies.

PROGRAM EXPENDITURES:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
Personnel	-	-	-	-
Materials & Supplies	-	-	-	-
Charges for Services	60,830	140,000	140,000	-
Capital Outlay	1,257,068	600,000	521,913	-
Transfers	-	10,545,000	10,545,000	600,000
Totals	<u>\$ 1,317,898</u>	<u>\$ 11,285,000</u>	<u>\$ 11,206,913</u>	<u>\$ 600,000</u>

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PROGRAM COMMENTARY:

2016 capital expenditure is 318 N Main purchase  
2017 Transfer is a short-term loan to the Affordable Housing fund

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

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PROGRAM DESCRIPTION:

This program contains all Town committees.

PROGRAM EXPENDITURES:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
PERSONNEL	-	-	-	-
MATERIALS & SUPPLIES	-	-	-	-
CHARGES FOR SERVICES	76,098	81,275	84,275	95,275
CAPITAL OUTLAY	-	-	-	-
FIXED CHARGES	-	-	-	-
	<u>\$ 76,098</u>	<u>\$ 81,275</u>	<u>\$ 84,275</u>	<u>\$ 95,275</u>

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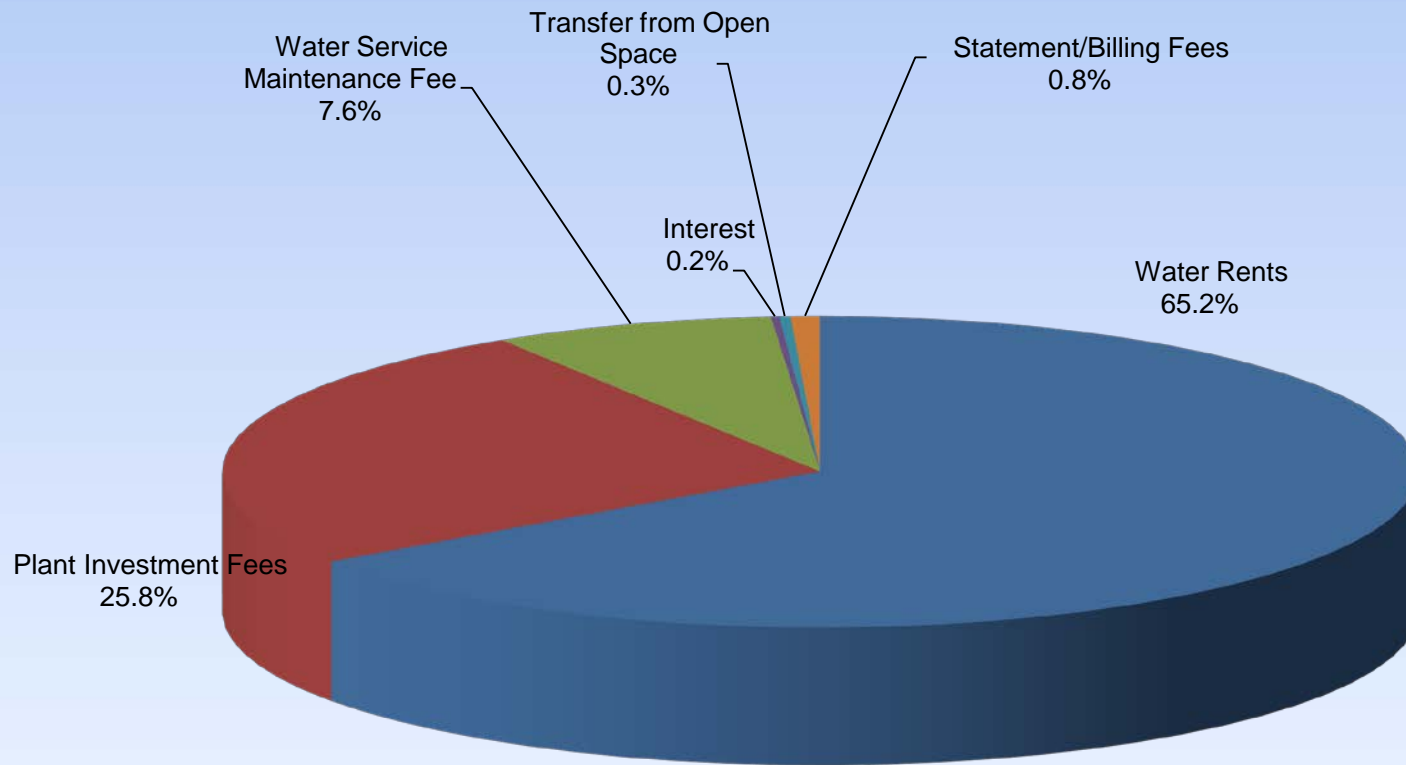
## UTILITY FUND

January 1, 2016	FUND BALANCE	\$	8,250,533
	REVENUE	\$	5,672,339
	EXPENSES	\$	3,076,559
	ACTUAL GAIN / (REDUCTION)	\$	2,595,780
December 31, 2016	FUND BALANCE	\$	10,846,313
January 1, 2017	FUND BALANCE	\$	10,846,313
	PROJECTED REVENUE	\$	5,503,924
	PROJECTED EXPENSES	\$	6,797,873
	PROJECTED GAIN / (REDUCTION)	\$	(1,293,949)
December 31, 2017	FUND BALANCE	\$	9,552,364
January 1, 2018	FUND BALANCE	\$	9,552,364
	BUDGETED REVENUE	\$	58,503,621
	BUDGETED EXPENSES	\$	54,529,113
	ADOPTED GAIN / (REDUCTION)	\$	3,974,508
December 31, 2018	FUND BALANCE	\$	13,526,872
	RESERVED FOR DEBT SERVICE	\$	37,000
	AVAILABLE FUND BALANCE	\$	13,489,872

**TOWN OF BRECKENRIDGE  
2018 ANNUAL BUDGET  
UTILITY FUND ANALYSIS**

	<b>2016 ACTUAL</b>	<b>2017 BUDGET</b>	<b>2017 ESTIMATED</b>	<b>2018 ADOPTED</b>
FUND BALANCE, JANUARY 1	\$ 8,250,533	\$ 10,846,313	\$ 10,846,313	\$ 9,552,364
<b>REVENUES</b>				
Water Rents	\$ 3,178,257	\$ 3,305,332	\$ 3,370,371	\$ 3,468,823
Plant Investment Fees	\$ 1,894,843	\$ 1,552,173	\$ 1,700,000	\$ 1,375,045
Water Service Maintenance Fee	\$ 261,872	\$ 267,291	\$ 265,529	\$ 406,566
Interest	\$ 61,809	\$ 12,038	\$ 12,038	\$ 12,038
Transfer from Open Space	\$ 15,000	\$ 15,450	\$ 15,450	\$ 15,914
Statement/Billing Fees	\$ 70,775	\$ 48,500	\$ 48,500	\$ 42,000
Debt Proceeds	\$ -	\$ 53,000,000	\$ -	\$ 53,000,000
Other Income	\$ 189,784	\$ 325,014	\$ 92,036	\$ 183,235
<b>TOTAL REVENUES</b>	<b>\$ 5,672,339</b>	<b>\$ 58,525,798</b>	<b>\$ 5,503,924</b>	<b>\$ 58,503,621</b>
<b>TOTAL AVAILABLE</b>	<b>\$ 13,922,872</b>	<b>\$ 69,372,111</b>	<b>\$ 16,350,237</b>	<b>\$ 68,055,985</b>
<b>EXPENDITURES</b>				
General Services	\$ 2,074,426	\$ 2,088,524	\$ 1,970,800	\$ 2,060,126
Water Rights	\$ 92,055	\$ 137,113	\$ 81,447	\$ 88,363
Debt Service	\$ 12,719	\$ 60,624	\$ 60,624	\$ 60,624
Capital Projects	\$ 897,359	\$ 52,905,000	\$ 4,685,002	\$ 52,320,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,076,559</b>	<b>\$ 55,191,261</b>	<b>\$ 6,797,873</b>	<b>\$ 54,529,113</b>
Fully Appropriated Fund Balance	\$ -	\$ 10,586,996	\$ -	\$ -
<b>FUND BALANCE, DECEMBER 31</b>	<b>\$ 10,846,313</b>	<b>\$ 3,593,854</b>	<b>\$ 9,552,364</b>	<b>\$ 13,526,872</b>

## TOWN OF BRECKENRIDGE UTILITY FUND REVENUES 2017 - Excludes Debt Proceeds



## EXPENDITURE SUMMARY BY CATEGORY AND PROGRAM

WATER DIVISION	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
<b>EXPENDITURES BY CATEGORY</b>				
Personnel	\$ 832,720	\$ 981,970	\$ 882,849	\$ 942,390
Materials & Supplies	\$ 99,360	\$ 145,700	\$ 135,500	\$ 141,500
Charges for Services	\$ 641,820	\$ 1,037,353	\$ 728,672	\$ 749,842
Capital Outlay	\$ 897,359	\$ 52,675,000	\$ 4,699,614	\$ 52,335,000
Fixed Charges	\$ 130,857	\$ 195,295	\$ 195,295	\$ 201,578
Debt Service	\$ 12,719	\$ 60,624	\$ 60,624	\$ 60,624
Transfers	\$ 461,724	\$ 95,319	\$ 95,319	\$ 98,179
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 3,076,559</b>	<b>\$ 55,191,261</b>	<b>\$ 6,797,873</b>	<b>\$ 54,529,113</b>
<b>EXPENDITURES BY PROGRAM</b>				
General Services	\$ 2,074,426	\$ 2,088,524	\$ 1,970,800	\$ 2,060,126
Water Rights Management	\$ 92,055	\$ 137,113	\$ 81,447	\$ 88,363
Debt Service	\$ 12,719	\$ 60,624	\$ 60,624	\$ 60,624
Capital Projects	\$ 897,359	\$ 52,905,000	\$ 4,685,002	\$ 52,320,000
<b>TOTAL EXPENDITURES BY PROGRAM</b>	<b>\$ 3,076,559</b>	<b>\$ 55,191,261</b>	<b>\$ 6,797,873</b>	<b>\$ 54,529,113</b>

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:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
PERSONNEL	832,720	981,970	882,849	942,390
MATERIALS & SUPPLIES	99,360	145,700	135,500	141,500
CHARGES FOR SERVICES	549,765	650,240	647,225	661,479
CAPITAL OUTLAY	-	20,000	14,612	15,000
FIXED CHARGES	130,857	195,295	195,295	201,578
TRANSFERS	461,724	95,319	95,319	98,179
	<u>\$ 2,074,426</u>	<u>\$ 2,088,524</u>	<u>\$ 1,970,800</u>	<u>\$ 2,060,126</u>

PRIOR YEAR ACCOMPLISHMENTS:

Inspected half of hydrants (500)  
2307 locates completed in 2016. 2017: 952 Completed as of 7/17/17  
Repaired 1 main breaks as of 7/17/17 (1/100 miles = 0.01 breaks/mile)  
Repaired 2 service line leaks as of 7/17/17  
Finished turbidity average = 0.04ntu for 2016 and 0.04ntu for Jan-July 2017(AWWA & Town goal is 0.1ntu) (Maximum allowed is 0.3ntu)  
2016 Customer use = 127 gallons per SFE per day (based on water billing, not plant production)  
Painted interior walls of 2 pump stations  
Re-tubed chlorine lines  
Performed inspections for new water mains: Dennison, Barton Ridge, Ski Hill Rd.  
Met 0.70 compliance ration for backflow surveys  
Compliance with State regulations

BUDGET YEAR GOALS:

Paint interior walls of 2 pump stations  
Replace 3 fire hydrants  
4 main breaks (reduction due to Pk7 main upgrade)  
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)  
Continue to conduct backflow surveys and meet state required .70 compliance ratio  
Implement asset management/work order software  
Increased customer engagement through use of improved water billing software

SERVICE INDICATORS:

	2014	2015	2016
Efficiency of plant (yield)	82%	86%	89%
Number of locates	2,043	1,900	2,307
Customer water usage (MG)*	563	519	515
Overall water plant production (MG)	604	564	591

\*based on meter readings

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

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PROGRAM DESCRIPTION:

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

PROGRAM EXPENDITURES:

	2016	2017	2017	2018
	ACTUAL	BUDGET	ESTIMATED	ADOPTED
PERSONNEL	-	-	-	-
MATERIALS & SUPPLIES	-	-	-	-
CHARGES FOR SERVICES	92,055	137,113	81,447	88,363
CAPITAL OUTLAY	-	-	-	-
FIXED CHARGES	-	-	-	-
	<u>\$ 92,055</u>	<u>\$ 137,113</u>	<u>\$ 81,447</u>	<u>\$ 88,363</u>

---

PRIOR YEAR ACCOMPLISHMENTS:

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

- \$10,000 for water legal services
- \$3,000 for engineering services
- \$124,113 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 at Gold Run Gulch for golf course
- Complied with Colorado Water Rights laws as administered by the State Engineer, Division of Natural Resources.
- Appropriately administered the Town's water rights to fill the Tarn reservoir after repairs.

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BUDGET YEAR GOALS:

To appropriately administer the Town's water rights to fill the Tarn reservoir after snowmaking and repairs.

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

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PROGRAM DESCRIPTION:

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

PROGRAM EXPENDITURES:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
PERSONNEL	-	-	-	-
MATERIALS & SUPPLIES	-	-	-	-
CHARGES FOR SERVICES	-	-	-	-
CAPITAL OUTLAY	-	-	-	-
DEBT PAYMENTS	12,719	60,624	60,624	60,624
	<u>\$ 12,719</u>	<u>\$ 60,624</u>	<u>\$ 60,624</u>	<u>\$ 60,624</u>

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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:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
PERSONNEL	-	-	-	-
MATERIALS & SUPPLIES	-	-	-	-
CHARGES FOR SERVICES	-	250,000	-	-
CAPITAL OUTLAY	897,359	52,655,000	4,685,002	52,320,000
FIXED CHARGES	-	-	-	-
	<u>\$ 897,359</u>	<u>\$ 52,905,000</u>	<u>\$ 4,685,002</u>	<u>\$ 52,320,000</u>

PRIOR YEAR ACCOMPLISHMENTS:

Completed Alternatives Evaluation for Tarn Dam Repair  
 100% Design of Second Water Treatment Plant  
 Repaired/Rehabilitated PK 7 Water Storage Tank

BUDGET YEAR GOALS:

Begin construction of second water plant  
 Begin design of Tarn Dam repairs  
 Repair/Rehabilitation of Ski Hill 1 Tank  
 New Valve Insertion  
 Pressure Reducing Valve (PRV) upgrade

SERVICE INDICATORS:	2014	2015	2016
Number of water main breaks	6	5	5
Number of miles maintained	100	100	100

## CAPITAL PROJECTS FUND

January 1, 2016	FUND BALANCE	\$	6,072,496
	REVENUE	\$	7,915,934
	EXPENDITURES	\$	9,993,549
	ACTUAL GAIN / (REDUCTION)	\$	(2,077,616)
December 31, 2016	FUND BALANCE	\$	3,994,880
January 1, 2017	FUND BALANCE	\$	3,994,880
	PROJECTED REVENUE	\$	22,295,382
	PROJECTED EXPENDITURES	\$	22,561,866
	PROJECTED GAIN / (REDUCTION)	\$	(266,484)
December 31, 2017	FUND BALANCE	\$	3,728,396
January 1, 2018	FUND BALANCE	\$	3,728,396
	BUDGETED REVENUE	\$	4,768,000
	BUDGETED EXPENDITURES	\$	4,768,000
	PROPOSED GAIN / (REDUCTION)	\$	-
December 31, 2018	FUND BALANCE	\$	3,728,396
	RESERVED FOR DEBT SERVICE	\$	37,000
	AVAILABLE FUND BALANCE	\$	3,691,396

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

	<b>2016 ACTUAL</b>	<b>2017 BUDGET</b>	<b>2017 ESTIMATED</b>	<b>2018 ADOPTED</b>
FUND BALANCE, JANUARY 1	\$ 1,917,265	\$ 3,994,880	\$ 3,994,880	\$ 3,728,396
<b>REVENUES</b>				
Summit County Payment	\$ 231,890	\$ -	\$ -	\$ -
Parking District	\$ 143,383	\$ -	\$ -	\$ -
McCain Rent/Rock Royalties	\$ 75,861	\$ 50,000	\$ 20,000	\$ 50,000
Transfer from General Fund	\$ -	\$ 45,000	\$ 45,000	\$ -
Transfer from Open Space	\$ 240,000	\$ 725,500	\$ 725,500	\$ 560,000
Transfer from Excise Tax	\$ 7,152,500	\$ 17,953,081	\$ 17,953,081	\$ 4,103,000
Transfer from Conservation	\$ 44,000	\$ 45,000	\$ 45,000	\$ 55,000
Transfer from Garage Fund	\$ -	\$ 3,500,000	\$ 3,500,000	\$ -
<b>TOTAL REVENUES</b>	<b>\$ 7,915,934</b>	<b>\$ 22,318,581</b>	<b>\$ 22,295,382</b>	<b>\$ 4,768,000</b>
<b>TOTAL AVAILABLE</b>	<b>\$ 9,833,198</b>	<b>\$ 26,313,461</b>	<b>\$ 26,290,262</b>	<b>\$ 8,496,396</b>
<b>EXPENDITURES</b>				
Current Capital Projects	\$ 9,993,549	\$ 18,809,075	\$ 18,833,470	\$ 4,768,000
Previous Spending Authority	\$ -	\$ 3,752,193	\$ 3,728,396	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 9,993,549</b>	<b>\$ 22,561,268</b>	<b>\$ 22,561,866</b>	<b>\$ 4,768,000</b>
FUND BALANCE, DECEMBER 31	\$ 3,994,880	\$ 3,752,193	\$ 3,728,396	\$ 3,728,396

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

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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:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
PERSONNEL	-	-	-	-
MATERIALS & SUPPLIES	-	-	-	-
CHARGES FOR SERVICES	-	-	-	-
CAPITAL OUTLAY	9,993,549	18,809,075	18,833,470	4,768,000
PREVIOUS SPENDING AUTHORITY	-	3,752,193	3,728,396	-
FIXED CHARGES	-	-	-	-
	<u>\$ 9,993,549</u>	<u>\$ 22,561,268</u>	<u>\$ 22,561,866</u>	<u>\$ 4,768,000</u>

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PROGRAM COMMENTARY:

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

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## MARKETING FUND

January 1, 2016	FUND BALANCE	\$	335,576
	REVENUE	\$	4,500,471
	EXPENDITURES	\$	3,842,789
	ACTUAL GAIN / (REDUCTION)	\$	657,682
December 31, 2016	FUND BALANCE	\$	993,258
January 1, 2017	FUND BALANCE	\$	993,258
	PROJECTED REVENUE	\$	3,989,135
	PROJECTED EXPENDITURES	\$	4,283,427
	PROJECTED GAIN / (REDUCTION)	\$	(294,292)
December 31, 2017	FUND BALANCE	\$	698,966
January 1, 2018	FUND BALANCE	\$	698,966
	BUDGETED REVENUE	\$	4,018,974
	BUDGETED EXPENDITURES	\$	4,578,284
	PROPOSED GAIN / (REDUCTION)	\$	(559,310)
December 31, 2018	FUND BALANCE	\$	139,656

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

	<b>2016 ACTUAL</b>	<b>2017 BUDGET</b>	<b>2017 ESTIMATED</b>	<b>2018 ADOPTED</b>
FUND BALANCE, JANUARY 1	\$ 335,576	\$ 993,258	\$ 993,258	\$ 698,966
<b>REVENUES</b>				
Business License	\$ 762,196	\$ 716,700	\$ 752,271	\$ 759,801
Accommodation Tax	\$ 2,095,074	\$ 2,011,400	\$ 2,077,025	\$ 2,097,799
Sales Tax	\$ 383,127	\$ 375,100	\$ 406,220	\$ 410,280
Interest Income	\$ 2,411	\$ 1,824	\$ 1,824	\$ 1,883
Miscellaneous Income	\$ 9,418	\$ -	\$ -	\$ -
Transfer From Excise Fund (includes 0.5%)	\$ 748,241	\$ 718,340	\$ 741,795	\$ 749,210
Additional Transfer to Fund DMO	\$ 500,004	\$ -	\$ -	\$ -
US Pro Challenge Revenue	\$ -	\$ -	\$ 10,000	\$ -
	<u>\$ 4,500,471</u>	<u>\$ 3,823,364</u>	<u>\$ 3,989,135</u>	<u>\$ 4,018,974</u>
TOTAL REVENUES				
TOTAL AVAILABLE	\$ 4,836,046	\$ 4,816,622	\$ 4,982,393	\$ 4,717,940
<b>EXPENDITURES</b>				
Materials and Supplies	\$ -	\$ -	\$ 189	\$ -
Marketing-Community Fund	\$ -	\$ 100,000	\$ 150,046	\$ -
Charges for Services-DMO	\$ 3,837,650	\$ 4,125,115	\$ 4,125,115	\$ 4,569,616
Fixed Charges	\$ 5,139	\$ 8,077	\$ 8,077	\$ 8,668
	<u>\$ 3,842,789</u>	<u>\$ 4,233,192</u>	<u>\$ 4,283,427</u>	<u>\$ 4,578,284</u>
TOTAL EXPENDITURES				
Fully Appropriated Fund Balance	\$ -	\$ 379,348	\$ -	\$ -
FUND BALANCE, DECEMBER 31	<u>\$ 993,258</u>	<u>\$ 583,428</u>	<u>\$ 698,966</u>	<u>\$ 139,656</u>



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

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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:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
MATERIALS & SUPPLIES	-	-	189	-
CHARGES FOR SERVICES-DMO	3,837,650	4,125,115	4,125,115	4,569,616
COMMUNITY FUND	-	100,000	150,046	-
FIXED CHARGES	5,139	8,077	8,077	8,668
	<u>\$ 3,842,789</u>	<u>\$ 4,233,192</u>	<u>\$ 4,283,427</u>	<u>\$ 4,578,284</u>

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PRIOR YEAR ACCOMPLISHMENTS:

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

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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).

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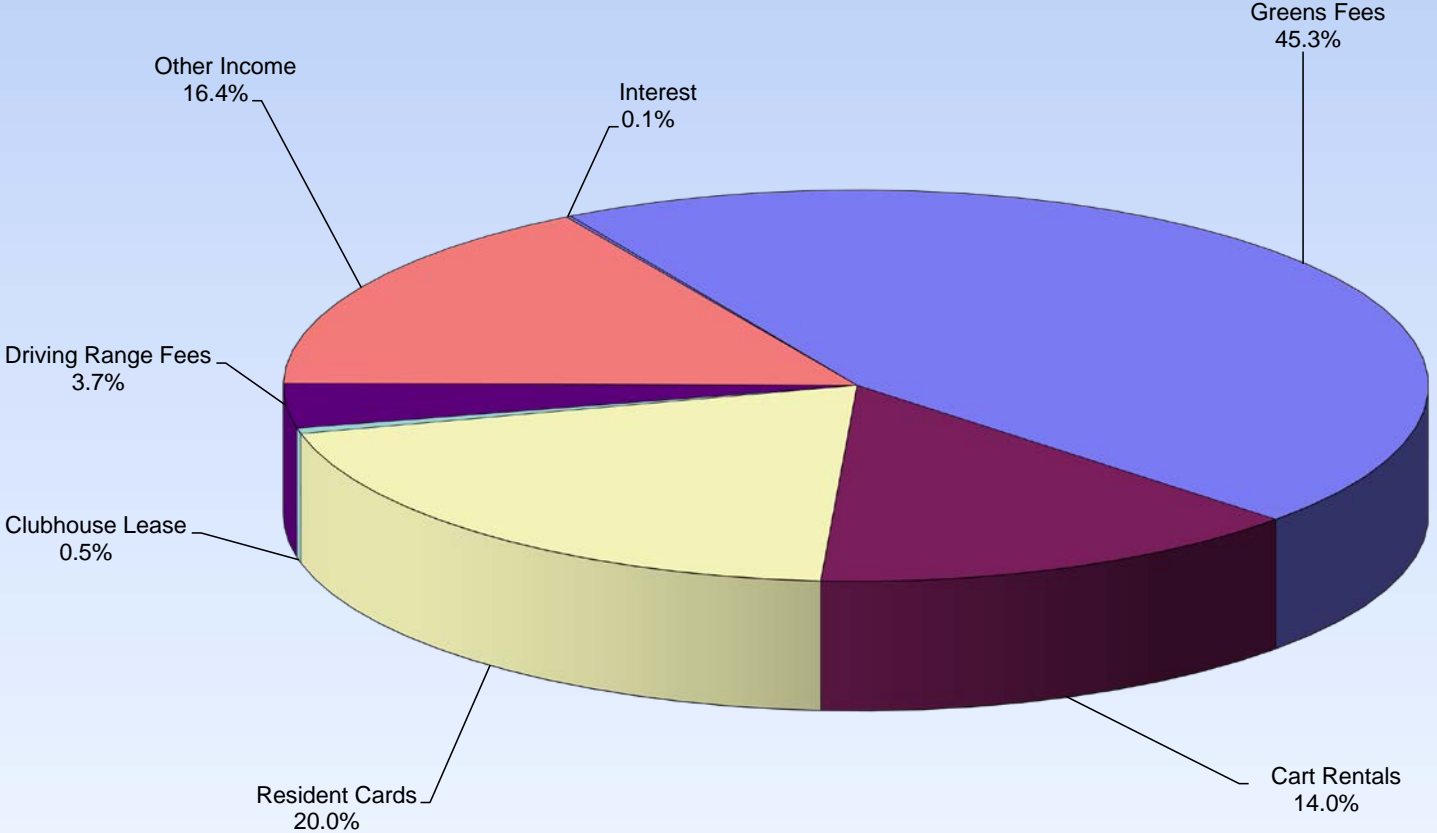
## GOLF FUND

January 1, 2015	FUND BALANCE	\$	736,200
	REVENUE	\$	2,646,633
	EXPENSES	\$	2,252,709
	ACTUAL GAIN / (REDUCTION)	\$	393,925
<hr/>			
December 31, 2016	FUND BALANCE	\$	1,130,125
January 1, 2017	FUND BALANCE	\$	1,130,125
	PROJECTED REVENUE	\$	2,621,543
	PROJECTED EXPENSES	\$	2,692,012
	PROJECTED GAIN / (REDUCTION)	\$	(70,469)
<hr/>			
December 31, 2017	FUND BALANCE	\$	1,059,656
<hr/> <hr/>			
January 1, 2018	FUND BALANCE	\$	1,059,656
	BUDGETED REVENUE	\$	2,628,331
	BUDGETED EXPENSES	\$	3,179,221
	BUDGETED GAIN / (REDUCTION)	\$	(550,890)
<hr/>			
December 31, 2018	FUND BALANCE	\$	508,766
<hr/> <hr/>			

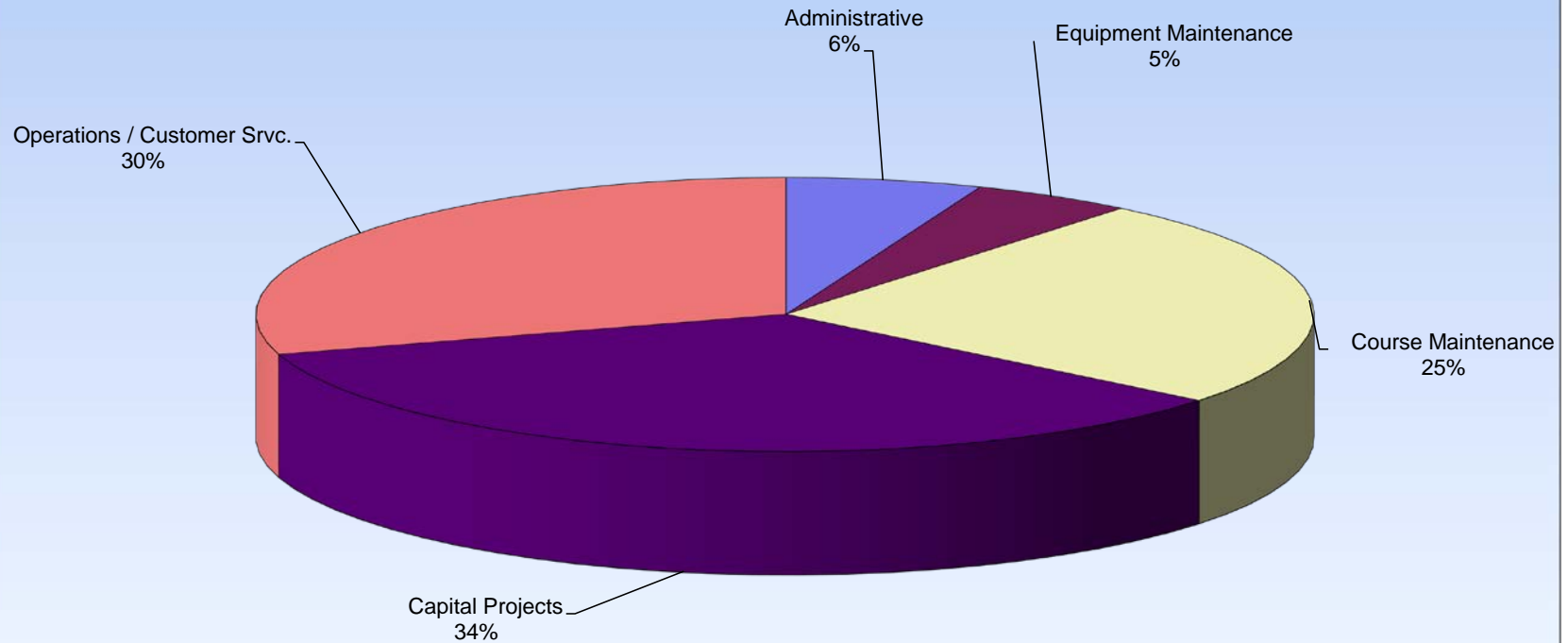
**TOWN OF BRECKENRIDGE  
2018 ANNUAL BUDGET  
GOLF FUND ANALYSIS**

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
FUND BALANCE, JANUARY 1	\$ 736,200	\$ 1,130,125	\$ 1,130,125	\$ 1,059,656
<b>REVENUES</b>				
Greens Fees	\$ 1,162,018	\$ 1,191,500	\$ 1,191,999	\$ 1,191,500
Cart Rentals	\$ 366,306	\$ 368,200	\$ 368,200	\$ 368,201
Resident Cards	\$ 544,418	\$ 531,000	\$ 531,000	\$ 526,125
Clubhouse Lease	\$ 38,066	\$ 35,000	\$ 8,000	\$ 12,000
Driving Range Fees	\$ 93,340	\$ 97,000	\$ 97,000	\$ 97,000
Other Income	\$ 430,228	\$ 418,706	\$ 421,844	\$ 430,005
Transfer From Excise Fund	\$ -	\$ -	\$ -	\$ -
Interest	\$ 12,258	\$ 3,500	\$ 3,500	\$ 3,500
<b>TOTAL REVENUES</b>	<b>\$ 2,646,633</b>	<b>\$ 2,644,906</b>	<b>\$ 2,621,543</b>	<b>\$ 2,628,331</b>
<b>TOTAL AVAILABLE</b>	<b>\$ 3,382,834</b>	<b>\$ 3,775,031</b>	<b>\$ 3,751,668</b>	<b>\$ 3,687,987</b>
<b>EXPENDITURES</b>				
Administrative	\$ 535,680	\$ 196,199	\$ 194,005	\$ 190,125
Equipment Maintenance	\$ 135,588	\$ 153,317	\$ 148,174	\$ 156,932
Course Maintenance	\$ 692,072	\$ 750,389	\$ 748,834	\$ 791,994
Debt Service	\$ -	\$ -	\$ -	\$ -
Capital Projects	\$ 32,132	\$ 639,864	\$ 650,150	\$ 1,094,815
Operations / Customer Srvc.	\$ 857,238	\$ 950,743	\$ 950,849	\$ 945,355
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,252,709</b>	<b>\$ 2,690,512</b>	<b>\$ 2,692,012</b>	<b>\$ 3,179,221</b>
FUND BALANCE, DECEMBER 31	\$ 1,130,125	\$ 1,084,519	\$ 1,059,656	\$ 508,766

# TOWN OF BRECKENRIDGE 2017 GOLF COURSE FUND REVENUES



## TOWN OF BRECKENRIDGE 2017 GOLF COURSE FUND EXPENSES



## EXPENDITURE SUMMARY

Golf Course Division	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
EXPENDITURES BY CATEGORY				
Personnel	\$ 1,150,901	\$ 1,258,029	\$ 1,244,508	\$ 1,309,519
Materials & Supplies	\$ 443,196	\$ 464,500	\$ 459,856	\$ 475,900
Charges for Services	\$ 183,232	\$ 224,723	\$ 233,154	\$ 213,415
Capital Outlay	\$ 351,296	\$ 622,864	\$ 634,098	\$ 1,059,815
Fixed Charges, including transfers	\$ 124,082	\$ 120,396	\$ 120,396	\$ 120,572
TOTAL EXPENDITURES BY CATEGORY	\$ 2,252,709	\$ 2,690,512	\$ 2,692,012	\$ 3,179,221
EXPENDITURES BY PROGRAM				
Administration	\$ 535,680	\$ 196,199	\$ 194,005	\$ 190,125
Equipment Maintenance	\$ 135,588	\$ 153,317	\$ 148,174	\$ 156,932
Course Maintenance	\$ 692,072	\$ 750,389	\$ 748,834	\$ 791,994
Debt Service	\$ -	\$ -	\$ -	\$ -
Capital Projects	\$ 32,132	\$ 639,864	\$ 650,150	\$ 1,094,815
Pro Shop	\$ 857,238	\$ 950,743	\$ 950,849	\$ 945,355
TOTAL EXPENDITURES BY PROGRAM	\$ 2,252,709	\$ 2,690,512	\$ 2,692,012	\$ 3,179,221

---

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:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
PERSONNEL	140,796	152,037	149,463	147,488
MATERIALS & SUPPLIES	3,184	1,100	1,100	1,100
CHARGES FOR SERVICES	8,352	11,440	11,820	10,420
CAPITAL OUTLAY	351,296	-	-	-
FIXED CHARGES	32,050	31,622	31,622	31,117
	<u>\$ 535,680</u>	<u>\$ 196,199</u>	<u>\$ 194,005</u>	<u>\$ 190,125</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 replacement 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:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
PERSONNEL	84,691	87,117	89,074	93,632
MATERIALS & SUPPLIES	46,631	59,600	52,600	56,600
CHARGES FOR SERVICES	4,266	6,600	6,500	6,700
CAPITAL OUTLAY	-	-	-	-
FIXED CHARGES	-	-	-	-
	<u>\$ 135,588</u>	<u>\$ 153,317</u>	<u>\$ 148,174</u>	<u>\$ 156,932</u>

PRIOR YEAR ACCOMPLISHMENTS:

- Maintained 120 pieces of golf course maintenance and Nordic grooming equipment.
- Improved flammable liquids storage practices.
- Improved safety signage in and around the shop.
- Utilized MSDS Online to streamline the process for managing Safety Data Sheet (SDS) record keeping.

CURRENT YEAR GOALS

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

SERVICE INDICATORS:

Type	2014	2015	2016
Mowers	30	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	72	72	72
Cost (parts & labor)	\$83,583	\$86,880	\$91,826
• Average cost to maintain each piece of equipment.	\$1,161	\$1,207	\$1,275.36

---

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:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
PERSONNEL	501,669	557,457	544,553	586,665
MATERIALS & SUPPLIES	127,030	131,800	132,050	131,800
CHARGES FOR SERVICES	53,818	49,850	60,949	62,247
FIXED CHARGES	9,555	11,282	11,282	11,282
	<u>\$ 692,072</u>	<u>\$ 750,389</u>	<u>\$ 748,834</u>	<u>\$ 791,994</u>

---

PRIOR YEAR ACCOMPLISHMENTS:

- The improved program for preventing snow mold resulted in significantly less damage due to disease last spring..
- Maintenance practices resulted in firmer and smoother greens last season.
- Improved cultivation practices have resulted in improved turf quality as well as drier and firmer conditions on the driving range tee.

---

CURRENT YEAR GOALS:

- Increase cultivation practices in the rough to reduce thatch accumulations.
  - Repair turf areas adjacent to cart paths that have been damaged by golf cart traffic and the recent construction projects.
  - Provide greater separation of skiers and fat bike riders at Gold Run Nordic Center.
-

---

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:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
PERSONNEL	-	-	-	-
MATERIALS & SUPPLIES	6,008	10,000	10,000	35,000
CHARGES FOR SERVICES	26,124	7,000	6,052	-
CAPITAL OUTLAY	-	622,864	634,098	1,059,815
FIXED CHARGES	-	-	-	-
	<u>\$ 32,132</u>	<u>\$ 639,864</u>	<u>\$ 650,150</u>	<u>\$ 1,094,815</u>

---

PRIOR YEAR ACCOMPLISHMENTS:

- Purchased new golf carts equipped with GPS.
- Built a new tee box on the 9th hole of the Beaver course.
- Removed a fairway bunker on the 4th hole of the Beaver Course.
- Replaced 6 greens mowers, a triplex fairway mower, and 2 utility vehicles.

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CURRENT YEAR GOALS:

- Improve the left side of 5 Elk green complex to eliminate bunker flooding in the spring and improve playability.
- New furniture for Cluhouse and deck.
- Remodel the clubhouse to improve connection between the bar area and dining room.

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:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
PERSONNEL	423,746	461,418	461,418	481,734
MATERIALS & SUPPLIES	260,344	262,000	264,106	251,400
CHARGES FOR SERVICES	90,672	149,833	147,833	134,048
CAPITAL OUTLAY	-	-	-	-
FIXED CHARGES	82,477	77,492	77,492	78,173
	<u>857,238</u>	<u>950,743</u>	<u>950,849</u>	<u>945,355</u>

PRIOR YEAR ACCOMPLISHMENTS:

Trip Advisor rating of 4.5 with 78% of reviews as excellent  
Purchased a new cart fleet equipped with GPS units, a new customer favorite  
Increased player numbers in programming; i.e.- Lessons, Clinics, Family Nights, Men's Club  
Implementation of the new web site

CURRENT YEAR GOALS:

Add and/or delete programs so that we maximize usage  
Reasearch, planning and implementation of clubhouse improvements  
Web Site photo upgrade to include all 27-holes

SERVICE INDICATORS:

	2014	2015	2016
Rounds Played/Year (18-hole equivalent)	24,961	26,348	25,896
Revenues for Green Fees, Cart, Pass Cards	1,978,865	2,065,144	2,051,137
Revenue /Round	79.28	78.38	79.21
Number of Days Open	131	131	133
Average Revenue/Day	15,106	15,764	15,422

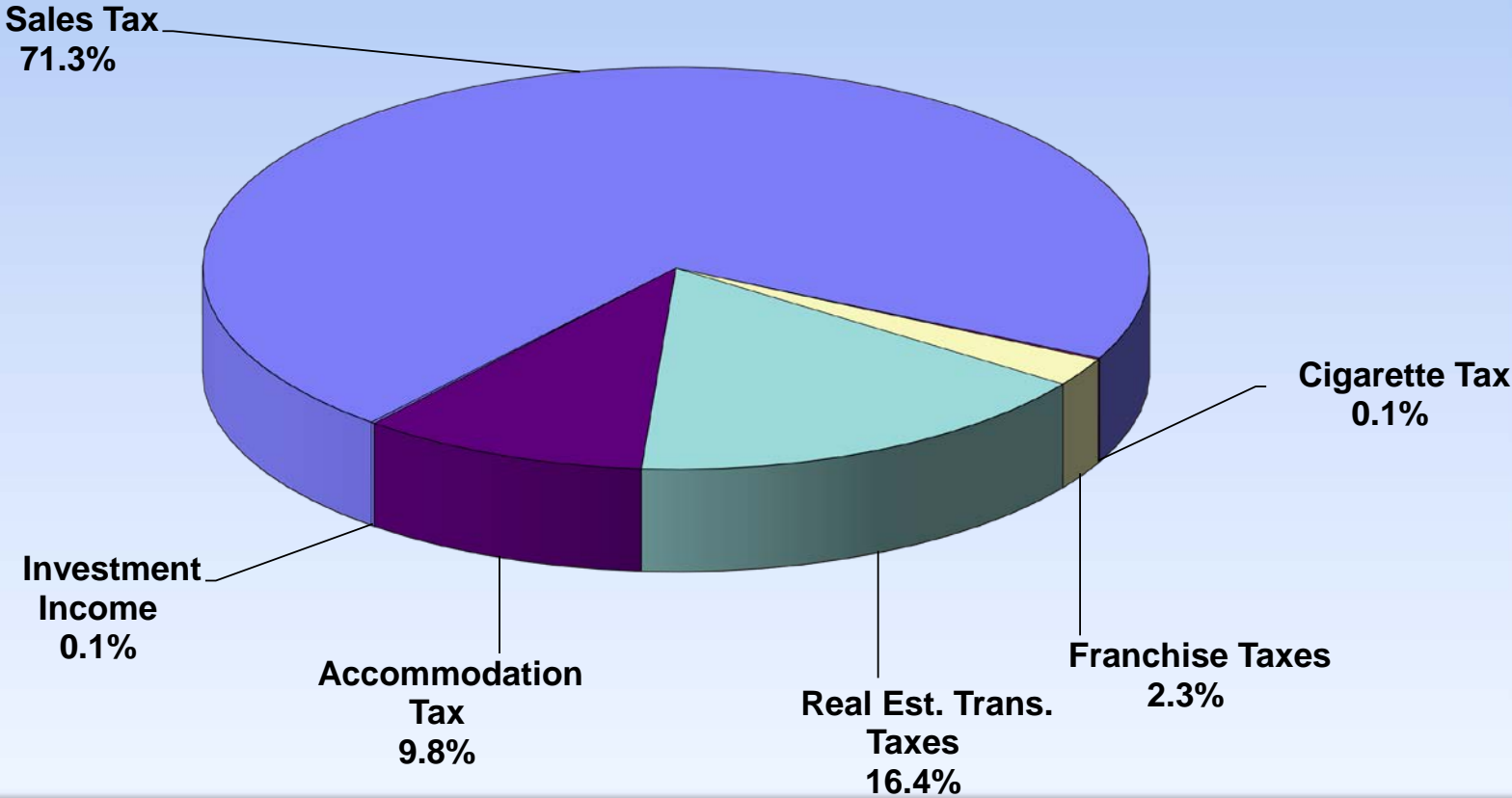
## EXCISE TAX FUND

JANUARY 1,2016	FUND BALANCE	\$ 11,937,880
	ACTUAL REVENUE	\$ 29,833,553
	ACTUAL EXPENDITURES	\$ 33,357,724
	PROJECTED GAIN / (REDUCTION)	<u>\$ (3,524,171)</u>
DECEMBER 31,2016	FUND BALANCE	\$ 8,413,709
JANUARY 1,2017	FUND BALANCE	\$ 8,413,709
	PROJECTED REVENUE	\$ 31,497,511
	PROJECTED EXPENDITURES (INCLUDING APPROPRIATIONS)	\$ 35,559,600
	PROJECTED GAIN / (REDUCTION)	<u>\$ (4,062,089)</u>
DECEMBER 31,2017	FUND BALANCE	\$ 4,351,620
JANUARY 1,2018	FUND BALANCE	\$ 4,351,620
	BUDGETED REVENUE	\$ 30,536,917
	BUDGETED EXPENDITURES	\$ 23,591,484
	BUDGETED GAIN / (REDUCTION)	<u>\$ 6,945,433</u>
DECEMBER 31,2018	FUND BALANCE BEFORE RESERVES	\$ 11,297,053
	RESERVED FOR DEBT SERVICE	\$ (573,803)
	DISCRETIONARY RESERVE FOR DEBT SERVICE	\$ (614,148)
	DISCRETIONARY CAPITAL RESERVE	\$ (12,006,372)
	BUDGETED NET FUND BALANCE	<u><u>\$ (1,897,270)</u></u>

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

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
FUND BALANCE, JANUARY 1	\$ 8,413,709	\$ 8,413,709	\$ 8,413,709	\$ 4,351,620
<b>REVENUES</b>				
Sales Tax	\$ 20,758,147	\$ 19,310,000	\$ 21,549,327	\$ 21,764,887
Cigarette Tax	\$ 55,140	\$ 47,590	\$ 49,955	\$ 42,960
Franchise Taxes	\$ 744,256	\$ 651,610	\$ 732,690	\$ 691,470
Real Est. Trans. Taxes	\$ 5,240,098	\$ 4,350,000	\$ 6,158,865	\$ 5,000,000
Accommodation Tax	\$ 2,992,963	\$ 2,873,500	\$ 2,967,179	\$ 2,996,900
Transfers	\$ -	\$ -	\$ -	\$ -
Investment Income	\$ 42,949	\$ 39,495	\$ 39,495	\$ 40,700
<b>TOTAL REVENUES</b>	<b>\$ 29,833,553</b>	<b>\$ 27,272,195</b>	<b>\$ 31,497,511</b>	<b>\$ 30,536,917</b>
<b>TOTAL AVAILABLE</b>	<b>\$ 38,247,262</b>	<b>\$ 35,685,904</b>	<b>\$ 39,911,220</b>	<b>\$ 34,888,537</b>
<b>EXPENDITURES</b>				
Transfer to General Fund	\$ 14,037,564	\$ 10,400,000	\$ 10,400,000	\$ 12,550,000
Transfer to Capital Projects	\$ 7,152,500	\$ 17,953,081	\$ 17,953,081	\$ 4,103,000
Transfer to Marketing Fund	\$ 748,241	\$ 718,340	\$ 741,795	\$ 749,210 *
Add'l Transfer to Marketing	\$ 500,004	\$ -	\$ -	\$ - **
Transfer to Housing Fund	\$ 2,499,996	\$ -	\$ -	\$ -
Transfer to Special Projects Fund	\$ 2,737,428	\$ 3,476,566	\$ 3,476,566	\$ 3,650,009
Transfer to Child Care Fund	\$ 1,307,004	\$ -	\$ -	\$ -
Transfer to Parking & Transp. Fund	\$ 1,352,500	\$ 2,450,143	\$ 2,450,143	\$ 2,000,000
Debt Service	\$ 3,022,487	\$ 537,965	\$ 538,015	\$ 539,265
<b>TOTAL EXPENDITURES</b>	<b>\$ 33,357,724</b>	<b>\$ 35,536,095</b>	<b>\$ 35,559,600</b>	<b>\$ 23,591,484</b>
*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	<u>\$ 8,413,709</u>	<u>\$ 149,809</u>	<u>\$ 4,351,620</u>	<u>\$ 11,297,053</u>
RESERVED FOR DEBT SERVICE	\$ -	\$ -	\$ -	\$ (573,803)
DISCRET. RESERVE FOR DEBT	\$ -	\$ -	\$ -	\$ (614,148)
CAPITAL FUNDING RESERVE	\$ -	\$ -	\$ -	\$ (12,006,372)
<b>NET FUND BALANCE</b>	<b>\$ 8,413,709</b>	<b>\$ 149,809</b>	<b>\$ 4,351,620</b>	<b>\$ (1,897,270)</b>

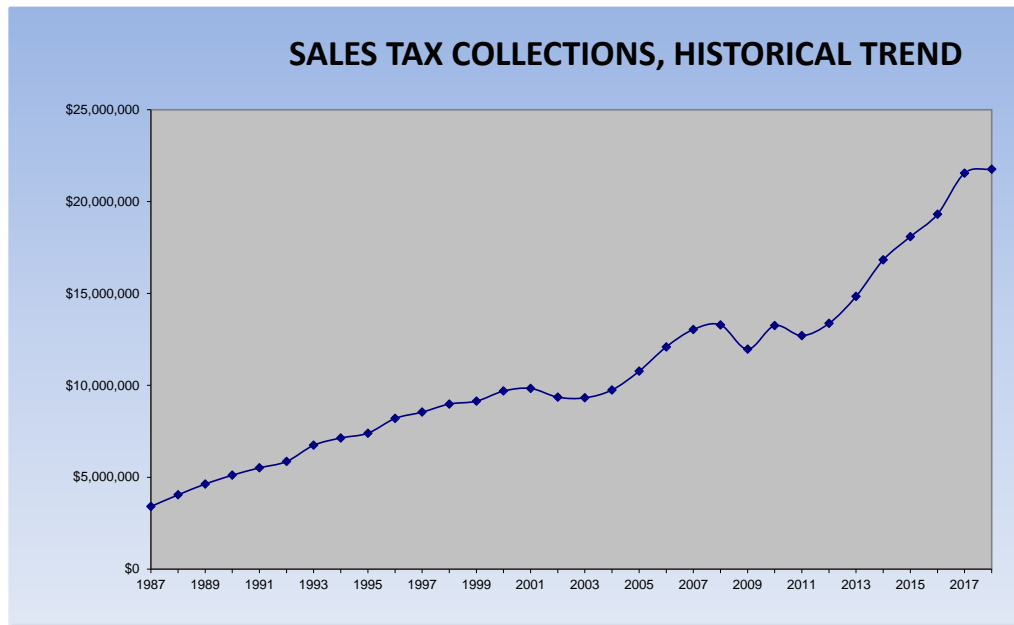
**TOWN OF BRECKENRIDGE  
EXCISE TAX REVENUES - 2018**



**TOWN OF BRECKENRIDGE  
SALES TAX COLLECTIONS  
1987 - 2018**

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	\$ 18,090,059	7.5%
2016	\$ 19,310,000	6.7%
2017	\$ 21,549,327	11.6%
2018	\$ 21,764,887	1.0%

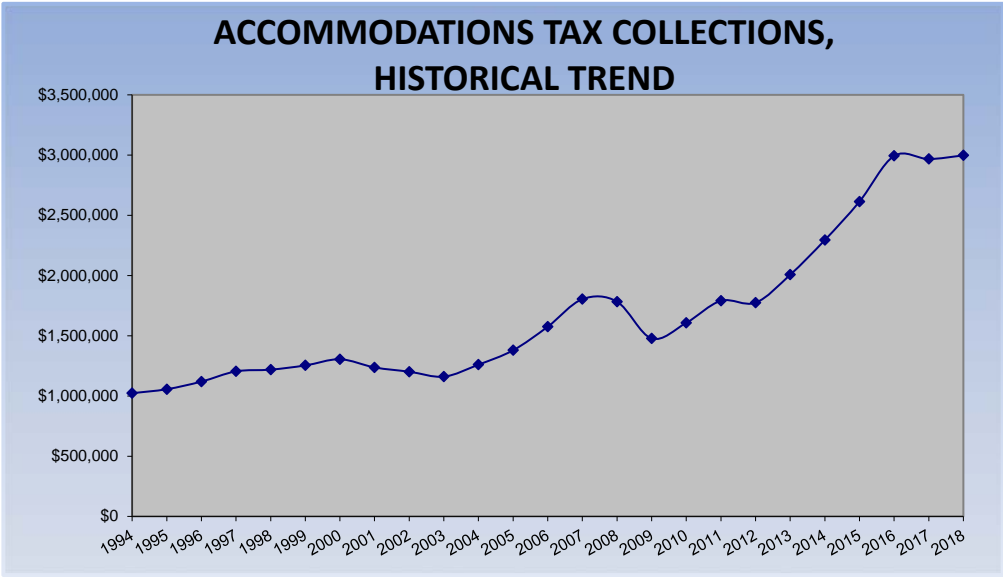
adjusted to exclude 1x retroactive payment of \$1.2 million





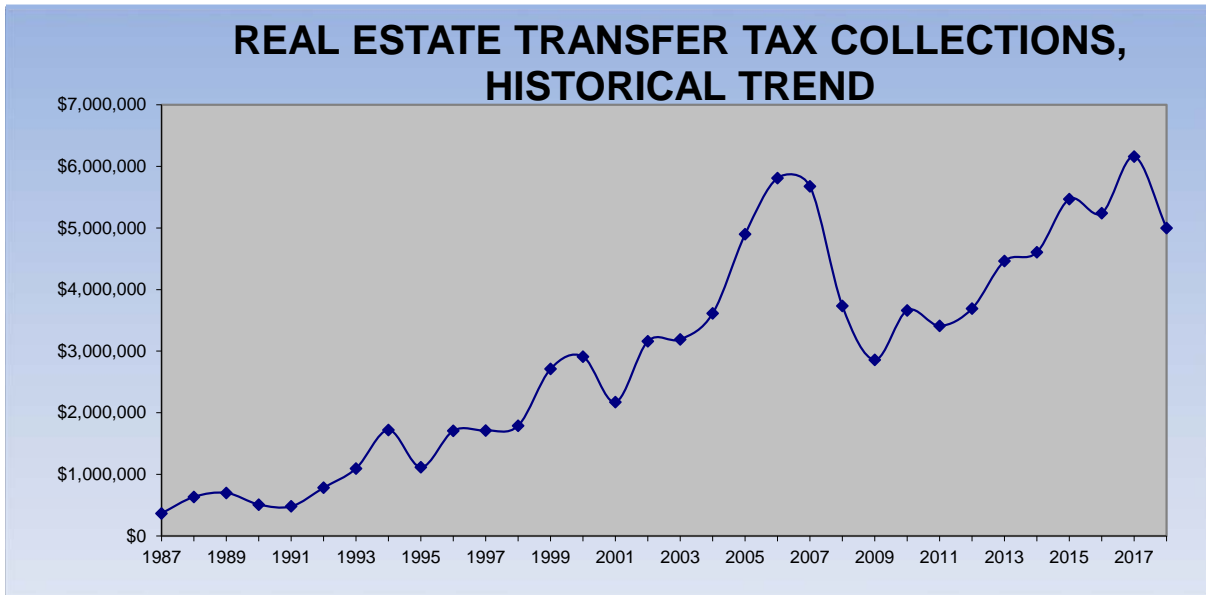
**TOWN OF BRECKENRIDGE  
ACCOMMODATIONS TAX COLLECTIONS  
1994 - 2018**

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	\$ 2,992,963	14.5%
2017	\$ 2,967,179	proj. -0.9%
2018	\$ 2,996,900	bud 1.0%



**TOWN OF BRECKENRIDGE  
REAL ESTATE TRANSFER TAX COLLECTIONS  
1987 - 2018**

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	\$ 5,240,098	-4.2%
2017	\$ 6,158,865	17.5%
2018	\$ 5,000,000	<b>proj</b> 17.5% <b>bud</b> -18.8%



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

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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:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
PERSONNEL	\$ -	\$ -	\$ -	\$ -
MATERIALS & SUPPLIES	-	-	-	-
CHARGES FOR SERVICES	650	2,600	2,650	-
CAPITAL OUTLAY	-	-	-	-
DEBT SERVICE	3,021,837	535,365	535,365	539,265
	<u>\$ 3,022,487</u>	<u>\$ 537,965</u>	<u>\$ 538,015</u>	<u>\$ 539,265</u>

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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	\$ 180,000	\$ 89,665	\$ 1,990,000	2027
2016 COP's - PD facility refinance	\$ 215,000	\$ 54,600	\$ 1,880,000	2025

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

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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:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
PERSONNEL	\$ -	\$ -	\$ -	\$ -
MATERIALS & SUPPLIES	-	-	-	-
CHARGES FOR SERVICES	-	-	-	-
CAPITAL OUTLAY	-	-	-	-
FIXED CHARGES	30,335,237	34,998,130	35,021,585	23,052,219
	<u>\$ 30,335,237</u>	<u>\$ 34,998,130</u>	<u>\$ 35,021,585</u>	<u>\$ 23,052,219</u>

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## AFFORDABLE HOUSING FUND

January 1, 2016	FUND BALANCE	\$ 4,366,060
	REVENUE	\$ 12,971,752
	EXPENSES	\$ 11,066,930
	INCREASE/ (REDUCTION)	\$ 1,904,822
December 31, 2016	FUND BALANCE	\$ 6,270,882
January 1, 2017	FUND BALANCE	\$ 6,270,882
	PROJECTED REVENUE	\$ 24,152,927
	PROJECTED EXPENSES	\$ 24,715,513
	PROJECTED INCREASE/ (REDUCTION)	\$ (562,586)
December 31, 2017	FUND BALANCE	\$ 5,708,296
January 1, 2018	FUND BALANCE	\$ 5,708,296
	BUDGETED REVENUE	\$ 20,239,838
	BUDGETED EXPENSES	\$ 23,782,895
	BUDGETED GAIN / (REDUCTION)	\$ (3,543,057)
December 31, 2018	FUND BALANCE	\$ 2,165,239

**TOWN OF BRECKENRIDGE  
2018  
AFFORDABLE HOUSING FUND ANALYSIS**

AFFORDABLE HOUSING	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
<b>FUND BALANCE, JANUARY 1</b>	\$ 4,366,060	\$ 6,270,882	\$ 6,270,882	\$ 5,708,296
<b>REVENUES</b>				
Investment Income	\$ 35,810	\$ 15,000	\$ 15,000	\$ 15,000
Rental Income	\$ 31,249	\$ 410,460	\$ 235,000	\$ 530,000
Sale of Assets	\$ -	\$ 5,950,402	\$ 5,650,000	\$ 15,536,802
Mortgage Payments	\$ 6,423	\$ 16,000	\$ 41,000	\$ 41,000
Rental Assistance Payments	\$ 5,867	\$ 6,000	\$ 6,500	\$ 6,000
Rock Royalties	\$ 845	\$ 100	\$ 351	\$ -
Grants	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 2,499,996	\$ 10,500,000	\$ 10,500,000	\$ -
Sales Tax	\$ 531,435	\$ 2,693,450	\$ 3,228,377	\$ 3,227,660
Impact Fees	\$ 701,224	\$ 475,000	\$ 475,000	\$ 400,000
Misc. Income	\$ 8,629,601	\$ 372,600	\$ 16,696	\$ -
Corum Loan Payments	\$ 46,730	\$ 14,000	\$ 448,145	\$ 384,376
Pinewood (Loan, Lease Pmts, Tax Credit)	\$ 482,570	\$ 3,819,000	\$ 3,536,858	\$ 99,000
<b>TOTAL REVENUES</b>	<b>\$ 12,971,752</b>	<b>\$ 24,272,012</b>	<b>\$ 24,152,927</b>	<b>\$ 20,239,838</b>
<b>TOTAL AVAILABLE</b>	<b>\$ 17,337,812</b>	<b>\$ 30,542,894</b>	<b>\$ 30,423,809</b>	<b>\$ 25,948,134</b>
<b>EXPENDITURES</b>				
Personnel	\$ 75,897	\$ 164,661	\$ 164,661	\$ 168,723
Materials and Supplies	\$ 7,028	\$ 3,000	\$ 850,000	\$ 3,180
Charges for Services	\$ 192,266	\$ 235,921	\$ 244,451	\$ 258,647
Capital Outlay	\$ 10,259,676	\$ 24,908,050	\$ 22,489,901	\$ 12,271,645
Grants	\$ -	\$ 385,500	\$ 385,500	\$ -
Debt Service	\$ 532,063	\$ 581,600	\$ 581,000	\$ 580,700
Transfers	\$ -	\$ -	\$ -	\$ 10,500,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 11,066,930</b>	<b>\$ 26,278,732</b>	<b>\$ 24,715,513</b>	<b>\$ 23,782,895</b>
<b>FUND BALANCE, DECEMBER 31</b>	<b>\$ 6,270,882</b>	<b>\$ 4,264,162</b>	<b>\$ 5,708,296</b>	<b>\$ 2,165,239</b>

PROGRAM: **Affordable Housing**  
 DEPARTMENT: Community Development  
 DIVISION: Planning  
 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:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
PERSONNEL	\$ 75,897	\$ 164,661	\$ 164,661	\$ 168,723
MATERIALS & SUPPLIES	7,028	3,000	850,000	3,180
CHARGES FOR SERVICES	192,266	235,921	244,451	258,647
CAPITAL OUTLAY	10,259,676	24,908,050	22,489,901	12,271,645
GRANTS	-	385,500	385,500	-
DEBT SERVICE	532,063	581,600	581,000	580,700
TRANSFERS TO OTHER FUNDS	-	-	-	10,500,000
	<u>\$ 11,066,930</u>	<u>\$ 26,278,732</u>	<u>\$ 24,715,513</u>	<u>\$ 23,782,895</u>

PRIOR YEAR ACCOMPLISHMENTS:

1. Continued to increased inventory of deed-restricted affordable housing units
2. Completed 45 LIHTC units in 2016 and fully leased up units
3. Modified Denison Placer 1 project from 66 LIHTC units to 52 townhomes and 18 apartments-launched construction in 2017 (Blue 52)
4. Initiated construction of 26 apartments with Summit County (Huron Landing)
5. Initiated construction of 30 apartments at Denison Commons and structured lease/purchase agreement w CMC

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. Complete construction of Blue 52 and sell all 52 townhomes by summer 2018
5. Complete construction of 18 apartments at DP1 and reach consensus on selling or retaining the apt bldgs
6. Plan for next housing development on Block 11 or McCain-target delivery of units for 2018/2019

SERVICE INDICATORS:

	2014	2015	2016
Total Inventory-deed restricted units	718	734	747
Units added by private sector	16	13	19
Units added public sector (Town land)	0	0	45
Town Buy downs	0	0	0
Total Units at Year-End	734	747	811
Cumulative Total			
Private Sector Units	579	592	611
Public Sector Units	153	153	198
Buy Downs	2	2	2

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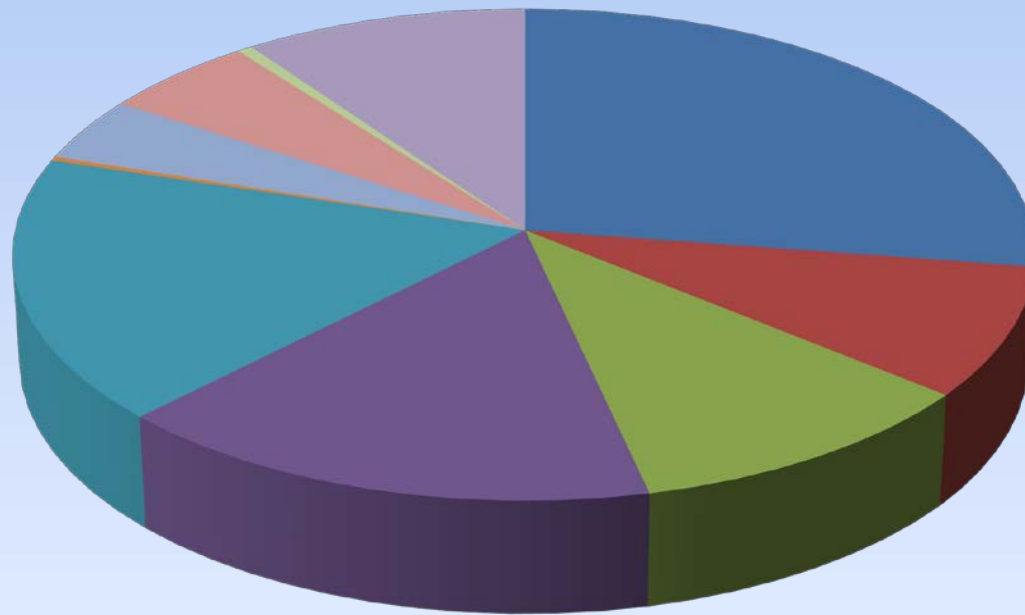
## OPEN SPACE FUND

January 1, 2016	FUND BALANCE	\$	161,570
	REVENUE	\$	2,917,921
	EXPENDITURES	\$	2,131,616
	ACTUAL GAIN / (REDUCTION)	\$	786,305
December 31, 2016	FUND BALANCE	\$	947,875
January 1, 2017	FUND BALANCE	\$	947,875
	PROJECTED REVENUE	\$	3,524,270
	PROJECTED EXPENDITURES	\$	3,147,339
	PROJECTED GAIN / (REDUCTION)	\$	376,931
December 31, 2017	FUND BALANCE	\$	1,324,806
January 1, 2018	FUND BALANCE	\$	1,324,806
	BUDGETED REVENUE	\$	3,873,242
	BUDGETED EXPENDITURES	\$	3,063,239
	PROPOSED GAIN / (REDUCTION)	\$	810,003
December 31, 2018	FUND BALANCE	\$	2,134,809
	RESERVED FOR WELLINGTON ORO PLANT REPLACEMENT	\$	(55,000)
	DISCRETIONARY RESERVE FOR HOOSIER BIKE PATH	\$	(300,000)
	BUDGETED NET FUND BALANCE	\$	1,779,809

**TOWN OF BRECKENRIDGE  
2018 ANNUAL BUDGET  
OPEN SPACE FUND ANALYSIS**

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
FUND BALANCE, JANUARY 1	\$ 161,570	\$ 947,875	\$ 947,875	\$ 1,324,806
<u>REVENUES</u>				
Sales Tax	\$ 2,736,623	\$ 2,679,300	\$ 2,901,569	\$ 2,930,600
Interest Income	\$ 20,656	\$ 20,467	\$ 20,467	\$ 20,672
Grants	\$ -	\$ 42,500	\$ 96,173	\$ 434,950
Transfer of Density Rights	\$ 59,890	\$ 340,000	\$ 340,000	\$ 343,400
Misc. Income	\$ 30,107	\$ 9,500	\$ 36,000	\$ 29,290
Wellington Oro	\$ 70,645	\$ 111,000	\$ 130,061	\$ 114,330
TOTAL REVENUES	<u>\$ 2,917,921</u>	<u>\$ 3,202,767</u>	<u>\$ 3,524,270</u>	<u>\$ 3,873,242</u>
TOTAL AVAILABLE	<u>\$ 3,079,491</u>	<u>\$ 4,150,642</u>	<u>\$ 4,472,145</u>	<u>\$5,198,048</u>
<u>EXPENDITURES</u>				
Open Space Programs	\$ 2,074,419	\$ 1,980,245	\$ 1,980,245	\$ 2,053,589
Debt Service	\$ 57,197	\$ 426,144	\$ 426,144	\$ 433,736
Transfers to Other Funds	\$ 255,000	\$ 740,950	\$ 740,950	\$ 575,914
TOTAL EXPENDITURES	<u>\$ 2,131,616</u>	<u>\$ 3,147,339</u>	<u>\$ 3,147,339</u>	<u>\$ 3,063,239</u>
FUND BALANCE, DECEMBER 31	<u>\$ 947,875</u>	<u>\$ 1,003,303</u>	<u>\$ 1,324,806</u>	<u>\$ 2,134,809</u>
Wellington Oro Plant Replacement Reserve	\$ 33,000	\$ 44,000	\$ 44,000	\$ 55,000
Hoosier Pass Bike Path Reserve	\$ 100,000	\$ 200,000	\$ 200,000	\$ 300,000
AVAILABLE FUND BALANCE, DECEMBER 31	<u>\$ 814,875</u>	<u>\$ 759,303</u>	<u>\$ 1,080,806</u>	<u>\$ 1,779,809</u>

# Proposed 2018 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 %)

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PROGRAM: **Open Space Program**  
DEPARTMENT: Recreation  
DIVISION: Open Space and Trails  
PROGRAM NO: 0935

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**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:**

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
PERSONNEL	323,408	344,984	344,984	357,892
MATERIALS & SUPPLIES	219,132	350,700	350,700	375,706
CHARGES FOR SERVICES	738,287	653,193	653,193	670,339
CAPITAL OUTLAY	509,431	584,319	584,319	601,519
DEBT SERVICE	57,197	426,144	426,144	433,736
FIXED CHARGES	29,161	47,049	47,049	48,133
TRANSFERS TO OTHER FUNDS	255,000	740,950	740,950	575,914
	<u>\$ 2,131,616</u>	<u>\$ 3,147,339</u>	<u>\$ 3,147,339</u>	<u>\$ 3,063,239</u>

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**PRIOR YEAR ACCOMPLISHMENTS:**

1. Additional acres of open space acquired.
2. Realignment of trails and construction of new trails, including large volunteer projects on Galena Ditch Trail extension and the Wellington Trail.
3. Blue River and Swan River restoration projects underway.

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**BUDGET YEAR GOALS:**

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

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**SERVICE INDICATORS:**

	2014	2015	2016
Acres of open space acquired	4,425	4,491	4,700
Total Miles of Trails	47.3	52.4	54.7
Miles of Trails Added to System	3.6	3.8	2.3

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## CONSERVATION TRUST FUND

January 1, 2016	FUND BALANCE	\$	1,992
	REVENUE	\$	54,493
	EXPENDITURES	\$	44,000
	ACTUAL GAIN / (REDUCTION)	\$	10,493
			12,485
December 31, 2016	FUND BALANCE	\$	12,485
January 1, 2017	FUND BALANCE	\$	12,485
	PROJECTED REVENUE	\$	45,000
	PROJECTED EXPENDITURES	\$	45,000
	PROJECTED GAIN / (REDUCTION)	\$	-
			12,485
December 31, 2017	FUND BALANCE	\$	12,485
January 1, 2018	FUND BALANCE	\$	12,485
	BUDGETED REVENUE	\$	45,000
	BUDGETED EXPENDITURES	\$	55,000
	PROPOSED GAIN / (REDUCTION)	\$	(10,000)
			2,485
December 31, 2018	FUND BALANCE	\$	2,485

**TOWN OF BRECKENRIDGE  
2018 ANNUAL BUDGET  
CONSERVATION TRUST FUND ANALYSIS**

	<b>2016 ACTUAL</b>	<b>2017 BUDGET</b>	<b>2017 ESTIMATED</b>	<b>2018 ADOPTED</b>
FUND BALANCE, JANUARY 1	\$ 1,992	\$ 12,485	\$ 12,485	\$ 12,485
<b>REVENUES</b>				
Grants	\$ 54,488	\$ 45,000	\$ 45,000	\$ 45,000
Interest	\$ 6	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<u>\$ 54,493</u>	<u>\$ 45,000</u>	<u>\$ 45,000</u>	<u>\$ 45,000</u>
<b>TOTAL AVAILABLE</b>	<u>\$ 56,485</u>	<u>\$ 57,485</u>	<u>\$ 57,485</u>	<u>\$ 57,485</u>
<b>EXPENDITURES</b>				
Park Improvements	\$ -	\$ -	\$ -	\$ -
Transfer to Capital Fund	\$ 44,000	\$ 45,000	\$ 45,000	\$ 55,000
Fully Appropriated Fund Balance	\$ -	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	<u>\$ 44,000</u>	<u>\$ 45,000</u>	<u>\$ 45,000</u>	<u>\$ 55,000</u>
<b>FUND BALANCE, DECEMBER 31</b>	<u><u>\$ 12,485</u></u>	<u><u>\$ 12,485</u></u>	<u><u>\$ 12,485</u></u>	<u><u>\$ 2,485</u></u>

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PROGRAM:	<b>Conservation Trust</b>
DEPARTMENT:	Recreation
DIVISION:	Capital
PROGRAM NO:	0927

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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:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
PERSONNEL	-	-	-	-
MATERIALS & SUPPLIES	-	-	-	-
CHARGES FOR SERVICES	-	-	-	-
CAPITAL OUTLAY	-	-	-	-
FIXED CHARGES	44,000	45,000	45,000	55,000
	<u>\$ 44,000</u>	<u>\$ 45,000</u>	<u>\$ 45,000</u>	<u>\$ 55,000</u>

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## GARAGE FUND

January 1, 2016	FUND BALANCE	\$	4,912,395
	REVENUE	\$	2,720,595
	EXPENSES	\$	1,824,475
	ACTUAL GAIN / (REDUCTION)	\$	896,120
			<hr style="border-top: 1px solid black;"/>
December 31, 2016	FUND BALANCE	\$	5,808,515
			<hr style="border-top: 3px double black;"/>
January 1, 2017	FUND BALANCE	\$	5,808,515
	PROJECTED REVENUE	\$	3,518,827
	PROJECTED EXPENSES	\$	6,931,360
	PROJECTED GAIN / (REDUCTION)	\$	(3,412,533)
			<hr style="border-top: 1px solid black;"/>
December 31, 2017	FUND BALANCE	\$	2,395,982
			<hr style="border-top: 3px double black;"/>
January 1, 2018	FUND BALANCE	\$	2,395,982
	BUDGETED REVENUE	\$	3,385,554
	BUDGETED EXPENSES	\$	3,403,052
	PROPOSED GAIN / (REDUCTION)	\$	(17,498)
			<hr style="border-top: 1px solid black;"/>
December 31, 2018	FUND BALANCE	\$	2,378,484
			<hr style="border-top: 3px double black;"/>

**TOWN OF BRECKENRIDGE  
2018 ANNUAL BUDGET  
GARAGE FUND ANALYSIS**

	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
FUND BALANCE, JANUARY 1	\$ 4,912,395	\$ 5,808,515	\$ 5,808,515	\$ 2,395,982
<u>REVENUES</u>				
Internal Service Revenue	\$ 1,954,644	\$ 2,294,610	\$ 2,294,610	\$ 2,518,313
Other Income	\$ 116,529	\$ 68,695	\$ 95,972	\$ 111,058
Grants	\$ 637,500	\$ 1,021,500	\$ 1,049,445	\$ 678,683
Sale of Assets	\$ 11,923	\$ 133,000	\$ 78,800	\$ 77,500
Transfers from Excise Fund	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUES	<u>\$ 2,720,595</u>	<u>\$ 3,517,805</u>	<u>\$ 3,518,827</u>	<u>\$ 3,385,554</u>
TOTAL AVAILABLE	<u>\$ 7,632,990</u>	<u>\$ 9,326,320</u>	<u>\$ 9,327,342</u>	<u>\$ 5,781,536</u>
<u>EXPENSES</u>				
Operations	\$ 1,822,224	\$ 1,289,002	\$ 1,286,859	\$ 1,540,552
Capital Outlay	\$ 2,252	\$ 3,292,222	\$ 2,144,501	\$ 1,862,500
Transfer to Capital Fund	\$ -	\$ 3,500,000	\$ 3,500,000	\$ -
TOTAL EXPENDITURES	<u>\$ 1,824,475</u>	<u>\$ 8,081,224</u>	<u>\$ 6,931,360</u>	<u>\$ 3,403,052</u>
FUND BALANCE, DECEMBER 31	<u>\$ 5,808,515</u>	<u>\$ 1,245,096</u>	<u>\$ 2,395,982</u>	<u>\$ 2,378,484</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 EXPENSES:

	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
PERSONNEL	394,986	412,292	415,738	566,004
MATERIALS & SUPPLIES	517,107	644,908	612,700	784,856
CHARGES FOR SERVICES	198,783	169,368	195,987	116,720
CAPITAL OUTLAY	-	-	-	-
FIXED CHARGES	711,348	3,562,434	3,562,434	72,972
	<u>\$ 1,822,224</u>	<u>\$ 4,789,002</u>	<u>\$ 4,786,859</u>	<u>\$ 1,540,552</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	2014	2015	2016
<b>Number of Vehicles Maintained by Class</b>			
Passenger (car and suv)	29	29	29
Pickup Trucks (350/3500 and smaller)	39	40	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
<b>Total</b>	<b>140</b>	<b>142</b>	<b>142</b>
<b>Total Gallons of Fuel Used (Diesel+Unleaded)</b>			
Internal Customers Only	115,356	127,289	118,651

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 EXPENSES:

	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 ADOPTED
PERSONNEL	-	-	-	-
MATERIALS & SUPPLIES	1,534	-	-	-
CHARGES FOR SERVICES	-	-	-	-
CAPITAL OUTLAY	718	3,292,222	2,144,501	1,862,500
FIXED CHARGES	-	-	-	-
	<u>\$ 2,252</u>	<u>\$ 3,292,222</u>	<u>\$ 2,144,501</u>	<u>\$ 1,862,500</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 Nordic 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:

	2015	2016	2016
Avg age of fleet	Est 9yrs/2004	Est 9yrs/2005	Est 9yrs/2005

## INFORMATION TECHNOLOGY FUND

January 1, 2016	FUND BALANCE	\$	733,231
	REVENUE	\$	1,218,949
	EXPENSES	\$	1,128,199
	ACTUAL GAIN / (REDUCTION)	\$	90,749
December 31, 2016	FUND BALANCE	\$	823,981
January 1, 2017	FUND BALANCE	\$	823,981
	PROJECTED REVENUE	\$	1,257,060
	PROJECTED EXPENSES	\$	1,296,667
	PROJECTED GAIN / (REDUCTION)	\$	(39,607)
December 31, 2017	FUND BALANCE	\$	784,374
January 1, 2018	FUND BALANCE	\$	784,374
	BUDGETED REVENUE	\$	1,449,202
	BUDGETED EXPENSES	\$	1,326,831
	PROPOSED GAIN / (REDUCTION)	\$	122,371
December 31, 2018	FUND BALANCE	\$	906,745

**TOWN OF BRECKENRIDGE  
2018 ANNUAL BUDGET  
INFORMATION SERVICES FUND ANALYSIS**

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
FUND BALANCE, JANUARY 1	\$ 733,231	\$ 823,981	\$ 823,981	\$ 784,374
<u>REVENUES</u>				
Internal Service Revenue	\$ 1,216,058	\$ 1,256,665	\$ 1,256,665	\$ 1,316,508
Miscellaneous Income	\$ -	\$ -	\$ 395	\$ 132,694
Interest	\$ 2,891	\$ -	\$ -	\$ -
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL REVENUES	\$ 1,218,949	\$ 1,256,665	\$ 1,257,060	\$ 1,449,202
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL AVAILABLE	\$ 1,952,180	\$ 2,080,646	\$ 2,081,041	\$ 2,233,576
<u>EXPENSES</u>				
Operations	\$ 1,128,199	\$ 1,272,167	\$ 1,296,667	\$ 1,282,165
Capital Outlay	\$ -	\$ -	\$ -	\$ -
Transfers to Other Funds	\$ -	\$ -	\$ -	\$ 44,666
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL EXPENDITURES	\$ 1,128,199	\$ 1,272,167	\$ 1,296,667	\$ 1,326,831
	<hr/>	<hr/>	<hr/>	<hr/>
FUND BALANCE, DECEMBER 31	<u>\$ 823,981</u>	<u>\$ 808,479</u>	<u>\$ 784,374</u>	<u>\$ 906,745</u>

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

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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 EXPENSES:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
PERSONNEL	376,137	396,287	396,287	407,195
MATERIALS & SUPPLIES	191,030	324,250	347,750	283,390
CHARGES FOR SERVICES	547,018	545,851	546,851	585,751
CAPITAL OUTLAY	-	-	-	-
FIXED CHARGES	14,014	5,779	5,779	5,829
	<u>\$ 1,128,199</u>	<u>\$ 1,272,167</u>	<u>\$ 1,296,667</u>	<u>\$ 1,282,165</u>

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PRIOR YEAR ACCOMPLISHMENTS:

During 2016, 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 upgraded our Microsoft operating system for some terminals in anticipation of a larger roll out in 2018

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CURRENT YEAR GOALS

2018 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.

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SERVICE INDICATORS:

	2014	2015	2016
# of Help Desk Requests Resolved	1,301	1,388	1,106
# of Applications Supported	163	162	167
# of Terminals Supported	201	208	221
# of Terminals Replaced	34	37	38
# of Users on System	243	246	253

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## FACILITIES FUND

January 1, 2016	FUND BALANCE	\$	2,167,194
	REVENUE	\$	475,489
	EXPENSES	\$	230,610
	ACTUAL GAIN / (REDUCTION)	\$	244,878
			<hr style="border-top: 1px solid black;"/>
December 31, 2016	FUND BALANCE	\$	2,412,072
			<hr style="border-top: 3px double black;"/>
January 1, 2017	FUND BALANCE	\$	2,412,072
	PROJECTED REVENUE	\$	474,679
	PROJECTED EXPENSES	\$	136,545
	PROJECTED GAIN / (REDUCTION)	\$	338,134
			<hr style="border-top: 1px solid black;"/>
December 31, 2017	FUND BALANCE	\$	2,750,206
			<hr style="border-top: 3px double black;"/>
January 1, 2018	FUND BALANCE	\$	2,750,206
	BUDGETED REVENUE	\$	683,493
	BUDGETED EXPENSES	\$	709,564
	PROPOSED GAIN / (REDUCTION)	\$	(26,071)
			<hr style="border-top: 1px solid black;"/>
December 31, 2018	FUND BALANCE	\$	2,724,135
			<hr style="border-top: 3px double black;"/>

**TOWN OF BRECKENRIDGE  
2018 ANNUAL BUDGET  
FACILITIES MAINTENANCE FUND ANALYSIS**

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
FUND BALANCE, JANUARY 1	\$ 2,167,194	\$ 2,412,072	\$ 2,412,072	\$ 2,750,206
<u>REVENUES</u>				
Internal Service Revenue	\$ 475,489	\$ 473,559	\$ 474,679	\$ 683,493
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL REVENUES	\$ 475,489	\$ 473,559	\$ 474,679	\$ 683,493
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL AVAILABLE	\$ 2,642,682	\$ 2,885,631	\$ 2,886,751	\$ 3,433,699
	<hr/>	<hr/>	<hr/>	<hr/>
<u>EXPENSES</u>				
Operations	\$ 223,642	\$ 234,920	\$ 136,545	\$ 709,564
Capital Outlay	\$ 6,968	\$ -	\$ -	\$ -
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL EXPENSES	\$ 230,610	\$ 234,920	\$ 136,545	\$ 709,564
	<hr/>	<hr/>	<hr/>	<hr/>
FUND BALANCE, DECEMBER 31	<u>\$ 2,412,072</u>	<u>\$ 2,650,711</u>	<u>\$ 2,750,206</u>	<u>\$ 2,724,135</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 EXPENSES:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
Personnel	-	-	-	-
Materials & Supplies	-	-	-	-
Charges for Services	223,642	234,920	136,545	709,564
Capital Outlay	6,968	-	-	-
<b>Totals</b>	<b>\$ 230,610</b>	<b>\$ 234,920</b>	<b>\$ 136,545</b>	<b>\$ 709,564</b>

PRIOR YEAR ACCOMPLISHMENTS:

- Updated fund with new controls project for Town Hall, annual allocation for cardiovascular equipment at the Rec Center and reviewed the long term cash flow of the fund. Current projections show that the fund is solvent through the year 2051.
- Facilities Fund projects to be completed in 2017: Painting/Staining of the Riverwalk, Public Works garage door replacement, PD carpet replacement, Outdoor Rink HVAC design, begin Golf Course kitchen appliances re
- Assets deferred to 2018 were: Town Hall HVAC replacement, Ice Rink indoor black rubber flooring, Outdoor Rink refrigeration
- 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 2017 and 2018  
 Will add new assets from the Rec Center renovation and the building of the Tennis Court Pavillion and the Prospector Park Restrooms.

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.

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## SPECIAL PROJECTS FUND

January 1, 2016	FUND BALANCE	\$	441,316
	REVENUE	\$	2,833,274
	EXPENDITURES	\$	3,237,470
	ACTUAL GAIN / (REDUCTION)	\$	(404,196)
December 31, 2016	FUND BALANCE	\$	37,120
January 1, 2017	FUND BALANCE	\$	37,120
	PROJECTED REVENUE	\$	3,548,566
	PROJECTED EXPENDITURES	\$	3,482,366
	PROJECTED GAIN / (REDUCTION)	\$	66,200
December 31, 2017	FUND BALANCE	\$	103,320
January 1, 2018	FUND BALANCE	\$	103,320
	BUDGETED REVENUE	\$	3,722,009
	BUDGETED EXPENDITURES	\$	3,675,009
	PROPOSED GAIN / (REDUCTION)	\$	47,000
December 31, 2018	FUND BALANCE	\$	150,320

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

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
FUND BALANCE, JANUARY 1	\$ 441,316	\$ 37,120	\$ 37,120	\$ 103,320
<u>REVENUES</u>				
Transfer from Excise	\$ 2,737,428	\$ 3,476,566	\$ 3,476,566	\$ 3,650,009
Reusable Bag Program	\$ 95,846	\$ 72,000	\$ 72,000	\$ 72,000
TOTAL REVENUES	<u>\$ 2,833,274</u>	<u>\$ 3,548,566</u>	<u>\$ 3,548,566</u>	<u>\$ 3,722,009</u>
TOTAL AVAILABLE	<u>\$ 3,274,590</u>	<u>\$ 3,585,686</u>	<u>\$ 3,585,686</u>	<u>\$ 3,825,329</u>
<u>EXPENDITURES</u>				
BHA Operations	\$ 530,000	\$ 450,000	\$ 500,000	\$ 490,000
BHA Capital Outlay	\$ 320,000	\$ 322,500	\$ 177,500	\$ 355,000
BHA Reserve	\$ -	\$ 50,000	\$ -	\$ 50,000
Fire Mitigation	\$ 22,346	\$ 15,000	\$ 15,000	\$ 15,000
Grants	\$ 407,940	\$ 395,000	\$ 395,000	\$ 386,000
Operations-Arts and Culture	\$ 1,917,621	\$ 2,314,866	\$ 2,314,866	\$ 2,324,009
Operations-Reusable Bag Program	\$ 39,562	\$ 70,000	\$ 80,000	\$ 55,000
TOTAL EXPENDITURES	<u>\$ 3,237,470</u>	<u>\$ 3,617,366</u>	<u>\$ 3,482,366</u>	<u>\$ 3,675,009</u>
FUND BALANCE, DECEMBER 31	<u>\$ 37,120</u>	<u>\$ (31,680)</u>	<u>\$ 103,320</u>	<u>\$ 150,320</u>

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

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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:

	2016	2017	2017	2018
	ACTUAL	BUDGET	ESTIMATED	ADOPTED
CHARGES FOR SERVICES	552,346	465,000	515,000	505,000
CAPITAL OUTLAY	320,000	322,500	177,500	355,000
GRANTS	407,940	395,000	395,000	386,000
BHA CAPITAL RESERVE	50,000	50,000	50,000	50,000
	<u>\$ 1,330,286</u>	<u>\$ 1,232,500</u>	<u>\$ 1,137,500</u>	<u>\$ 1,296,000</u>

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PROGRAM COMMENTARY:

*Charges for Services:*

\$490,000 Breckenridge Heritage Association operations  
\$15,000 Pine Beetle Program

*Capital Outlay:*

BHA Capital:

Eberlein House Rehabilitation	\$ 185,000
Sallie Barber Mine Stabilization	50,000
Breckenridge Archives	35,000
Modern Breckenridge Exhibit	25,000
Mine Sites Inventory - Phase Three	20,000
Museum Acquisitions/Displays/Collections Care	20,000
Jessie Mill	15,000
Interpretive Signs	5,000
	<u>\$ 355,000</u>

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

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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:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
PERSONNEL	-	-	-	-
MATERIALS & SUPPLIES	-	-	-	-
CHARGES FOR SERVICES	39,562	70,000	80,000	55,000
CAPITAL OUTLAY	-	-	-	-
GRANTS	-	-	-	-
	<u>\$ 39,562</u>	<u>\$ 70,000</u>	<u>\$ 80,000</u>	<u>\$ 55,000</u>

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PRIOR YEAR ACCOMPLISHMENTS:

Numerous messaging/outreach efforts with the retail and lodging community and general public  
Distribution of the reusable "Breckenridge Bag" (~32,000 bags) to retail stores and lodging

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CURRENT YEAR GOALS:

Reduction in the number of disposable bags issued by retail stores in 2018 compared to 2017, while also considering level of taxable sales, will indicate the relative use of disposable bags in the community.

Design new reusable Breckenridge Bag (Second Series)

Implement a new marketing/outreach effort to increase visitor awareness

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SERVICE INDICATORS:

	2014	2015	2016
Number of Disposable Bags Issued	866,304	831,313	935,573
% Change in Bags Issued		-4%	13%
Taxable Sales	440,498,443	492,049,273	536,690,986
% Change in Taxable Sales		12%	9%

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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:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
PERSONNEL	-	-	-	-
MATERIALS & SUPPLIES	-	-	-	-
CHARGES FOR SERVICES	-	-	-	-
CAPITAL OUTLAY	-	-	-	-
GRANTS	1,917,621	2,314,866	2,314,866	2,324,009
	\$ 1,917,621	\$ 2,314,866	\$ 2,314,866	\$ 2,324,009

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

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## MARIJUANA FUND

January 1, 2016	FUND BALANCE	\$	23,094
	REVENUE	\$	572,126
	EXPENDITURES	\$	357,313
	ACTUAL GAIN / (REDUCTION)	\$	214,814
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December 31, 2016	FUND BALANCE	\$	237,907
			<hr style="border-top: 3px double black;"/>
January 1, 2017	FUND BALANCE	\$	237,907
	PROJECTED REVENUE	\$	685,168
	PROJECTED EXPENDITURES	\$	750,514
	PROJECTED GAIN / (REDUCTION)	\$	(65,346)
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December 31, 2017	FUND BALANCE	\$	172,561
			<hr style="border-top: 3px double black;"/>
January 1, 2018	FUND BALANCE	\$	172,561
	BUDGETED REVENUE	\$	691,617
	BUDGETED EXPENDITURES	\$	813,709
	PROPOSED GAIN / (REDUCTION)	\$	(122,092)
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December 31, 2018	FUND BALANCE	\$	50,469
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**TOWN OF BRECKENRIDGE  
2018 ANNUAL BUDGET  
MARIJUANA FUND ANALYSIS**

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
FUND BALANCE, JANUARY 1	\$ 23,094	\$ 237,907	\$ 237,907	\$ 172,561
<b>REVENUES</b>				
Medical Marijuana Tax	\$ 31,047	\$ 28,415	\$ 3,057	\$ 3,057
Retail Marijuana Tax	\$ 530,519	\$ 505,000	\$ 672,162	\$ 678,900
Marijuana Licensing	\$ 10,506	\$ 9,660	\$ 9,900	\$ 9,660
Interest	\$ 55	\$ -	\$ 49	\$ -
<b>TOTAL REVENUES</b>	<b>\$ 572,126</b>	<b>\$ 543,075</b>	<b>\$ 685,168</b>	<b>\$ 691,617</b>
<b>TOTAL AVAILABLE</b>	<b>\$ 595,220</b>	<b>\$ 780,982</b>	<b>\$ 923,075</b>	<b>\$ 864,178</b>
<b>EXPENDITURES</b>				
Personnel	\$ 83,728	\$ 91,027	\$ 95,001	\$ 95,211
Materials and Supplies	\$ -	\$ 600	\$ 600	\$ 600
Charges for Services	\$ 77,217	\$ 129,913	\$ 129,913	\$ 139,913
Transfer to Child Care Fund	\$ 196,368	\$ 525,000	\$ 525,000	\$ 577,985
<b>TOTAL EXPENDITURES</b>	<b>\$ 357,313</b>	<b>\$ 746,540</b>	<b>\$ 750,514</b>	<b>\$ 813,709</b>
FUND BALANCE, DECEMBER 31	\$ 237,907	\$ 34,442	\$ 172,561	\$ 50,469

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

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PROGRAM DESCRIPTION:

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

PROGRAM EXPENDITURES:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
PERSONNEL	83,728	91,027	95,001	95,211
MATERIALS & SUPPLIES	-	600	600	600
CHARGES FOR SERVICES	77,217	129,913	129,913	139,913
TRANSFERS	196,368	525,000	525,000	577,985 *
	<u>\$ 357,313</u>	<u>\$ 746,540</u>	<u>\$ 750,514</u>	<u>\$ 813,709</u>

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

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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.

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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.

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SERVICE INDICATORS

	2014	2015	2016
Identification Checks	17	276	186

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## CEMETERY FUND

January 1, 2016	FUND BALANCE	\$	57,023
	REVENUE	\$	15,933
	EXPENSES	\$	6,750
	ACTUAL GAIN / (REDUCTION)	\$	9,183
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December 31, 2016	FUND BALANCE	\$	66,206
			<hr style="border-top: 3px double black;"/>
January 1, 2017	FUND BALANCE	\$	66,206
	PROJECTED REVENUE	\$	17,400
	PROJECTED EXPENSES	\$	5,000
	PROJECTED GAIN / (REDUCTION)	\$	12,400
			<hr style="border-top: 3px double black;"/>
December 31, 2017	FUND BALANCE	\$	78,606
			<hr style="border-top: 3px double black;"/>
January 1, 2018	FUND BALANCE	\$	78,606
	BUDGETED REVENUE	\$	21,300
	BUDGETED EXPENSES	\$	24,500
	PROPOSED GAIN / (REDUCTION)	\$	(3,200)
			<hr style="border-top: 3px double black;"/>
December 31, 2018	FUND BALANCE	\$	75,406
			<hr style="border-top: 3px double black;"/>

**TOWN OF BRECKENRIDGE  
2018 ANNUAL BUDGET  
CEMETERY FUND ANALYSIS**

	<b>2016 ACTUAL</b>	<b>2017 BUDGET</b>	<b>2017 ESTIMATED</b>	<b>2018 ADOPTED</b>
FUND BALANCE, JANUARY 1	\$ 57,023	\$ 66,206	\$ 66,206	\$ 78,606
<b><u>REVENUES</u></b>				
Lot Sales	\$ 5,475	\$ 9,000	\$ 6,750	\$ 9,000
Burial Fees	\$ 1,850	\$ 3,500	\$ 4,000	\$ 3,500
Maintenance Fees	\$ 8,400	\$ 8,800	\$ 6,600	\$ 8,800
Other	\$ 208	\$ 30	\$ 50	\$ -
TOTAL REVENUES	<u>\$ 15,933</u>	<u>\$ 21,330</u>	<u>\$ 17,400</u>	<u>\$ 21,300</u>
TOTAL AVAILABLE	<u>\$ 72,956</u>	<u>\$ 87,536</u>	<u>\$ 83,606</u>	<u>\$ 99,906</u>
<b><u>EXPENSES</u></b>				
Personnel	\$ -	\$ -	\$ -	\$ -
Materials and Supplies	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ 6,750	\$ 4,500	\$ 5,000	\$ 24,500
TOTAL EXPENSES	<u>\$ 6,750</u>	<u>\$ 4,500</u>	<u>\$ 5,000</u>	<u>\$ 24,500</u>
FUND BALANCE, DECEMBER 31	<u>\$ 66,206</u>	<u>\$ 83,036</u>	<u>\$ 78,606</u>	<u>\$ 75,406</u>



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

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PROGRAM DESCRIPTION:

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

PROGRAM EXPENSES:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
PERSONNEL	-	-	-	-
MATERIALS & SUPPLIES	-	-	-	-
CHARGES FOR SERVICES	6,750	4,500	5,000	24,500
CAPITAL OUTLAY	-	-	-	-
<b>\$</b>	<b>6,750</b>	<b>\$ 4,500</b>	<b>\$ 5,000</b>	<b>\$ 24,500</b>

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PRIOR YEAR ACCOMPLISHMENTS:

Assessed Kokomo Robinson portion of the cemetery for future restoration project.  
Worked with BHA to facilitate repairs to portions of the cemetery.

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BUDGET YEAR GOALS:

Catalog photos of headstones to include in online database.  
Continue to research and input historical data into online database.  
Come to resolution about survey discrepancy between Masonic and Town portions of the cemetery.

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SERVICE INDICATORS:

	2014	2015	2016
Number of Cemetery Space Purchases	12	14	13
Cemetery Burials	6	5	3

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## CHILD CARE FUND

January 1, 2016	FUND BALANCE	\$	2,516,022
	REVENUE	\$	1,555,135
	EXPENDITURES	\$	742,297
	ACTUAL GAIN / (REDUCTION)	\$	812,838
			<hr style="border-top: 1px solid black;"/>
December 31, 2016	FUND BALANCE	\$	3,328,859
			<hr style="border-top: 3px double black;"/>
January 1, 2017	FUND BALANCE	\$	3,328,859
	PROJECTED REVENUE	\$	598,825
	PROJECTED EXPENDITURES	\$	770,062
	PROJECTED GAIN / (REDUCTION)	\$	(171,237)
			<hr style="border-top: 1px solid black;"/>
December 31, 2017	FUND BALANCE	\$	3,157,622
			<hr style="border-top: 3px double black;"/>
January 1, 2018	FUND BALANCE	\$	3,157,622
	BUDGETED REVENUE	\$	654,310
	BUDGETED EXPENDITURES	\$	959,335
	PROPOSED GAIN / (REDUCTION)	\$	(305,025)
			<hr style="border-top: 1px solid black;"/>
December 31, 2018	FUND BALANCE	\$	2,852,597
			<hr style="border-top: 3px double black;"/>

**TOWN OF BRECKENRIDGE  
2018 ANNUAL BUDGET  
CHILD CARE FUND ANALYSIS**

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
FUND BALANCE, JANUARY 1	\$ 2,516,022	\$ 3,328,859	\$ 3,328,859	\$ 3,157,622
<b>REVENUES</b>				
Transfer from Excise	\$ 1,307,004	\$ -	\$ -	\$ -
Transfer from Marijuana	\$ 196,368	\$ 525,000	\$ 525,000	\$ 577,985
Investment Income	\$ 30,150	\$ 46,325	\$ 46,325	\$ 46,325
Rental Income	\$ 21,613	\$ 30,000	\$ 27,500	\$ 30,000
TOTAL REVENUES	<u>\$ 1,555,135</u>	<u>\$ 601,325</u>	<u>\$ 598,825</u>	<u>\$ 654,310</u>
TOTAL AVAILABLE	<u>\$ 4,071,157</u>	<u>\$ 3,930,184</u>	<u>\$ 3,927,684</u>	<u>\$ 3,811,932</u>
<b>EXPENDITURES</b>				
Personnel	\$ 46,650	\$ 79,964	\$ 79,964	\$ 83,549
Materials and Supplies	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ 54,243	\$ 43,792	\$ 22,976	\$ 188,792
Grants	\$ 641,404	\$ 739,036	\$ 660,646	\$ 680,466
Fixed Charges	\$ -	\$ 6,476	\$ 6,476	\$ 6,528
TOTAL EXPENDITURES	<u>\$ 742,297</u>	<u>\$ 869,268</u>	<u>\$ 770,062</u>	<u>\$ 959,335</u>
FUND BALANCE, DECEMBER 31	<u>\$ 3,328,859</u>	<u>\$ 3,060,916</u>	<u>\$ 3,157,622</u>	<u>\$ 2,852,597</u>

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:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
PERSONNEL	46,650	79,964	79,964	83,549
MATERIALS & SUPPLIES	-	-	-	-
CHARGES FOR SERVICES	54,243	43,792	22,976	188,792
GRANTS	641,404	739,036	660,646	680,466
FIXED CHARGES	-	6,476	6,476	6,528
	<u>\$ 742,297</u>	<u>\$ 869,268</u>	<u>\$ 770,062</u>	<u>\$ 959,335</u>

PRIOR YEAR ACCOMPLISHMENTS:

1. Provided tuition assistance for over 120 children who have parents working for over 100 employers in the Upper Blue
2. Implemented EC Cares with Early Childhood Options and Summit CountyRight Start Funds to provide free access to Community Care Clinic for all Early Education Teachers County Wide
3. 2017-2018 Tuition Assistance improvements including translated applications and materials and more extensive reporting for self employed applicants
4. Created metrics and data sources to drive program decisions and used the power of this data during our public outreach
5. Conducted extensive outreach to community groups on Child Care Program leading to over 10% increase in applications

BUDGET YEAR GOALS:

1. Sustainable budgets at local Centers that includes Capital Reserve Budgets & updated Provider Agreements
2. Work with Breckenridge Child Care Advisory Task Force to continue to identify opportunities to reduce cost of care, track outcomes and program impacts, improve communication, outreach and marketing
3. Implement a Development and Retention Program for teachers at our partner schools
4. Increase capacity at Carriage House by 8 Infant Toddler Spots and update school interior.
5. Conduct annual update of Child Care Needs Assessment as well as a capacity analysis for the existing schools to look at opportunities for expansion.
6. Hire grantwriter to write collective impact grants for contract services, professional development for teachers and capital grants for capacity and Carriage House remodel

SERVICE INDICATORS:

	2014	2015	2016
Number of Children (w/ scholarship)	162	120	138
Percent of Children in Care Receiving Scholarship	62%	48% *	55%
Average Award-Scholarship (monthly)	\$412	\$440	\$450
Total Scholarship Program Expense	\$639,156	\$750,737	\$641,404

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

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## PARKING AND TRANSPORTATION FUND

January 1, 2016	FUND BALANCE	\$	-
	REVENUE	\$	1,938,683
	EXPENDITURES	\$	1,032,147
	ACTUAL GAIN / (REDUCTION)	\$	906,536
December 31, 2016	FUND BALANCE	\$	906,536
January 1, 2017	FUND BALANCE	\$	906,536
	PROJECTED REVENUE	\$	8,621,124
	PROJECTED EXPENDITURES	\$	8,208,237
	PROJECTED GAIN / (REDUCTION)	\$	412,887
December 31, 2017	FUND BALANCE	\$	1,319,422
January 1, 2018	FUND BALANCE	\$	1,319,422
	BUDGETED REVENUE	\$	7,717,753
	BUDGETED EXPENDITURES	\$	8,472,962
	PROPOSED GAIN / (REDUCTION)	\$	(755,209)
December 31, 2018	FUND BALANCE	\$	564,213

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

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
FUND BALANCE, JANUARY 1	\$ -	\$ 906,536	\$ 906,536	\$ 1,319,422
<u>REVENUES</u>				
Transfer from Excise	\$ 1,352,500	\$ 2,940,830	\$ 2,896,164	\$ 2,000,000
Transfer from Information Technology	\$ -	\$ -	\$ 44,666	\$ -
Lift Ticket Revenue	\$ 586,418	\$ 3,500,000	\$ 3,509,052	\$ 3,570,000
Transit Programs	\$ -	\$ 651,298	\$ 648,298	\$ 675,183
Parking Management	\$ -	\$ 1,075,000	\$ 1,522,489	\$ 1,472,570
Investment Income	\$ (235)	\$ -	\$ 455	\$ -
TOTAL REVENUES	\$ 1,938,683	\$ 8,167,128	\$ 8,621,124	\$ 7,717,753
TOTAL AVAILABLE	\$ 1,938,683	\$ 9,073,664	\$ 9,527,659	\$ 9,037,175
<u>EXPENDITURES</u>				
Personnel	\$ -	\$ 2,819,667	\$ 2,949,063	\$ 2,838,401
Materials and Supplies	\$ 660	\$ 65,813	\$ 70,413	\$ 59,750
Charges for Services	\$ 278,230	\$ 464,943	\$ 871,516	\$ 1,079,045
Capital	\$ 753,258	\$ 3,125,000	\$ 3,125,000	\$ 2,902,500
Fixed Charges	\$ -	\$ 1,192,245	\$ 1,192,245	\$ 1,280,174
Previous Spending Authority	\$ -	\$ -	\$ -	\$ 313,092
TOTAL EXPENDITURES	\$ 1,032,147	\$ 7,667,668	\$ 8,208,237	\$ 8,472,962
FUND BALANCE, DECEMBER 31	\$ 906,536	\$ 1,405,995	\$ 1,319,422	\$ 564,213



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

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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:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
PERSONNEL	-	106,389	106,389	277,882
MATERIALS & SUPPLIES	-	150	600	150
CHARGES FOR SERVICES	-	14,455	8,780	14,110
CAPITAL OUTLAY	-	-	-	-
FIXED CHARGES	-	88,087	88,087	90,929
	<u>\$ -</u>	<u>\$ 209,081</u>	<u>\$ 203,856</u>	<u>\$ 383,071</u>

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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.

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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.

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SERVICE INDICATORS:

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

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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:**

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
PERSONNEL	-	2,228,385	2,357,781	2,560,519
MATERIALS & SUPPLIES	660	23,550	27,700	59,600
CHARGES FOR SERVICES	-	127,298	269,733	325,764
CAPITAL OUTLAY	-	-	-	-
FIXED CHARGES	-	1,010,766	1,010,766	1,183,778
	<b>\$ 660</b>	<b>\$ 3,389,999</b>	<b>\$ 3,665,980</b>	<b>\$ 4,129,661</b>

**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	2014	2015	2016
Annual Passenger Trips	660,369	748,806	885,508	
Annual Service Hours	30,061	30,630	36,089	
Annual Route Miles	238,873	276,726	335,060	
Cost Per Trip	\$ 3.52	\$ 3.28	\$ 2.84	
Cost Per Hour	\$ 77.38	\$ 80.18	\$ 69.71	
Cost Per Mile	\$ 9.74	\$ 8.87	\$ 7.51	
On-Time Performance	92%	92%	95%	

Ridership increased 7.5% in 2014

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

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:

	2016 ACTUAL*	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
PERSONNEL	-	484,893	484,893	-
MATERIALS & SUPPLIES	-	42,113	42,113	-
CHARGES FOR SERVICES	3,933	124,040	404,597	739,171
CAPITAL OUTLAY	-	-	-	-
FIXED CHARGES	-	93,392	93,392	5,467
	<u>\$ 3,933</u>	<u>\$ 744,438</u>	<u>\$ 1,024,995</u>	<u>\$ 744,638</u>

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

PRIOR YEAR ACCOMPLISHMENTS:

In 2016, paid parking was implemented throughout the core of Breckenridge, and in the various parking lots. An extensive education program was undertaken, and the CSO's spent many hours on foot educating people on the use of the kiosks and the parking app, and several "pop up" meetings were held throughout Town to allow community members and visitors to have a hands on experience with the kiosk. 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. Efforts towards improving customer service and sustainability continued with 88% of correspondence conducted by email as opposed to traditional mail and fill-able parking permit applications made available on-line to improve customer service. Staff created and distributed new parking brochures that received a very favorable response, especially from lodging companies.

BUDGET YEAR GOALS:

In the coming year, the parking division will be disbanded within Community Service and parking will be outsourced to a private company. Two CSO's will remain and work under the shift Patrol Sergeant, primarily doing accident reports, code enforcement and any handicap parking complaints.

SERVICE INDICATORS:

	2014	2015	2016
Parking & Code Enforcement			
Parking Citations	6,396	7,516	7,764
Cites Excluding Voids, Warnings	5,426	6,333	2,744
Collection Rate	77%	78%	78%
Permits Sold	1,723	1,556	1,196
Dog Licenses	125	21	141
Dog at Large Citations	42	18	22
Wildlife calls	42	72	34

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

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PROGRAM DESCRIPTION:

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

PROGRAM EXPENDITURES:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
PERSONNEL	-	-	-	-
MATERIALS & SUPPLIES	-	-	-	-
CHARGES FOR SERVICES	246,150	24,250	-	-
CAPITAL OUTLAY	753,258	3,125,000	3,125,000	2,902,500
FIXED CHARGES	-	-	-	-
PREVIOUS SPENDING AUTHORITY	-	-	-	313,092
	<u>\$ 999,408</u>	<u>\$ 3,149,250</u>	<u>\$ 3,125,000</u>	<u>\$ 3,215,592</u>

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PROGRAM COMMENTARY:

This cost center contain the capital projects slated for improvements to the Town's parking and transportation infrastructure and services.

Please see the CIP Plan for detail of 2017 projects

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

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PROGRAM DESCRIPTION:

PROGRAM EXPENDITURES:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
PERSONNEL	-	-	-	-
MATERIALS & SUPPLIES	-	-	-	-
CHARGES FOR SERVICES	28,147	174,900	188,406	-
CAPITAL OUTLAY	-	-	-	-
FIXED CHARGES	-	-	-	-
	<u>\$ 28,147</u>	<u>\$ 174,900</u>	<u>\$ 188,406</u>	<u>\$ -</u>

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PRIOR YEAR ACCOMPLISHMENTS:

The administrative program facilitated the engagement of consultants to assist the Town with understanding and planning for addressing the Town's current parking and transportation needs.

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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.

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## HEALTH BENEFITS FUND

January 1, 2016	FUND BALANCE	\$	-
	REVENUE	\$	-
	EXPENDITURES	\$	-
	ACTUAL GAIN / (REDUCTION)	\$	-
			<hr style="border-top: 3px double black;"/>
December 31, 2016	FUND BALANCE	\$	-
			<hr style="border-top: 3px double black;"/>
January 1, 2017	FUND BALANCE	\$	-
	PROJECTED REVENUE	\$	-
	PROJECTED EXPENDITURES	\$	-
	PROJECTED GAIN / (REDUCTION)	\$	-
			<hr style="border-top: 3px double black;"/>
December 31, 2017	FUND BALANCE	\$	-
			<hr style="border-top: 3px double black;"/>
January 1, 2018	FUND BALANCE	\$	-
	BUDGETED REVENUE	\$	2,993,617
	BUDGETED EXPENDITURES	\$	2,393,617
	PROPOSED GAIN / (REDUCTION)	\$	600,000
			<hr style="border-top: 3px double black;"/>
December 31, 2018	FUND BALANCE	\$	600,000
			<hr style="border-top: 3px double black;"/>

**TOWN OF BRECKENRIDGE  
2018 ANNUAL BUDGET  
HEALTH BENEFITS FUND ANALYSIS**

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
FUND BALANCE, JANUARY 1	\$ -	\$ -	\$ -	\$ -
<u>REVENUES</u>				
Transfer from General Fund	\$ -	\$ -	\$ -	\$ 600,000
Internal Service Revenue	\$ -	\$ -	\$ -	\$ 2,393,617
<b>TOTAL REVENUES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,993,617</b>
<b>TOTAL AVAILABLE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,993,617</b>
<u>EXPENDITURES</u>				
Health Program - Fixed Costs	\$ -	\$ -	\$ -	\$ 789,894
Health Program - Variable Costs	\$ -	\$ -	\$ -	\$ 1,603,723
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,393,617</b>
<b>FUND BALANCE, DECEMBER 31</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 600,000</b>



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PROGRAM: **Health Benefits**  
DEPARTMENT: Operations  
PROGRAM NO: 1000

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PROGRAM DESCRIPTION:

The Health Benefits fund serves as an internal service fund for the Town's health benefits plans. The fund receives revenue from each program in the Town that has eligible staff. This allocation of funds is then used to offset the costs of the Town's health plans. These include our HSA and HRA plans, as well as wellness, employee assistance, and life insurance programs.

PROGRAM EXPENDITURES:

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 ADOPTED
PERSONNEL	-	-	-	2,393,617
MATERIALS & SUPPLIES	-	-	-	-
CHARGES FOR SERVICES	-	-	-	-
GRANTS	-	-	-	-
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,393,617</u>

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PRIOR YEAR ACCOMPLISHMENTS:

2018 is the fund's first year.

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BUDGET YEAR GOALS:

The goals for the plan include accurately predicting plan expenses and allocating to collect internal service revenue accordingly. In the long term, tracking expenses and allocations associated with health plan expenses in a discrete fund will allow the Town to better plan for future cost fluctuations and premium levels.

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**ACCOUNT CLASSIFICATIONS**

<b>PERSONNEL</b>	<b>MATERIALS &amp; SUPPLIES</b>	<b>CHARGES FOR SERVICES</b>	<b>MINOR CAPITAL OUTLAY</b>	<b>FIXED CHARGES</b>
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 2018-2022**

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

**Presented To:  
Breckenridge Town Council**

**Eric Mamula, Mayor**

**Wendy Wolfe  
Mark Burke  
Erin Gigliello**

**Mike Dudick  
Jeffery Bergeron  
Elisabeth Lawrence**

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

## Capital Improvement Plan Summary for 2018

	A list			B List	Total of A & B Projects	Annual Impact on Operational Budget
	Other Funding	Capital Fund	Total cost			
Recreation						
Oxbow Park	560,000	1,050,000	1,610,000	0	1,610,000	13,000
Outdoor Hot Tub and Water Feature Replaceme	55,000	45,000	100,000	0	100,000	0
Indoor Ice Rink Lights*	0	150,000	150,000	0	150,000	0
Ball Field LED Lights*	0	250,000	250,000	0	250,000	
Kingdom Park Shade Structure	10,000	78,000	88,000	0	88,000	
<b>Total</b>	<b>625,000</b>	<b>1,573,000</b>	<b>2,198,000</b>	<b>0</b>	<b>2,198,000</b>	<b>13,000</b>

### Public Works

Roadway Resurfacing	0	850,000	850,000	0	850,000	0
Sawmill Culvert Repair	150,000	300,000	450,000	0	450,000	0
Ski Hill Wall Reconstruction	0	500,000	500,000	0	500,000	0
South Barton Drainage Design	0	150,000	150,000	0	150,000	0
Carriage House Remodel	0	300,000	300,000	0	300,000	0
Warrior's Mark Paving and Turnaround	0	140,000	140,000	0	140,000	0
Town Facilities Energy Upgrades*	0	130,000	130,000	0	130,000	0
Solar Connect Purchase*	0	50,000	50,000	0	50,000	0
*100% Renewable Energy Project						
<b>TOTAL</b>	<b>150,000</b>	<b>2,420,000</b>	<b>2,570,000</b>	<b>0</b>	<b>2,570,000</b>	<b>0</b>

<b>GRAND TOTAL</b>	<b>775,000</b>	<b>3,993,000</b>	<b>4,768,000</b>	<b>0</b>	<b>4,768,000</b>	<b>13,000</b>
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### Capital Funding Sources

	Other Funding	Capital Fund	Total Funds
Excise Fund Transfer	-	3,993,000	3,993,000
McCain Revenues	-		-
Open Space Fund (Oxbow Park)	210,000		210,000
GOCO Grant (Oxbow Park)	350,000		350,000
Fundraising (Shade Structure)	10,000		10,000
Previous Spending Authority	150,000		150,000
Conservation Trust Transfer	55,000		55,000
<b>TOTAL</b>	<b>775,000</b>	<b>3,993,000</b>	<b>4,768,000</b>

	A list			B List	Total of A & B Projects	Annual Impact on Operational Budget
	Other Funding	P&T Fund	Total cost			
Parking and Transportation						
Transit Stop Shelters	0	150,000	150,000	0	150,000	0
Pedestrian Corridor Improvements	0	300,000	300,000	0	300,000	0
Four O'clock Pedestrian Improvements	0	140,000	140,000	0	140,000	30,000
Bus Storage Expansion	0	1,750,000	1,750,000		1,750,000	0
Parking Structure	0	?	?	0	?	?
Sidewalk Master Plan Implementation	0	300,000	300,000	0	300,000	8,000
River Walk Repairs	0	137,500	137,500	0	137,500	0
Huron Rd/ SH9 Intersection Improvements	0	125,000	125,000	0	125,000	0
<b>TOTAL</b>	<b>0</b>	<b>2,902,500</b>	<b>2,902,500</b>	<b>0</b>	<b>2,902,500</b>	<b>38,000</b>

### P&T Funding Sources

	Other Funding	P&T Fund	Total Funds
Lift Tax Agreement	-	1,570,000	1,570,000
Excise Fund Transfer	-	1,332,500	1,332,500
<b>TOTAL</b>	<b>-</b>	<b>2,902,500</b>	<b>2,902,500</b>

# Five Year Capital Improvement Plan Summary 2018 to 2022

## Capital Fund Projects

Recreation	2018	2019	2020	2021	2022	TOTAL
Oxbow Park	1,610,000	-	700,000	-	-	2,310,000
Outdoor Hot Tub and Water Feature Replacement	100,000	-	-	-	-	100,000
Kingdom Park Shade Structure	88,000	-	-	-	-	88,000
Outdoor Ice Rink Office Addition	-	-	50,000	-	-	50,000
<b>TOTAL</b>	<b>1,798,000</b>	<b>-</b>	<b>750,000</b>	<b>-</b>	<b>-</b>	<b>2,548,000</b>

Public Works	2018	2019	2020	2021	2022	TOTAL
Undergrounding of Overhead Utilities	-	200,000	-	200,000	-	400,000
Roadway Resurfacing	850,000	850,000	850,000	850,000	850,000	4,250,000
McCain Property Improvements- Roadway	-	950,000	950,000	43,000	43,000	1,986,000
Sawmill Culvert Repair	450,000	-	-	-	-	450,000
Blue River Crossing at Coyne Valley Road	-	-	2,200,000	-	-	2,200,000
Ski Hill Wall Reconstruction	500,000	-	-	-	-	500,000
Riverwalk Center Lobby Improvements	-	400,000	-	5,500,000	-	5,900,000
South Barton Drainage Design	150,000	-	-	-	-	150,000
Carriage House Remodel	300,000	-	-	-	-	300,000
Child Care Facility #2	-	-	-	250,000	-	250,000
Warrior's Mark Paving and Turnaround	140,000	-	-	-	-	140,000
<b>TOTAL</b>	<b>2,390,000</b>	<b>2,400,000</b>	<b>4,000,000</b>	<b>6,843,000</b>	<b>893,000</b>	<b>16,386,000</b>

<b>GRAND TOTAL</b>	<b>4,188,000</b>	<b>2,400,000</b>	<b>4,750,000</b>	<b>6,843,000</b>	<b>893,000</b>	<b>18,934,000</b>
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## Capital Funding Sources

*Excise	3,413,000	1,952,000	4,547,000	6,745,000	795,000	17,452,000
McCain Rents	-	43,000	43,000	43,000	43,000	172,000
Open Space Funds (Oxbow Park)	210,000	-	105,000	-	-	315,000
GOCO Grant for Oxbow Park	350,000	350,000	-	-	-	700,000
Fundraising (Shade Structure)	10,000	-	-	-	-	-
Prior Years Spending Authority	150,000	-	-	-	-	150,000
Conservation Trust Transfer	55,000	55,000	55,000	55,000	55,000	275,000
<b>Total</b>	<b>4,188,000</b>	<b>2,400,000</b>	<b>4,750,000</b>	<b>6,843,000</b>	<b>893,000</b>	<b>19,074,000</b>

\*includes B List items.

## Parking and Transportation Fund Projects

Park Avenue Corridor Improvements	-	3,500,000	4,150,000	2,950,000	-	10,600,000
Transit Stop Shelters	150,000	150,000	-	-	-	300,000
Pedestrian Corridor Improvements	300,000	100,000	100,000	100,000	100,000	700,000
Four O'clock Pedestrian Improvements	140,000	1,400,000	-	-	-	1,540,000
Village Road Pedestrian Improvements	-	300,000	3,000,000	-	-	3,300,000
F-lot Pedestrian Improvements	-	200,000	2,000,000	-	-	2,200,000
Parking Structure	?	-	-	-	-	?
Technology Upgrades	-	-	-	-	-	-
Bus Storage Expansion	1,750,000	-	-	-	-	1,750,000
Sidewalk Master Plan Implementation	300,000	250,000	250,000	250,000	250,000	1,300,000
River Walk Repairs	137,500	137,500	137,500	137,500	-	550,000
Huron Rd/ SH9 Intersection Improvements	125,000	-	-	-	-	125,000
<b>Total</b>	<b>2,902,500</b>	<b>6,037,500</b>	<b>9,637,500</b>	<b>3,437,500</b>	<b>350,000</b>	<b>22,365,000</b>

## Parking and Transportation Funding Sources

Lift Tax Agreement	1,570,000	1,641,400	1,714,228	1,788,513	1,864,283	8,578,423
Excise Fund Transfer	1,332,500	4,396,100	7,923,272	1,648,987	-	15,300,859
<b>Total</b>	<b>2,902,500</b>	<b>6,037,500</b>	<b>9,637,500</b>	<b>3,437,500</b>	<b>1,864,283</b>	<b>23,879,283</b>

## 100% Renewable Energy Capital Improvement Plan Summary 2018 to 2022

Project	2018	2019	2020	2021	2022	TOTAL
Indoor Ice Rink Lights	150,000	-	-	-	-	150,000
Ball Field LED Lights	250,000	-	-	-	-	250,000
Town Facilities Energy Upgrades	130,000	100,000	100,000	90,000	85,000	505,000
Solar Connect Purchase	50,000	40,000	30,000	20,000	20,000	160,000
Small Scale Wind & Hydro Power	0	0	50,000	50,000	50,000	150,000
<b>TOTAL</b>	<b>580,000</b>	<b>140,000</b>	<b>180,000</b>	<b>160,000</b>	<b>155,000</b>	<b>1,215,000</b>

Funding Sources	2018	2019	2020	2021	2022	TOTAL
Excise	580,000	140,000	180,000	160,000	155,000	1,215,000
<b>TOTAL</b>	<b>580,000</b>	<b>140,000</b>	<b>180,000</b>	<b>160,000</b>	<b>155,000</b>	<b>1,215,000</b>

## Water Fund Five Year Capital Improvement Plan Summary 2018 to 2022

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

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

## Golf Fund Five Year Capital Improvement Plan Summary 2018 to 2022

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

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



**Project Name**                      Oxbow Park  
**Department:**                      Recreation

**Description:**

The 2018 project will construct the first phases of Oxbow Park, part of the Blue River Corridor Master Plan and adjacent to the Denison Housing projects. This work will include the infrastructure for the park such as the restrooms, including the water and sewer connections, the path and bridge connection to the recreation path, grading, and a portion of the play features. The Town was awarded a GOCO grant of \$350,000 that will be reimbursed upon completion of the 2018 project. This project is phased so that additional grant funds may be utilized.

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

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

**Operational cost considerations:**

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

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

**Description:**

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

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

Project Costs	2018	2019	2020	2021	2022	Total
Design and Construction	100,000	0	0	0	0	100,000
<b>Total</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>

**Operational cost considerations:**

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

**Project Name** Kingdom Park Shade Structure  
**Department:** Recreation

**Description:**

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

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	78,000	0	0	0	0	78,000
Fundraising	10,000	0	0	0	0	10,000
Total	88,000		0	0	0	88,000

Project Costs	2018	2019	2020	2021	2022	Total
Design and Construction	88,000	0	0	0	0	88,000
Total	88,000	0	0	0	0	88,000

**Operational cost considerations:**

This project is not expected to have operational impacts.

**Project Name** Outdoor Ice Rink Office Addition  
**Department:** Recreation

**Description:**

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

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	0	0	50,000		0	50,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>50,000</b>

Project Costs	2018	2019	2020	2021	2022	Total
Design and Construction	0	0	50,000	0	0	50,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>50,000</b>

**Operational cost considerations:**

This project is not expected to have operational impacts.

**Project Name** Undergrounding of Overhead Utilities  
**Department:** Public Works

**Description:**

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

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

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

**Operational cost considerations:**

This project is not expected to impact operational costs.

**Project Name**                      Roadway Resurfacing  
**Department:**                      Public Works

**Description:**

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

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	850,000	850,000	850,000	850,000	850,000	3,400,000
<b>Total</b>	<b>850,000</b>	<b>850,000</b>	<b>850,000</b>	<b>850,000</b>	<b>850,000</b>	<b>3,400,000</b>

Project Costs	2018	2019	2020	2021	2022	Total
Construction	850,000	850,000	850,000	850,000	850,000	3,400,000
<b>Total</b>	<b>850,000</b>	<b>850,000</b>	<b>850,000</b>	<b>850,000</b>	<b>850,000</b>	<b>3,400,000</b>

**Operational cost considerations:**

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

**Project Name** McCain Property Improvements- Roadway  
**Department:** Public Works

**Description:**

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

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	0	907,000	907,000	0	0	1,814,000
Rents	0	43,000	43,000	43,000	43,000	172,000
<b>Total</b>	<b>0</b>	<b>950,000</b>	<b>950,000</b>	<b>43,000</b>	<b>43,000</b>	<b>1,986,000</b>

Project Costs	2018	2019	2020	2021	2022	Total
Construction	0	950,000	950,000	43,000	43,000	1,986,000
<b>Total</b>	<b>0</b>	<b>950,000</b>	<b>950,000</b>	<b>43,000</b>	<b>43,000</b>	<b>1,986,000</b>

**Operational cost considerations:**

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

**Project Name** Sawmill Culvert Repair  
**Department:** Engineering

**Description:**

The culvert that drains the Sawmill Creek under Park Avenue and Town Hall Parking lots is deteriorated and requires repair. This project will replace the bottom of the culvert with a concrete liner and repair holes. An additional \$150,000 was included in the 2017 CIP for an total project cost of \$600,000.

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	300,000	0	0	0	0	300,000
Previous Spending Authority	150,000					
<b>Total</b>	<b>450,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300,000</b>

Project Costs	2018	2019	2020	2021	2022	Total
Construction	450,000	0		0	0	450,000
<b>Total</b>	<b>450,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>450,000</b>

**Operational cost considerations:**

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



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

**Description:**

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

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

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

**Operational cost considerations:**

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

**Project Name**                      Ski Hill Wall Reconstruction  
**Department:**                      Public Works

**Description:**

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

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	500,000	0	0		0	500,000
<b>Total</b>	<b>500,000</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>500,000</b>

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

**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 in 2016.

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	0	400,000	0	5,500,000	0	5,900,000
Total	0	400,000	0	5,500,000	0	5,900,000

Project Costs	2018	2019	2020	2021	2022	Total
Design	0	400,000	0	500,000	0	900,000
Construction	0	0	0	5,000,000	0	5,000,000
Total	0	400,000	0	5,500,000	0	5,900,000

**Operational cost considerations:**

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

**Project Name** South Barton Drainage Design  
**Department:** Public Works

**Description:**

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

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

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

**Operational cost considerations:**

This project will not significantly impact our current operational costs.

**Project Name** Carriage House Remodel  
**Department:** Public Works

**Description:**

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

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

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

**Operational cost considerations:**

This project will not impact our current operational costs.

**Project Name**                      Child Care Facility #2  
**Department:**                      Engineering

**Description:**

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

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	0	0	0	250,000	0	250,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250,000</b>	<b>0</b>	<b>250,000</b>

Project Costs	2018	2019	2020	2021	2022	Total
Design	0	0	0	250,000	0	250,000
Construction	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250,000</b>	<b>0</b>	<b>250,000</b>

**Operational cost considerations:**

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

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

**Description:**

This project is to pave the existing unpaved portion of Gold King Way and create a turnaround within Town limits.

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

Project Costs	2018	2019	2020	2021	2022	Total
Design	0	0		0	0	0
Construction	140,000	0	0	0	0	140,000
Total	140,000	0	0	0	0	140,000

**Operational cost considerations:**

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

**Project Name** Park Avenue Corridor Improvements  
**Department:** Parking and Transportation

**Description:**

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

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

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

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

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

**Operational cost considerations:**

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



**Project Name**                      Transit Stop Shelters  
**Department:**                      Parking and Transportation

**Description:**

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

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	150,000	150,000		0	0	300,000
<b>Total</b>	<b>150,000</b>	<b>150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300,000</b>

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

**Operational cost considerations:**

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

**Project Name** Pedestrian Corridor Improvements  
**Department:** Parking and Transportation

**Description:**

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

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	300,000	100,000	100,000	100,000	100,000	700,000
<b>Total</b>	<b>300,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>700,000</b>

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

**Operational cost considerations:**

This project is not expected to have operational impacts.

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

**Description:**

This roject will construct a 5-foot heated sidewalk on the south side of the roadway from Park Avenue to King's Crown.

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

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

**Operational cost considerations:**

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

**Project Name** Village Road Pedestrian Improvements  
**Department:** Parking and Transportation

**Description:**

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

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

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

**Operational cost considerations:**

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

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

**Description:**

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

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

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

**Operational cost considerations:**

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

**Project Name**                      Parking Structure  
**Department:**                      Parking and Transportation

**Description:**

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

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

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

**Operational cost considerations:**

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

**Project Name** Technology Upgrades  
**Department:** Parking and Transportation

**Description:**

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

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

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

**Operational cost considerations:**

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

**Project Name** Bus Storage Expansion  
**Department:** Parking and Transportation

**Description:**

This project is the expand the current bus storage facility at Public Works. The estimated price for this project is \$1.75 million dollars. Staff will pursue grant oppotunites for the project.

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	1,750,000	0	0	0	0	1,750,000
Total	1,750,000	0	0	0	0	1,750,000

Project Costs	2018	2019	2020	2021	2022	Total
Construction	1,750,000	0	0	0	0	1,750,000
Total	1,750,000	0	0	0	0	1,750,000

**Operational cost considerations:**

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



**Project Name** Sidewalk Master Plan Implementation  
**Department:** Public Works

**Description:**

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

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

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

**Operational cost considerations:**

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

**Project Name** River Walk Repairs  
**Department:** Public Works

**Description:**

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

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

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

**Operational cost considerations:**

This project will not impact our current operational costs.

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

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

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	125,000	0	0	0	0	125,000
Total	125,000	0	0	0	0	125,000

Project Costs	2018	2019	2020	2021	2022	Total
Design	125,000	0	0	0	0	125,000
Construction	0	0	0	0	0	0
Total	125,000	0	0	0	0	125,000

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

**Project Name**                      Indoor Ice Rink Lights  
**Department:**                      Recreation

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

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	150,000	0	0	0	0	150,000
<b>Total</b>	<b>150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150,000</b>

Project Costs	2018	2019	2020	2021	2022	Total
Design and Construction	150,000	0	0	0	0	150,000
<b>Total</b>	<b>150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150,000</b>

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

**Project Name**                      Ball Field LED Lights  
**Department:**                      Recreation

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

Project Funding	2018	2019	2020	2021	2022	Total
Town Funds	250,000	0	0	0	0	250,000
<b>Total</b>	<b>250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250,000</b>

Project Costs	2018	2019	2020	2021	2022	Total
Design and Construction	250,000	0	0	0	0	250,000
<b>Total</b>	<b>250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250,000</b>

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

**Project Name**                      Town Facilities Energy Upgrades  
**Department:**                      Public Works

**Description:**

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

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

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

**Operational cost considerations:**

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

**Project Name**                      Solar Connect Purchase  
**Department:**                      Community Development

**Description:**

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

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

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

**Operational cost considerations:**

This project will not impact our current operational costs.

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

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

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

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

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



**Project Name**                      2nd Water Pant  
**Division:**                              Water

**Description:**

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

Project Funding	2018	2019	2020	2021	2022	Total
Loan for Construction	50,000,000	0	0	0	0	50,000,000
<b>Total</b>	<b>50,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,000,000</b>

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

**Operational cost considerations:**

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

**Project Name** Water Main Replacement  
**Department:** Water

**Description:**

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

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

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

Project Costs	2018	2019	2020	2021	2022	Total
Construction	70,000	70,000	70,000	130,000	450,000	790,000
<b>Total</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>	<b>130,000</b>	<b>450,000</b>	<b>790,000</b>

**Operational cost considerations:**

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

**Project Name** Goose Pasture Tarn Dam Repairs  
**Department:** Water

**Description:**

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

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

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

**Operational cost considerations:**

This project is not expected to significantly impact operational costs.

**Project Name**                      Bulk Water Station  
**Department:**                      Water

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

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

Project Costs	2018	2019	2020	2021	2022	Total
Construction	75,000	0	0	0	0	75,000
<b>Total</b>	<b>75,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>75,000</b>

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

**Project Name** Water Tank Rehabilitation  
**Department:** Water

**Description:**

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

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

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

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

**Operational cost considerations:**

This project is not expected to significantly impact operational costs.

**Project Name** Technology Upgrades  
**Department:** Water

**Description:**

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

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

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

**Operational cost considerations:**

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

**Project Name** Water Meter Improvements  
**Department:** Water

**Description:**

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

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

Project Costs	2018	2019	2020	2021	2022	Total
Construction	0	0	1,000,000	1,000,000	0	2,000,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>0</b>	<b>2,000,000</b>

**Operational cost considerations:**

This project is not expected to significantly impact operational costs.

**Project Name** Course Equipment  
**Department:** Golf Maintenance

**Description:**

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

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

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

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



**Project Name**                      Course Improvements  
**Department:**                      Golf Maintenance

**Description:**

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

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

Project Costs	2018	2019	2020	2021	2022	Total
Construction	35,000	10,000	10,000	10,000	10,000	75,000
<b>Total</b>	<b>35,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>75,000</b>

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

**Project Name**                      Cart Replacement  
**Department:**                      Golf Operations

**Description:**

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

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

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

**Project Name**                      Irrigation & Bunker Replacement  
**Department:**                      Golf Operations

**Description:**

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

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

Project Costs	2018	2019	2020	2021	2022	Total
Construct	340,000	0	0			340,000
<b>Total</b>	<b>340,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>340,000</b>

**Project Name** Clubhouse Improvements  
**Department:** Golf Operations

**Description:**

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

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

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

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

## 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

<b>AREA of FOCUS: Recreational Facilities and Amenities</b>		
<b>GOAL: <i>Ensure that Breckenridge continues to maintain, improve, and develop public recreational facilities and amenities</i></b>		
<b>OBJECTIVES – ACTION</b>		<b>SLT LEAD/ Others</b>
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

<b>AREA of FOCUS: Childcare and Early Learning Centers</b>		
<b>GOAL: <i>Ensure the continued viability of Breckenridge childcare centers</i></b>		
<b>OBJECTIVES – ACTION</b>		<b>SLT LEAD/ Others</b>
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

<b>AREA of FOCUS: Riverwalk Center Guest Experience</b>		
<b>GOAL: <i>Identify and implement opportunities for improvements to the Riverwalk Center</i></b>		
<b>OBJECTIVES - ACTION</b>		<b>SLT LEAD/ Others</b>
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

<b>AREA of FOCUS: Public Engagement</b>		
<b>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</b>		
<b>OBJECTIVES – ACTION</b>		<b>SLT LEAD/ Others</b>
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

<b>AREA of FOCUS: Development – City Market</b>		
<b>GOAL: Facilitate the redevelopment of the City Market Center shopping center site</b>		
<b>OBJECTIVES – ACTION</b>		<b>SLT LEAD/ Others</b>
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

<b>AREA of FOCUS: Human Resources and Talent Management</b>		
<b>GOAL: Reward and recognize employees to support a sustainable and motivated workforce</b>		
<b>OBJECTIVES – ACTION</b>		<b>SLT LEAD/ Others</b>
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 &amp; 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



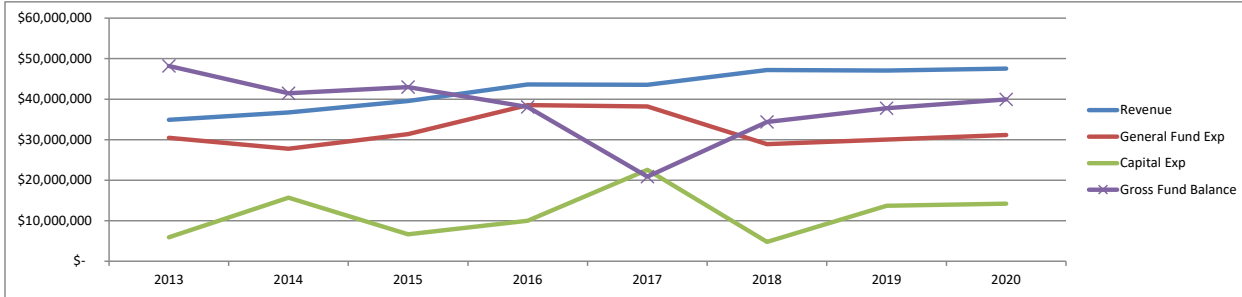
**Town of Breckenridge**  
**Fund Balance Forecast 2018-20**  
**Introduction**

In an effort to assist Breckenridge Town Council and Senior Staff with our strategic budgeting responsibilities, the Finance and Municipal Services Division is presenting the updated Fund Balance Forecast for 2018-20. The goal of this document is to provide an in-depth analysis of our most critical revenue streams (Sales, Accommodations, RETT, and Property taxes) and compare the results to our best estimates of the Town's largest program and capital expenditures (General, Capital, and Special Projects Funds). This report excludes some large programs, such as the Open Space Fund, as these programs have their own dedicated revenue streams that are restricted to specific uses.

What you see on the next page, the "Summary Fund Balance Forecast," is a graph and data table summarizing four years of historical data, projected results for current year, and three years of projections. The detail assumptions behind revenue and expense growth are noted with each subject area. The end result of this analysis is a forecast of fund balance that reflects our best prediction on future revenues and expenses. It does not include the expected revenue and expenses associated with the ballot issue 2A with respect to Lift Ticket Tax revenues which will be dedicated to improving parking and transportation. These funds are dedicated to the Parking and Transportation Fund and as such are not included in this analysis.

Staff is presenting this report in an effort to assist Council and citizens in understanding the Town's financial 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.

- summary fund balance forecast -



	Actual 2013	Actual 2014	Actual 2015	Actual 2016	Proj. 2017	Budget 2018	Proj. 2019	Proj. 2020
<b>REVENUES</b>								
Sales	\$ 14,839,044	\$ 16,233,023	\$ 18,090,059	\$ 20,758,147	\$ 21,549,327	\$ 21,764,800	\$ 21,764,800	\$ 21,982,448
RETT	3,691,087	4,606,161	5,468,131	5,240,199	6,190,078	5,000,000	5,050,000	5,100,500
Accommodation	1,504,928	1,073,898	1,460,368	2,244,723	2,225,384	2,247,690	2,270,167	2,292,869
Property Tax	3,288,603	2,283,761	2,361,230	2,555,594	2,651,390	2,870,052	2,525,646	2,546,702
Fees/Other	11,580,677	12,509,647	12,148,923	12,826,139	10,937,262	15,313,656	15,466,792	15,621,460
<b>Total Rev</b>	<b>\$ 34,904,340</b>	<b>\$ 36,706,491</b>	<b>\$ 39,528,710</b>	<b>\$ 43,624,801</b>	<b>\$ 43,553,441</b>	<b>\$ 47,196,198</b>	<b>\$ 47,077,405</b>	<b>\$ 47,543,979</b>
<b>EXPENSES</b>								
GenFund	24,423,229	19,695,924	20,537,679	23,129,820	30,977,046	21,950,804	22,875,933	23,842,147
Excise	4,946,121	5,417,458	8,055,799	12,167,660	3,579,153	3,288,475	3,321,360	3,354,573
Special Projects	1,074,695	2,648,738	2,780,211	3,237,470	3,627,366	3,675,009	3,822,009	3,974,890
<b>Total Op Exp</b>	<b>\$ 30,444,046</b>	<b>\$ 27,762,120</b>	<b>\$ 31,373,688</b>	<b>\$ 38,534,949</b>	<b>\$ 38,183,565</b>	<b>\$ 28,914,288</b>	<b>\$ 30,019,302</b>	<b>\$ 31,171,610</b>
Capital	\$ 5,927,530	\$ 15,679,226	\$ 6,637,330	\$ 9,993,549	\$ 22,561,866	\$ 4,768,000	\$ 13,678,000	\$ 14,225,120
<b>Total Exp</b>	<b>36,371,575</b>	<b>43,441,346</b>	<b>38,011,018</b>	<b>48,528,499</b>	<b>60,745,431</b>	<b>33,682,288</b>	<b>43,697,302</b>	<b>45,396,730</b>
<b>Change</b>	<b>\$ (1,467,235)</b>	<b>\$ (6,734,855)</b>	<b>\$ 1,517,692</b>	<b>\$ (4,903,697)</b>	<b>\$ (17,191,990)</b>	<b>\$ 13,513,910</b>	<b>\$ 3,380,102</b>	<b>\$ 2,147,249</b>
<b>Fund Balance</b>	<b>\$ 48,191,055</b>	<b>\$ 41,456,200</b>	<b>\$ 42,973,891</b>	<b>\$ 38,070,194</b>	<b>\$ 20,878,204</b>	<b>\$ 34,392,114</b>	<b>\$ 37,772,216</b>	<b>\$ 39,919,465</b>

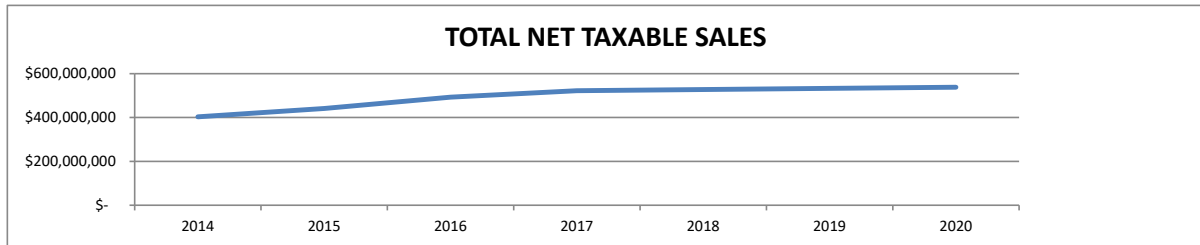
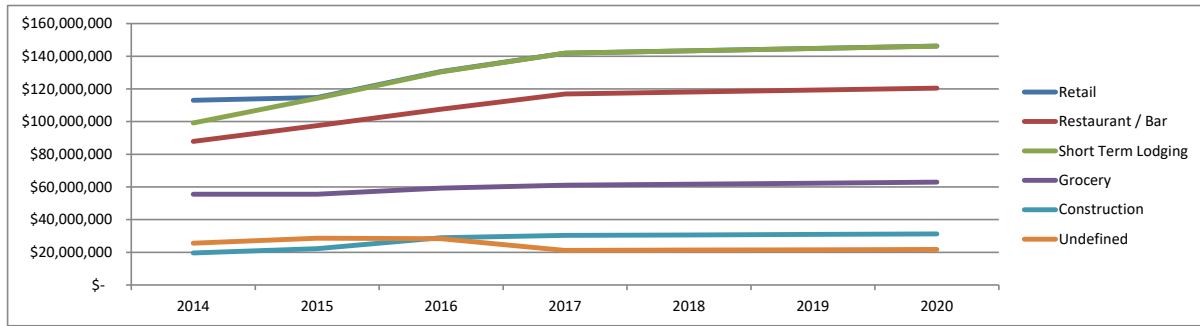
Provided we continue to experience modest revenue growth over the next three years, the Town will be in a strong financial position, with revenues surpassing operational and capital expense amounts. The impacts of the 2013 unscheduled expenses and 2017 increase in capital spending can clearly be seen. But our analysis also shows the Town can support these kinds of one-time events as long as our operational program expenditures do not outpace associated revenue streams.

Please see the Budget Message, General Fund, and P&T fund pages for more details.

**- sales activity forecast -**

	Actual 2014	Actual 2015	Actual 2016	Proj. 2017	Budget 2018	Proj. 2019	Proj. 2020
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
<b>TOTAL NET TAXABLE SALES</b>	<b>\$ 403,179,073</b>	<b>\$ 441,187,492</b>	<b>\$ 493,028,454</b>	<b>\$ 522,316,554</b>	<b>\$ 527,539,720</b>	<b>\$ 532,815,117</b>	<b>\$ 538,143,268</b>
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 2014	Actual 2015	Actual 2016	Actual 2017	Budget 2018	Proj. 2019	Proj. 2020
Vacant	\$ 179,548	\$ 402,689	\$ 265,293	199,589	161,217	162,829	164,457
Commercial	66,522	165,115	165,512	139,645	112,797	113,925	115,065
Condos	1,226,822	1,613,733	1,388,212	1,598,638	1,291,291	1,304,204	1,317,246
Single Family	1,681,987	1,678,955	1,942,173	2,506,420	2,024,546	2,044,792	2,065,240
Townhome	516,943	499,709	405,817	623,406	503,553	508,588	513,674
Timeshare	933,505	1,107,892	1,073,092	1,122,380	906,596	915,662	924,819
<b>TOTAL RETT</b>	<b>\$ 4,606,161</b>	<b>\$ 5,468,131</b>	<b>\$ 5,240,199</b>	<b>\$ 6,190,078</b>	<b>\$ 5,000,000</b>	<b>\$ 5,050,000</b>	<b>\$ 5,100,500</b>
Change	<b>N/A</b>	<b>18.7%</b>	<b>-4.2%</b>	<b>18.1%</b>	<b>-19.2%</b>	<b>1.0%</b>	<b>1.0%</b>

Analysis for 2017-2020

**2017**

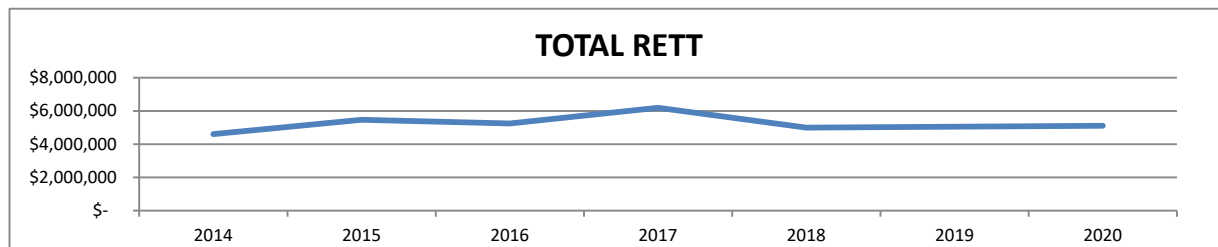
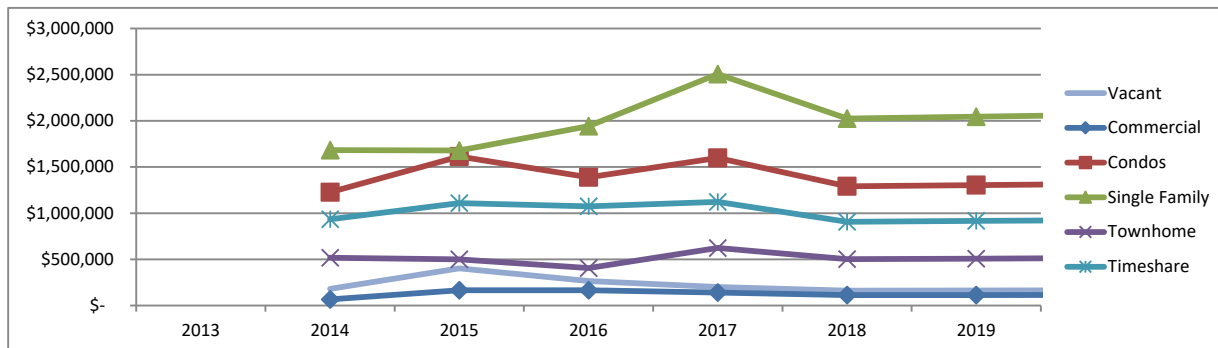
Large growth was experienced in the sale of single family homes and newly constructed units. This spike may be a one time event, and cannot yet be predicted as a future trend.

**2018**

Budgeting approximately the average churn RETT from the past 3 years, plus estimated amount for continuation of large timeshare project.

**2019-20**

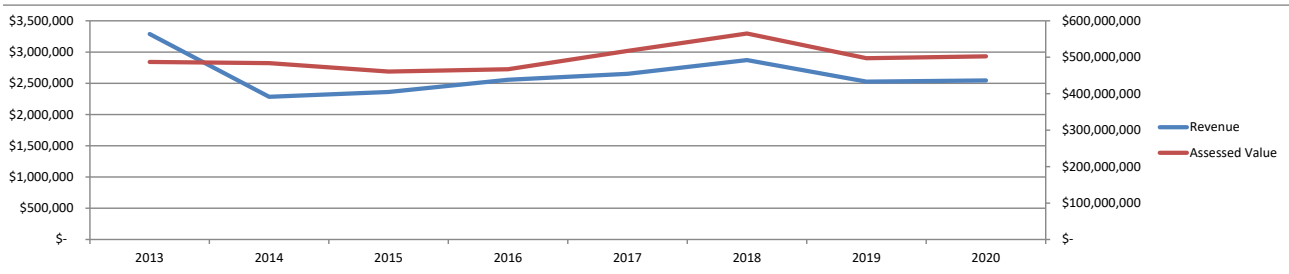
Projecting similar levels to 2017 as no projects are known at this time.



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 2017, we had several new construction projects that had an upward influence on RETT revenues, but cannot be expected to continue. Churn has been forecast to be fairly stable for 2018-2020. These steps, combined with our overall conservative approach to budgeting, yields the \$5M dollar forecast above for 2018.

- property tax -												
	Actual 2013	Actual 2014	*#	Actual 2015	Actual 2016	*	Proj. 2017	Budget 2018	*	Proj. 2019	Proj. 2020	*
Mill Rate	6.945	6.945		5.07	5.07		5.07	5.070		5.070	5.070	
Property Tax Rev.	\$ 3,288,603	\$ 2,283,761		\$ 2,361,230	\$ 2,555,594		\$ 2,651,390	\$ 2,870,052		\$ 2,525,646	\$ 2,546,702	
Change	-	-31%		3%	8%		4%	8%		-12%	1%	
Assessed Value	\$ 487,101,900	\$ 484,016,670		\$ 460,750,130	\$ 467,130,440		\$ 517,252,300	\$ 565,153,160		\$ 497,334,781	\$ 502,308,129	
Change	-	-1%		-5%	1%		11%	9%		-12%	1%	

\* - Denotes Assessment Year  
# - Denotes expiration of Debt Service Mill Levy

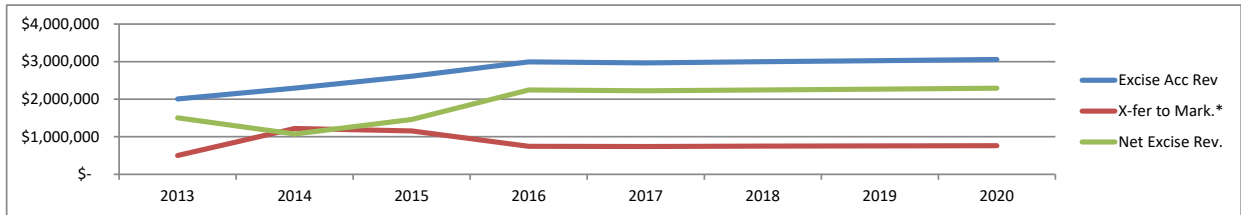


Property tax is a fairly steady revenue source, and is only subject to material fluctuations every even year when assessments are completed by the County.

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 2018 assessment year, we are anticipating continued strength in the real estate market and economy in general. For the 2019 revenue year, we are anticipating that a decrease in the residential assessment rate, as determined by the Gallagher Amendment, will reflect a decrease in the total assessed value.

-accommodations tax -								
	Actual 2013	Actual 2014	Actual 2015	Actual 2016	Proj. 2017	Budget 2018	Proj. 2019	Proj. 2020
Acc. Tax Revenue	\$ 2,006,571	\$ 2,294,537	\$ 2,613,829	\$ 2,992,963	\$ 2,967,179	\$ 2,996,900	\$ 3,026,869	\$ 3,057,138
Change	-	14.4%	13.9%	14.5%	-0.9%	1.0%	1.0%	1.0%
X-fer to Mark.*	501,643	1,220,638	1,153,461	748,241	741,795	749,210	756,702	764,269
Net Excise Rev.	\$ 1,504,928	\$ 1,073,898	\$ 1,460,368	\$ 2,244,723	\$ 2,225,384	\$ 2,247,690	\$ 2,270,167	\$ 2,292,869

\* - 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).

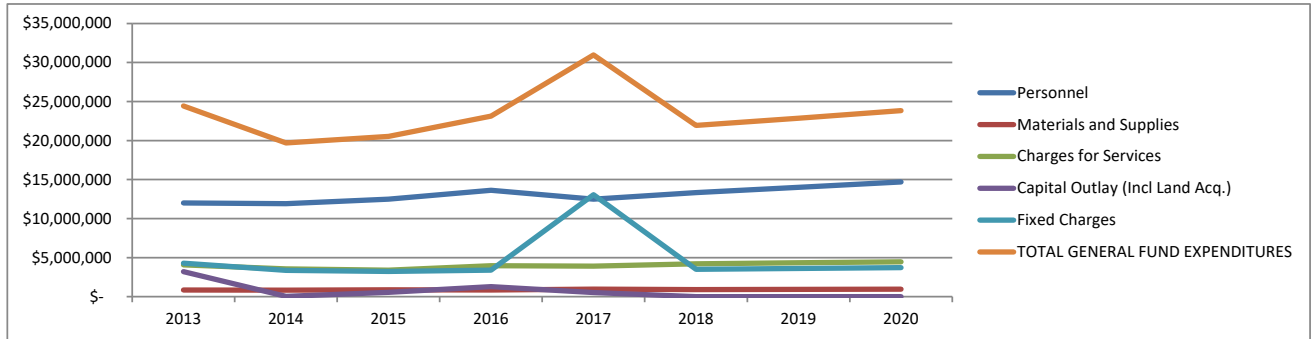
2017 is projected to experience a slight decline in this area.

- general fund expenditure forecast -

	Actual 2013	Actual 2014	Actual 2015	Actual 2016	Proj. 2017	Budget 2018	Proj. 2019	Proj. 2020
Personnel	\$ 12,014,716	\$ 11,912,839	\$ 12,495,073	\$ 13,643,042	12,501,305	13,330,262	13,996,775	14,696,614
Materials and Supplies	838,366	830,108	871,071	844,149	961,983	903,520	930,626	958,544
Charges for Services	4,073,694	3,548,547	3,391,880	3,963,800	3,920,966	4,204,777	4,330,920	4,460,848
Capital Outlay (Incl Land Acq.)	3,202,216	28,990	550,865	1,293,089	528,169	-	-	-
Fixed Charges	4,294,237	3,375,440	3,228,790	3,385,740	13,064,623	3,512,245	3,617,612	3,726,141
<b>TOTAL GENERAL FUND EXPENDITURES</b>	<b>\$ 24,423,229</b>	<b>\$ 19,695,924</b>	<b>\$ 20,537,679</b>	<b>\$ 23,129,820</b>	<b>\$ 30,977,046</b>	<b>\$ 21,950,804</b>	<b>\$ 22,875,933</b>	<b>\$ 23,842,147</b>

<b>TOTAL G.F. EXPENDITURE CHANGE</b>	<b>-0.8%</b>	<b>-19.4%</b>	<b>4.3%</b>	<b>12.6%</b>	<b>33.9%</b>	<b>-29.14%</b>	<b>3.00%</b>	<b>3.00%</b>
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Analysis for 2017-2019



General Fund expenditures are detailed on this sheet. The General Fund contains most of what are considered government programs, such as public safety, public works, recreation, and administrative functions such as tax collections and human resources.

For 2017, a one-time transfer of \$10.5M was scheduled for the Affordable Housing Fund to supplement construction projects to be completed in 2018. Additionally in 2017, the General Fund saw 3 programs (Transit Admin, Transit Ops, and Parking Management) transferred to the new Parking and Transportation (P&T) fund. This had a slight downward impact on the General Fund spend (largely personnel), and also on the incoming transfer from the Excise fund.

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## DEBT SCHEDULE BY YEAR

Primary Source / Fund	Year	Principal	Interest	Total
<b>Utility Fund</b>				
83 CO. WATER BOARD	2017	\$ 317,804	\$ 12,711	\$ 60,624
Blue River District				
2018 Colorado Water	2018	2,186,667	465,311	2,651,978
Resources and Power	2019	2,211,419	563,956	2,775,375
Development Authority	2020	2,248,521	525,756	2,774,277
(CWRPDA)	2021	2,295,776	478,506	2,774,282
2nd Water Treatment Plant	2022	2,343,516	432,256	2,775,772
	2023	2,365,634	405,106	2,770,740
	2024	2,410,399	360,856	2,771,255
	2025	2,454,376	318,106	2,772,482
	2026	2,497,507	277,106	2,774,613
	2027	2,534,683	238,106	2,772,789
	2028	2,572,720	201,356	2,774,076
	2029	2,587,684	186,906	2,774,590
		\$ 28,708,902	\$ 4,453,330	\$ 33,162,232
<b>Utility Total</b>		<b>\$ 57,735,608</b>	<b>\$ 8,919,371</b>	<b>\$ 66,385,088</b>
<b>Excise Fund</b>				
2007 COPs	2017	\$ 175,000	\$ 96,665	\$ 271,665
Childcare Facility	2018	180,000	89,665	269,665
	2019	185,000	82,465	267,465
	2020	195,000	75,065	270,065
	2021	200,000	67,265	267,265
	2022	210,000	59,265	269,265
	2023	220,000	50,550	270,550
	2024	230,000	41,420	271,420
	2025	240,000	31,875	271,875
	2026	250,000	21,675	271,675
	2027	260,000	11,050	271,675
		\$ 2,345,000	\$ 626,960	\$ 2,972,585
2016 COPs	2017	\$ 230,000	\$ 58,700	\$ 845,300
Excise/Affordable Housing Funds	2018	205,000	54,600	850,300
2005 COP retirement-Huron	2019	215,000	48,150	849,850
Landing Housing project	2020	220,000	41,550	853,950
	2021	235,000	36,950	852,950
	2022	240,000	32,250	856,750
	2023	245,000	25,050	854,500
	2024	250,000	17,700	851,800
	2025	255,000	10,200	848,650
		\$ 2,095,000	\$ 325,150	\$ 7,664,050
<b>Excise Total</b>		<b>\$ 4,440,000</b>	<b>\$ 952,110</b>	<b>\$ 10,636,635</b>
<b>Affordable Housing Fund</b>				
2016 COPs	2017	295,000	\$ 286,600	\$ 581,600
Excise/Affordable Housing Funds	2018	300,000	280,700	580,700
2005 COP retirement-Huron	2019	310,000	271,700	581,700
Landing Housing project	2020	320,000	262,400	582,400
	2021	325,000	256,000	581,000
	2022	335,000	249,500	584,500
	2023	345,000	239,450	584,450
	2024	355,000	229,100	584,100
	2025	365,000	218,450	583,450
	2026	380,000	203,850	583,850
	2027	395,000	188,650	583,650
	2028	410,000	172,850	582,850
	2029	425,000	156,450	581,450
		\$ 4,560,000	\$ 3,015,700	\$ 7,575,700
<b>Affordable Housing Total</b>		<b>\$ 4,560,000</b>	<b>\$ 3,015,700</b>	<b>\$ 7,575,700</b>
<b>GRAND TOTAL</b>		<b>\$ 62,175,608</b>	<b>\$ 9,871,481</b>	<b>\$ 77,021,723</b>

## **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 to 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 to 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 an interest rate that varies from 2-5%. The true interest cost of the issue is 2.84%.

**Town of Breckenridge Staffing Summary**

All Funds	2016 ACTUAL FTE	2017 BUDGET FTE	2017 PROJECTED FTE (Yr End)	2018 PROPOSED FTE
(2018 - DRAFT 8.29.17)				
<b>TOTAL FTE</b>	248.02	256.67	266.49	268.08
Full Time Regular Staff	174.75	180.75	187.00	187.00
Part-Time/Seasonal Staff	73.27	75.92	79.49	81.08
<b>General Government FTE</b>	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
<b>Administrative Management FTE</b> <sup>5</sup>	3.75	3.75	3.00	3.00
Full Time Regular Staff	3.75	3.75	3.00	3.00
<b>Human Resources FTE</b>	5.00	5.00	5.00	5.00
Full Time Regular Staff	5.00	5.00	5.00	5.00
<b>Municipal Services FTE</b> <sup>5</sup>	2.90	2.90	3.90	3.90
Full Time Regular Staff	2.90	2.90	3.90	3.90
<b>Finance FTE</b>	6.75	6.75	6.75	6.75
Full Time Regular Staff	6.75	6.75	6.75	6.75
<b>Public Safety FTE</b> <sup>1,2,6</sup>	31.00 **	25.00	25.00	27.00
Full Time Regular Staff	31.00 **	25.00	25.00	27.00
<b>Community Development FTE</b> <sup>4</sup>	13.95	13.95	13.95	14.49
Full Time Regular Staff	12.20	12.20	12.20	12.20
Part-Time/Seasonal Staff	0.00	0.00	0.00	0.54
Appointed & Elected Positions	1.75	1.75	1.75	1.75
<b>Public Works FTE</b> <sup>1,7</sup>	72.50	45.01	45.77	48.98
Full Time Regular Staff	59.00 **	35.70	36.00	38.50
Part-Time/Seasonal Staff	13.50 **	9.31	9.77	10.48
<b>Recreation Division FTE</b> <sup>8</sup>	55.28	54.84	54.84	55.70
Full Time Regular Staff	24.00	24.00	24.00	24.00
Part-Time/Seasonal Staff	31.28	30.84	30.84	31.70
<b>Utility Fund FTE</b>	11.40	11.40	11.40	11.80
Full Time Regular Staff	11.00	11.00	11.00	11.00
Part-Time/Seasonal Staff	0.40	0.40	0.40	0.80
<b>Golf Fund FTE</b>	24.78	24.79	24.79	25.10
Full Time Regular Staff	5.00	5.00	5.00	5.00
Part-Time/Seasonal Staff	19.78	19.79	19.79	20.10
<b>Affordable Housing Fund FTE</b> <sup>4</sup>	0.725	1.75	1.75	1.75
Full Time Regular Staff	0.725	1.75	1.75	1.75
<b>Open Space FTE</b>	6.56	6.56	6.56	6.56
Full Time Regular Staff	2.00	2.00	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
<b>Garage Fund FTE</b> <sup>9</sup>	5.00	5.00	7.00	7.00
Full Time Regular Staff	5.00	5.00	7.00	7.00
<b>Information Technology Fund FTE</b>	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 <i>(2018 - DRAFT 8.29.17)</i>	2016 ACTUAL FTE	2017 BUDGET FTE	2017 PROJECTED FTE (Yr End)	2018 PROPOSED FTE
<b>Marijuana Fund FTE</b>	1.00	1.00	1.00	1.00
Full Time Regular Staff	1.00	1.00	1.00	1.00
<b>Child Care Fund FTE</b> <sup>4</sup>	1.075	1.05	1.05	1.05
Full Time Regular Staff	1.075	1.05	1.05	1.05
<b>Parking &amp; Transportation Fund FTE</b> <sup>1, 2, 3, 6, 7, 10</sup>	35.90 **	41.57	48.38	42.65
Full Time Regular Staff	31.00 **	34.30	38.00	33.50
Part-Time/Seasonal Staff	4.90 **	7.27	10.38	9.15

*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.*

**2016-2017 Key Changes**

<sup>1</sup> 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.

<sup>2</sup> One CSO position reallocated to Patrol Services in 2017; CSO position subsequently reclassified to downtown police officer

<sup>3</sup> 2016/17 Transit increase due to the need to hire additional drivers to support increase in routes and service needs.

<sup>4</sup> 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

**2017-2018 Key Changes**

<sup>5</sup> Director of Communications (001-0442) reclassified to Comm & Marketing Coord. Position moved under Municipal Services (001-0451); Administrative Specialist position reclassified to Executive Admin Assistant and changed from 3/4 to Full Time/Reg

<sup>6</sup> Public Safety: Administrative Analyst position reclassified as Administrative Sergeant in 2017. Community Service Sergeant transfer to this position; Two CSO positions move from Parking & Transportation-Parking Management Fund/Cost Center (017-0515) back to Police-Community Services (001-0515) for 2018; One CSO position reallocated to Patrol Services in 2017; CSO subsequently reclassified to police Officer in 2017. This position is the new downtown officer.

<sup>7</sup> Public Works: Additional Assistant Public Works Director position added for 2018 (1 FTE) Wages split 50% 001-0701 & 50% to 017-0481; One additional Sr Parks Operator added for 2018 (1 FTE); Assistant Town Engineer promoted to Town Engineer in 2017; One Engineer II promoted to Capital Projects Manager in 2017; New Engineer I (Construction & Paln Review) position added in 2018 (1 FTE)

<sup>8</sup> Recreation: New Tennis Cost Center (001-0854) created for 2018; Fitness positions moved from cost center 001-0853 (Operations) to 001-0852 (Programs) for 2018.

<sup>9</sup> Garage: Addition of Administrative Specialist (Fleet) position in 2017 (1 FTE); Addition of Fleet Supervisor position in 2017 (1 FTE)

<sup>10</sup> Parking & Transportation: New Assistant Transit Manager position added for 2018 (1 FTE); Transit 2017/18 increase due to the need to hire additional drivers to support increase in routes and service needs. Adding 4 additional FTE for 2017/18 (4 FTE); No staff listed under Parking Management cost center (017-0515) in 2018; Community Service Administrative Specialist position eliminated in 2018 with parking outsourced to Interstate Parking.



## General Government: Cost Centers 001-0411 & 001-0421

LAW & POLICY MAKING Cost Center: 001-0411	2016 ACTUAL FTE	2017 BUDGET FTE	2017 PROJECTED FTE (Yr End)	2018 PROPOSED FTE
<b>STAFFING PLAN</b>				
Mayor <sup>1</sup>	0.25	0.25	0.25	0.25
Town Council <sup>1</sup>	1.50	1.50	1.50	1.50
APPOINTED & ELECTED POSITIONS <sup>1</sup>	1.75	1.75	1.75	1.75
<b>TOTAL FTE<sup>1</sup></b>	<b>1.75</b>	<b>1.75</b>	<b>1.75</b>	<b>1.75</b>

<sup>1</sup> Edited to reflect .25 FTE per each elected or appointed official.

MUNICIPAL COURT Cost Center: 001-0421	2016 ACTUAL FTE	2017 BUDGET FTE	2017 PROJECTED FTE (Yr End)	2018 PROPOSED FTE
<b>STAFFING PLAN</b>				
Municipal Clerk <sup>1</sup>	0.10	0.10	0.10	0.10
Municipal Court Administrator	1.00	1.00	1.00	1.00
Municipal Judge <sup>2</sup>	0.25	0.25	0.25	0.25
APPOINTED & ELECTED POSITIONS <sup>2</sup>	0.25	0.25	0.25	0.25
FULL TIME REGULAR STAFF	1.10	1.10	1.10	1.10
<b>TOTAL FTE</b>	<b>1.10</b>	<b>1.10</b>	<b>1.35</b>	<b>1.35</b>

<sup>1</sup> Municipal Clerk wages are split 90% to 001-0451 & 10% to 001-0421.

<sup>2</sup> Edited to reflect .25 FTE per each elected or appointed official.

<b>GENERAL GOV'T TOTAL STAFFING</b>				
APPOINTED & ELECTED POSITIONS <sup>1</sup>	2.00	2.00	2.00	2.00
FULL TIME REGULAR STAFF	1.10	1.10	1.10	1.10

<sup>1</sup> 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*



## Administrative Management: Cost Center 001-0442

ADMINISTRATIVE MANAGEMENT Cost Center: 001-0442	2016 ACTUAL FTE	2017 BUDGET FTE	2017 PROJECTED FTE (Yr End)	2018 PROPOSED FTE
<b>STAFFING PLAN</b>				
Town Manager	1.00	1.00	1.00	1.00
Assistant Town Manager	1.00	1.00	1.00	1.00
Administrative Specialist <sup>1</sup>	0.75	0.75	0.00	0.00
Executive Administrative Assistant <sup>1</sup>	0.00	0.00	1.00	1.00
Director of Communications <sup>2</sup>	1.00	1.00	0.00	0.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	3.75	3.75	3.00	3.00
<b>TOTAL FTE</b>	<b>3.75</b>	<b>3.75</b>	<b>3.00</b>	<b>3.00</b>

<sup>1</sup> Administrative Specialist position reclassified to Executive Admin Assistant and changed from 3/4 to Full Time/Reg

<sup>2</sup> Director of Communications (001-0442) reclassified to Comm & Marketing Coord. Position moved under Municipal Services (001-0451).

### ADMINISTRATIVE MANAGEMENT TOTAL STAFFING

FULL TIME REGULAR STAFF (FTE positions budgeted)	3.75	3.75	3.00	3.00
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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*



## Human Resources: Cost Center 001-0443

HUMAN RESOURCES Cost Center: 001-0443	2016 ACTUAL FTE	2017 BUDGET FTE	2017 PROJECTED FTE (Yr End)	2018 PROPOSED FTE
<b>STAFFING PLAN</b>				
Human Resources Director	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 <sup>1</sup>	1.00	1.00	0.00	0.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	5.00	5.00	5.00	5.00
<b>TOTAL FTE</b>	5.00	5.00	5.00	5.00

<sup>1</sup> Administrative Specialist reclassified to HR Generalist I in 2017

### 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	2016 ACTUAL FTE	2017 BUDGET FTE	2017 PROJECTED FTE (Yr End)	2018 PROPOSED FTE
<b>STAFFING PLAN</b>				
Municipal Clerk <sup>1</sup>	0.90	0.90	0.90	0.90
Deputy Municipal Clerk	1.00	1.00	1.00	1.00
Communications & Marketing Coordinator <sup>2</sup>	0.00	0.00	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	3.90	3.90
<b>TOTAL FTE</b>	<b>2.90</b>	<b>2.90</b>	<b>3.90</b>	<b>3.90</b>

<sup>1</sup> Municipal Clerk wages are split 90% to 001-0451 & 10% to 001-0421

<sup>2</sup> Director of Communications (001-0442) reclassified to Comm & Marketing Coord. Position moved under Municipal Services (001-0451).

### MUNICIPAL SERVICES TOTAL STAFFING

FULL TIME REGULAR STAFF (FTE positions budgeted)	2.90	2.90	3.90	3.90
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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	2016 ACTUAL FTE	2017 BUDGET FTE	2017 PROJECTED FTE (Yr End)	2018 PROPOSED FTE
<b>STAFFING PLAN</b>				
Financial Services & IT Director <sup>1</sup>	0.75	0.75	0.75	0.75
FULL TIME REGULAR STAFF (FTE positions budgeted)	0.75	0.75	0.75	0.75
<b>TOTAL FTE</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>

<sup>1</sup> Fin Svcs & IT Dir wage is split between 001-0461 (75%) & 011-1464 (25%)

ACCOUNTING Cost Center: 001-0462	2016 ACTUAL FTE	2017 BUDGET FTE	2017 PROJECTED FTE (Yr End)	2018 PROPOSED FTE
<b>STAFFING PLAN</b>				
Accounting Services Manager	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	1.00	1.00	1.00	1.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	6.00	6.00	6.00	6.00
<b>TOTAL FTE</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

### 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	2016 ACTUAL FTE	2017 BUDGET FTE	2017 PROJECTED FTE (Yr End)	2018 PROPOSED FTE
<b>STAFFING PLAN</b>				
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 <sup>1</sup>	1.00	1.00	0.00	0.00
Sergeant (Administrative) <sup>1</sup>	0.00	0.00	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
<b>TOTAL FTE</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

<sup>1</sup> Administrative Analyst position reclassified as Administrative Sergeant in 2017. Community Service Sergeant (017-0515) transferred to this position.

PATROL SERVICES Cost Center: 001-0513	2016 ACTUAL FTE	2017 BUDGET FTE	2017 PROJECTED FTE (Yr End)	2018 PROPOSED FTE
<b>STAFFING PLAN</b>				
Sergeant (Patrol)	4.00	4.00	4.00	4.00
Community Service Officer <sup>1</sup>	0.00	1.00	0.00	0.00
Detective	1.00	1.00	1.00	1.00
Police Officer I or II <sup>1</sup>	14.00	14.00	15.00	15.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	19.00	20.00	20.00	20.00
<b>TOTAL FTE</b>	<b>19.00</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>

<sup>1</sup> One CSO position reallocated to Patrol Services in 2017; CSO subsequently reclassified to police Officer in 2017. This position is the new downtown officer.

COMMUNITY SERVICES Cost Center: 001-0515 <small>2017 Cost Center was 017-0515 back to 001-0515 in 2018</small>	2016 ACTUAL FTE	2017 BUDGET FTE	2017 PROJECTED FTE (Yr End)	2018 PROPOSED FTE
<b>STAFFING PLAN</b>				
Sergeant (Comm Svc) <sup>1</sup>	1.00	0.00	0.00	0.00
Community Service Officer <sup>2</sup>	5.00	0.00	0.00	2.00
Administrative Specialist - Comm Svcs <sup>3</sup>	1.00	0.00	0.00	0.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	7.00	0.00	0.00	2.00
<b>TOTAL FTE</b>	<b>7.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2.00</b>

New Parking & Transportation Fund created for 2017; All Community Service positions moved to new fund 017-0515 for 2017. Two CSO positions moved back to 001-0515 for 2018.

<sup>1</sup> Community Service Sergeant (017-0515) transferred to Administrative Sergeant (001-0511) in 2017.

<sup>2</sup> One additional CSO FTE approved for 2016; One CSO reallocated to Patrol Services in 2017

<sup>3</sup> Community Service Administrative Specialist position eliminated in 2018 with parking outsourced to Interstate Parking.

### PUBLIC SAFETY-POLICE TOTAL STAFFING

FULL TIME REGULAR STAFF (FTE positions budgeted)	31.00	25.00	25.00	27.00
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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	2016 ACTUAL FTE	2017 BUDGET FTE	2017 PROJECTED FTE (Yr End)	2018 PROPOSED FTE
<b>STAFFING PLAN</b>				
Dir. of Community Development	1.00	1.00	1.00	1.00
Assistant Director	1.00	1.00	1.00	1.00
Planning Manager	1.00	1.00	1.00	1.00
Senior Planner <sup>1</sup>	0.20	0.20	0.20	0.20
Planner III	1.00	1.00	1.00	1.00
Planner II	2.00	2.00	2.00	2.00
Administrative Services Coordinator	1.00	1.00	1.00	1.00
Administrative Assistant (PTYR) <sup>2</sup>	0.00	0.00	0.00	0.04
Planning Commission <sup>3</sup>	1.75	1.75	1.75	1.75
APPOINTED & ELECTED POSITIONS <sup>3</sup>	1.75	1.75	1.75	1.75
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	0.00	0.00	0.00	0.04
FULL TIME REGULAR STAFF (FTE positions budgeted)	7.20	7.20	7.20	7.20
<b>TOTAL FTE</b>	8.95	8.95	8.95	8.99
<sup>1</sup> Senior Planner split between 007-0928 (75%); 016-0930 (5%) & 001-0611 (20%)				
<sup>2</sup> Previous temporary position converted to PTYR position for 2018				
<sup>3</sup> Edited to reflect .25 FTE per each elected or appointed official.				
BUILDING SERVICES Cost Center: 001-0621	2016 ACTUAL FTE	2017 BUDGET FTE	2017 PROJECTED FTE (Yr End)	2018 PROPOSED FTE
<b>STAFFING PLAN</b>				
Chief Building Official	1.00	1.00	1.00	1.00
Building Inspector I	1.00	1.00	1.00	1.00
Building Inspector II	1.00	1.00	1.00	1.00
Plans Examiner/Bldg Inspector II-III	1.00	1.00	1.00	1.00
Permit Technician	1.00	1.00	1.00	1.00
Administrative Assistant (PTYR) <sup>1</sup>	0.00	0.00	0.00	0.50
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	0.00	0.00	0.00	0.50
FULL TIME REGULAR STAFF (FTE positions budgeted)	5.00	5.00	5.00	5.00
<b>TOTAL FTE</b>	5.00	5.00	5.00	5.50
<sup>1</sup> Previous temporary position converted to PTYR position for 2018				
<b>COMMUNITY DEVELOPMENT TOTAL STAFFING</b>				
APPOINTED & ELECTED POSITIONS <sup>1</sup>	1.75	1.75	1.75	1.75
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	0.00	0.00	0.00	0.54
FULL TIME REGULAR STAFF (FTE positions budgeted)	12.20	12.20	12.20	12.20
<sup>1</sup> Edited to reflect .25 FTE per each elected or appointed official.				
<b>FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)</b>				
<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>				



**PUBLIC WORKS: Cost Centers 001-0701; 001-0711; 001-0721; 001-0731;  
001-0481; 001-0482; 001-0801**

<b>PUBLIC WORKS ADMIN</b>	<b>2016</b>	<b>2017</b>	<b>2017</b>	<b>2018</b>
Cost Center: 001-0701	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>PROPOSED</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE (Yr End)</b>	<b>FTE</b>
<b>STAFFING PLAN</b>				
Director of Public Works <sup>1</sup>	0.80	0.80	0.80	0.80
Assistant Director of Public Works <sup>2</sup>	1.00	0.70	1.00	1.50
Administrative Services Manager	1.00	1.00	1.00	1.00
GIS Technician	1.00	1.00	1.00	1.00
Administrative Specialist <sup>3</sup>	0.20	0.20	0.20	0.20
FULL TIME REGULAR STAFF (FTE positions budgeted)	4.00	3.70	4.00	4.50
<b>TOTAL FTE</b>	<b>4.00</b>	<b>3.70</b>	<b>4.00</b>	<b>4.50</b>
<sup>1</sup> Wages for PW Director are split 20% to 002-1531 & 80% to 001-0701. Director of PW & Town Engineer are now a stand alone positions.				
<sup>2</sup> Wages for PW Asst Director will no longer be split 70% to 001-0701 & 30% to 017-0481 for 2017 or 2018. Additional APWD FTE added for 2018. Second Asst Director of PW wages will be split (50% 001-0701 & 50% 017-0481) in 2018.				
<sup>3</sup> Admin Specialist position allocated 80% to 002-1531 & 20% to 001-0701				
<b>STREET MAINTENANCE</b>	<b>2016</b>	<b>2017</b>	<b>2017</b>	<b>2018</b>
Cost Center: 001-0711	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>PROPOSED</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE (Yr End)</b>	<b>FTE</b>
<b>STAFFING PLAN</b>				
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)	3.23	3.23	3.23	3.23
Streets Technician (Summer Seasonal) <sup>1</sup>	0.00	0.00	0.00	0.68
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	3.23	3.23	3.23	3.91
FULL TIME REGULAR STAFF (FTE positions budgeted)	10.00	10.00	10.00	10.00
<b>TOTAL FTE</b>	<b>13.23</b>	<b>13.23</b>	<b>13.23</b>	<b>13.91</b>
<sup>1</sup> Addition of seasonal streets summer technician position				
<b>PARKS MAINTENANCE</b>	<b>2016</b>	<b>2017</b>	<b>2017</b>	<b>2018</b>
Cost Center: 001-0721	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>PROPOSED</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE (Yr End)</b>	<b>FTE</b>
<b>STAFFING PLAN</b>				
Parks Assistant Manager	1.00	1.00	1.00	1.00
Parks Supervisor	1.00	1.00	1.00	1.00
Senior Parks Operator <sup>1</sup>	7.00	7.00	7.00	8.00
Parks Worker (SS)	3.89	4.71	4.71	4.74
Parks Technician (SS & WS)	1.48	1.37	1.37	1.37
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	5.37	6.08	6.08	6.11
FULL TIME REGULAR STAFF (FTE positions budgeted)	9.00	9.00	9.00	10.00
<b>TOTAL FTE</b>	<b>14.37</b>	<b>15.08</b>	<b>15.08</b>	<b>16.11</b>
<sup>1</sup> One additional Sr Parks Operator (1 FTE) added for 2018				

<b>FACILITIES MAINTENANCE</b>	<b>2016</b>	<b>2017</b>	<b>2017</b>	<b>2018</b>
Cost Center: 001-0731	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>PROPOSED</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE (Yr End)</b>	<b>FTE</b>
<b>STAFFING PLAN</b>				
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
<b>TOTAL FTE</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>
<b>TRANSIT SERVICES</b>				
Cost Centers: 001-0481 & 001-0482	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>PROPOSED</b>
New 2017 Cost Center: 017-0481 & 017-0482	<b>FTE</b>	<b>FTE</b>	<b>FTE (Yr End)</b>	<b>FTE</b>
<b>STAFFING PLAN</b>				
Transit Manager (0481)	1.00	0.00	0.00	0.00
Transit Supervisors	4.00	0.00	0.00	0.00
Transit Senior Operators <sup>1</sup>	18.00	0.00	0.00	0.00
Transit Operator (Seasonal) <sup>1</sup>	3.40	0.00	0.00	0.00
Transit Operator (Seasonal-Substitute) <sup>2</sup>	1.50	0.00	0.00	0.00
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	4.90	0.00	0.00	0.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	23.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>27.90</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
New Parking & Transportation Fund created for 2017; All Transit positions moved to new fund 017-0481 & 017-0482 for 2017 and going forward.				
<sup>1</sup> 2016/17 increase due to the need to hire additional drivers to support increase in routes and service needs.				
<sup>2</sup> 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.				
<b>ENGINEERING</b>				
Cost Center: 001-0801	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>2018</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE (Yr End)</b>	<b>PROPOSED</b>
				<b>FTE</b>
<b>STAFFING PLAN</b>				
Assistant Town Engineer <sup>1</sup>	1.00	1.00	0.00	0.00
Town Engineer <sup>1</sup>	0.00	0.00	1.00	1.00
Capital Projects Manager <sup>2</sup>	0.00	0.00	1.00	1.00
Engineer I (Construction & Plan Review) <sup>3</sup>	0.00	0.00	0.00	1.00
Engineer II (CIP) <sup>2</sup>	2.00	0.00	1.00	0.00
Engineer III (CIP) <sup>2</sup>	0.00	2.00	0.00	1.00
Engineering Interns (Seasonal)	0.00	0.00	0.46	0.46
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	0.00	0.00	0.46	0.46
FULL TIME REGULAR STAFF (FTE positions budgeted)	3.00	3.00	3.00	4.00
<b>TOTAL FTE</b>	<b>3.00</b>	<b>3.00</b>	<b>3.46</b>	<b>4.46</b>
<sup>1</sup> Assistant Town Engineer promoted to Town Engineer in 2017.				
<sup>2</sup> Engineer II was proposed to be reclassified to Engineer III in 2016, however this did/will not occur in 2016 or 2017. Engineer II is proposed to move to Engineer III in 2018. One Engineer II promoted to Capital Projects Manager.				
<sup>3</sup> New Engineer I (Construction & Plan Review) position added in 2018 (1 FTE)				
<b>PUBLIC WORKS TOTAL STAFFING</b>				
PART TIME & SEASONAL FTE Count (FTE Hours budgeted)	13.50	9.31	9.77	10.48
FULL TIME REGULAR STAFF (FTE positions budgeted)	59.00	35.70	36.00	38.50
<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>				



**RECREATION : Cost Centers 001-0851; 001-0852; 001-0853; 001-0854; 001-0855; 001-0856**

RECREATION ADMINISTRATION Cost Center: 001-0851	2016 ACTUAL FTE	2017 BUDGET FTE	2017 PROJECTED FTE (Yr End)	2018 PROPOSED FTE
<b>STAFFING PLAN</b>				
Director of Recreation <sup>1</sup>	1.00	0.85	0.85	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	1.00	1.00	1.00	1.00
Administrative Assistant (PTYR)	0.88	0.72	0.72	0.72
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	0.88	0.72	0.72	0.72
FULL TIME REGULAR STAFF (FTE positions budgeted)	5.00	4.85	4.85	4.85
<b>TOTAL FTE</b>	<b>5.88</b>	<b>5.57</b>	<b>5.57</b>	<b>5.57</b>

<sup>1</sup> Recreation Director position split between 001-0851 (85%) & 008-0935 (15%)

RECREATION PROGRAMS Cost Center: 001-0852	2016 ACTUAL FTE	2017 BUDGET FTE	2017 PROJECTED FTE (Yr End)	2018 PROPOSED FTE
<b>STAFFING PLAN</b>				
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 <sup>1</sup>	1.00	1.00	1.00	0.00
Youth Coordinator	1.00	1.00	1.00	1.00
Ice Officials (Non-Certified)	0.09	0.09	0.09	0.09
Group Hockey Instructors (Non-Certified)	0.01	0.01	0.01	0.01
Ice Officials (Certified)	0.80	0.80	0.80	0.80
Group Hockey Instructors (Certified)	0.10	0.04	0.04	0.04
Group Figure Skating Instructor	0.23	0.23	0.23	0.23
Private Skating Instructor	0.13	0.18	0.18	0.18
Ice Programs Lead (PTYR)	0.32	0.32	0.32	0.32
Outdoor Recreation Instructors (Seasonal & PTYR)	1.79	1.88	1.88	1.88
Programs Intern (Seasonal)	0.24	0.24	0.24	0.24
Sports Instructors	0.11	0.11	0.11	0.11
Sports Officials	0.21	0.21	0.21	0.21
Sports and Events Lead (PTYR)	0.25	0.25	0.25	0.25
Fitness Supervisor <sup>2</sup>	0.00	0.00	0.00	0.70
Personal Trainers <sup>2</sup>	0.00	0.00	0.00	1.20
Fitness Instructors-Spec I (Seasonal & PTYR) <sup>2</sup>	0.00	0.00	0.00	0.46
Fitness Instructors-Spec II (Seasonal & PTYR) <sup>2</sup>	0.00	0.00	0.00	1.10
Tennis Instructors <sup>1</sup>	0.95	0.95	0.95	0.00
Youth-Therapeutic Rec Aide (PTYR)	0.02	0.03	0.03	0.03
Youth Lead (Seasonal & PTYR)	0.75	0.51	0.51	0.51
Youth Attendants (Seasonal & PTYR)	4.59	4.59	4.59	4.59
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	10.59	10.44	10.44	12.95
FULL TIME REGULAR STAFF (FTE positions budgeted)	6.00	6.00	6.00	5.00
<b>TOTAL FTE</b>	<b>16.59</b>	<b>16.44</b>	<b>16.44</b>	<b>17.95</b>

<sup>1</sup> New Tennis Cost Center (001-0854) created for 2018.

<sup>2</sup> Fitness positions moved from cost center 001-0853 (Operations) to 001-0852 (Programs) for 2018.

<b>RECREATION CENTER OPERATIONS</b>	<b>2016</b>	<b>2017</b>	<b>2017</b>	<b>2018</b>
Cost Center: 001-0853	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>PROPOSED</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE (Yr End)</b>	<b>FTE</b>
<b>STAFFING PLAN</b>				
Rec Facilities Operations Manager <sup>1</sup>	0.60	0.60	0.60	0.60
Aquatics Coordinator	1.00	1.00	1.00	1.00
Rec Facilities Coordinator <sup>2</sup>	0.40	0.40	0.40	0.40
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 <sup>3</sup>	0.70	0.70	0.70	0.00
Fitness/Facility Supervisor	0.76	0.90	0.90	0.76
Personal Trainers <sup>3</sup>	1.20	1.20	1.20	0.00
Fitness Instructors-Spec I (Seasonal & PTYR) <sup>3</sup>	0.46	0.46	0.46	0.00
Fitness Instructors-Spec II (Seasonal & PTYR) <sup>3</sup>	1.10	1.10	1.10	0.00
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)	13.26	13.40	13.40	9.80
FULL TIME REGULAR STAFF (FTE positions budgeted)	9.00	9.00	9.00	9.00
<b>TOTAL FTE</b>	<b>22.26</b>	<b>22.40</b>	<b>22.40</b>	<b>18.80</b>
<sup>1</sup> Wages for Rec Fac Op Mgr split between 001-0853 (60%) & 001-0856 (40%)				
<sup>2</sup> Wages for Rec Facilities Coord. split between 001-0853 (40%) & 001-0856 (60%)				
<sup>3</sup> Fitness positions moved from cost center 001-0853 (Operations) to 001-0852 (Programs) for 2018.				
<b>TENNIS</b>				
Cost Center: 001-0854	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>PROPOSED</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE (Yr End)</b>	<b>FTE</b>
<b>STAFFING PLAN</b>				
Tennis Coordinator <sup>1</sup>	0.00	0.00	0.00	1.00
Tennis Instructors <sup>1</sup>	0.00	0.00	0.00	0.95
Tennis Attendant <sup>1,2</sup>	0.00	0.00	0.00	0.85
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	0.00	0.00	0.00	1.80
FULL TIME REGULAR STAFF (FTE positions budgeted)	0.00	0.00	0.00	1.00
<b>TOTAL FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2.80</b>
<sup>1</sup> New Tennis Cost Center (001-0854) created for 2018.				
<sup>2</sup> New Tennis Attendant position created for 2018.				
<b>NORDIC OPERATIONS</b>				
Cost Center: 001-0855	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>PROPOSED</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE (Yr End)</b>	<b>FTE</b>
<b>STAFFING PLAN</b>				
Open Space & Trails Manager <sup>1</sup>	0.00	0.15	0.15	0.15
Nordic Instructors	1.08	0.73	0.73	0.88
Nordic Lead	0.06	0.21	0.21	0.21
Nordic Supervisor	0.49	0.42	0.42	0.42
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	1.63	1.36	1.36	1.51
FULL TIME REGULAR STAFF (FTE positions budgeted)	0.00	0.15	0.15	0.15
<b>TOTAL FTE</b>	<b>1.63</b>	<b>1.51</b>	<b>1.51</b>	<b>1.66</b>
<sup>1</sup> Open Space & Trails Mgr- New in 2016; Position split between 008-0935(85%) & 001-0855 (15%) in 2017/2018				

<b>ICE RINK OPERATIONS</b>	<b>2016</b>	<b>2017</b>	<b>2017</b>	<b>2018</b>
Cost Center: 001-0856	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>PROPOSED</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE (Yr End)</b>	<b>FTE</b>
<b>STAFFING PLAN</b>				
Rec Facilities Operations Manager <sup>1</sup>	0.40	0.40	0.40	0.40
Rec Facilities Coordinator <sup>2</sup>	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)	0.25	0.25	0.25	0.25
Ice Guest Services Attendants	4.33	4.33	4.33	4.33
Ice Technicians	0.34	0.34	0.34	0.34
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	4.92	4.92	4.92	4.92
FULL TIME REGULAR STAFF (FTE positions budgeted)	4.00	4.00	4.00	4.00
<b>TOTAL FTE</b>	<b>8.92</b>	<b>8.92</b>	<b>8.92</b>	<b>8.92</b>
<sup>1</sup> Wages for Rec Mgr split between 001-0853=60% & 001-0856= 40%				
<sup>2</sup> Wages for Rec Facilities Coord. split between 001-0853=40% & 001-0856=60%				
<b>RECREATION DEPT TOTAL STAFFING</b>				
PART TIME & SEASONAL FTE Count (FTE Hours budgeted)	31.28	30.84	30.84	31.70
FULL TIME REGULAR STAFF (FTE positions budgeted)	24.00	24.00	24.00	24.00
<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>				





## UTILITY FUND- Cost Center 002-1531

UTILITY FUND Cost Center: 002-1531	2016 ACTUAL FTE	2017 BUDGET FTE	2017 PROJECTED FTE (Yr End)	2018 PROPOSED FTE
<b>STAFFING PLAN</b>				
Director of Public Works <sup>1</sup>	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 <sup>2</sup>	0.80	0.80	0.80	0.80
Summer Seasonal Water Technician	0.40	0.40	0.40	0.80
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	0.40	0.40	0.40	0.80
FULL TIME REGULAR STAFF (FTE positions budgeted)	11.00	11.00	11.00	11.00
TOTAL FTE	11.40	11.40	11.40	11.80

<sup>1</sup> Wages for PW Director are split 20% to 002-1531 & 80% to 001-0701. Director PW & Town Engineer are now standalone positions.

<sup>2</sup> 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	0.80
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

<b>ADMIN</b>	<b>2016</b>	<b>2017</b>	<b>2017</b>	<b>2018</b>
Cost Center: 005-2311	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>PROPOSED</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE (Yr End)</b>	<b>FTE</b>
<b>STAFFING PLAN</b>				
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
<b>TOTAL FTE</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>
<b>GOLF EQUIPMENT MAINTENANCE</b>	<b>2016</b>	<b>2017</b>	<b>2017</b>	<b>2018</b>
Cost Center: 005-2312	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>PROPOSED</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE (Yr End)</b>	<b>FTE</b>
<b>STAFFING PLAN</b>				
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
<b>TOTAL FTE</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>GOLF COURSE MAINTENANCE</b>	<b>2016</b>	<b>2017</b>	<b>2017</b>	<b>2018</b>
Cost Center: 005-2313	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>PROPOSED</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE (Yr End)</b>	<b>FTE</b>
<b>STAFFING PLAN</b>				
Assistant Superintendent	1.00	1.00	1.00	1.00
2nd Assistant Superintendent	1.00	1.00	1.00	1.00
Irrigation Technician (Seasonal)	0.92	0.87	0.87	0.87
Application Tech. (Seasonal)	0.49	0.48	0.48	0.48
Lead Equip. Op. (Seasonal)	0.49	0.48	0.48	0.48
Lead Greens keeper (Seasonal)	1.47	1.37	1.37	1.37
Greens keeper (Seasonal)	7.42	7.69	7.69	7.69
Landscape Gardener (Seasonal)	0.31	0.29	0.29	0.29
Snow Technician (Seasonal)	0.38	0.31	0.31	0.62
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	11.48	11.49	11.49	11.80
FULL TIME REGULAR STAFF (FTE positions budgeted)	2.00	2.00	2.00	2.00
<b>TOTAL FTE</b>	<b>13.48</b>	<b>13.49</b>	<b>13.49</b>	<b>13.80</b>

<b>GOLF OPERATIONS/CUSTOMER SERVICE</b> Cost Center-005-2321	<b>2016</b> <b>ACTUAL</b> <b>FTE</b>	<b>2017</b> <b>BUDGET</b> <b>FTE</b>	<b>2017</b> <b>PROJECTED</b> <b>FTE (Yr End)</b>	<b>2018</b> <b>PROPOSED</b> <b>FTE</b>
<b>STAFFING PLAN</b>				
Director of Golf Operations	1.00	1.00	1.00	1.00
Player Assistant (Seasonal)	1.75	1.75	1.75	1.75
Administrative Assistant <sup>1</sup>	0.00	0.00	0.39	0.39
Lead Outside Services (Seasonal)	0.36	0.36	0.36	0.36
Outside Services (Seasonal)	1.92	1.92	1.92	1.92
Lead Pro Shop Attendant (Seasonal)	1.08	1.08	0.69	0.69
Pro Shop Attendant (Seasonal)	1.56	1.56	1.56	1.56
Golf Instructors (I & II)	0.17	0.17	0.17	0.17
Assistant Golf Professional (PTYR)	0.96	0.96	0.96	0.96
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	7.80	7.80	7.80	7.80
FULL TIME REGULAR STAFF (FTE positions budgeted)	1.00	1.00	1.00	1.00
<b>TOTAL FTE</b>	<b>8.80</b>	<b>8.80</b>	<b>8.80</b>	<b>8.80</b>
<sup>1</sup> New position utilized for 2017				
<b>GOLF FUND TOTAL STAFFING</b>				
PART TIME & SEASONAL FTE Count (FTE Hours budgeted)	19.78	19.79	19.79	20.10
FULL TIME REGULAR STAFF (FTE positions budgeted)	5.00	5.00	5.00	5.00
<b>FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)</b>				
<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: 007-0928	2016 ACTUAL FTE	2017 BUDGET FTE	2017 PROJECTED FTE (Yr End)	2018 PROPOSED FTE
<b>STAFFING PLAN</b>				
Planner I (Long Range/Housing) <sup>1</sup>	0.00	1.00	1.00	1.00
Senior Planner <sup>2</sup>	0.725	0.75	0.75	0.75
FULL TIME REGULAR STAFF (FTE positions budgeted)	0.725	1.75	1.75	1.75
<b>TOTAL FTE</b>	0.725	1.75	1.75	1.75
<sup>1</sup> Additional Planner I (Long Range/Housing) position added in 2017				
<sup>2</sup> Senior Planner position split between 007-0928 (75%); 016-0930 (5%) & 001-0611 (20%) in 2017/2018				
<b>AFFORDABLE HOUSING TOTAL STAFFING</b>				
FULL TIME REGULAR STAFF (FTE positions budgeted)	0.725	1.75	1.75	1.75
<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>				



## OPEN SPACE FUND: Cost Center 008-0935

OPEN SPACE Cost Center: 008-0935	2016 ACTUAL FTE	2017 BUDGET FTE	2017 PROJECTED FTE (Yr End)	2018 PROPOSED FTE
<b>STAFFING PLAN</b>				
Director of Recreation <sup>1</sup>	0.00	0.15	0.15	0.15
Open Space and Trails Manager <sup>2</sup>	1.00	0.85	0.85	0.85
Open Space and Trails Specialist	1.00	1.00	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 <sup>3</sup>	1.75	1.75	1.75	1.75
APPOINTED & ELECTED POSITIONS <sup>4</sup>	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)	2.00	2.00	2.00	2.00
<b>TOTAL FTE</b>	<b>6.56</b>	<b>6.56</b>	<b>6.56</b>	<b>6.56</b>

<sup>1</sup> Recreation Director position split between 001-0851 (85%) & 008-0935 (15%) in 2017

<sup>2</sup> Open Space & Trails Mgr split between 008-0935(85%) & 001-0855 (15%) in 2017

<sup>3</sup> Edited to reflect .25 FTE per each elected or appointed official.

### OPEN SPACE TOTAL STAFFING

APPOINTED & ELECTED POSITIONS <sup>1</sup>	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)	2.00	2.00	2.00	2.00

<sup>1</sup> 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	2016 ACTUAL FTE	2017 BUDGET FTE	2017 PROJECTED FTE (Yr End)	2018 PROPOSED FTE
<b>STAFFING PLAN</b>				
Administrative Specialist <sup>1</sup>	0.00	0.00	1.00	1.00
Fleet Manager	1.00	1.00	1.00	1.00
Fleet Supervisor <sup>2</sup>	0.00	0.00	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	7.00	7.00
<b>TOTAL FTE</b>	<b>5.00</b>	<b>5.00</b>	<b>7.00</b>	<b>7.00</b>

<sup>1</sup> Addition of Administrative Specialist position (1 FTE)

<sup>2</sup> Addition of Fleet Supervisor position (1 FTE)

**GARAGE FUND TOTAL STAFFING**

FULL TIME REGULAR STAFF (FTE positions budgeted)	5.00	5.00	7.00	7.00
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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	2016 ACTUAL FTE	2017 BUDGET FTE	2017 PROJECTED FTE (Yr End)	2018 PROPOSED FTE
<b>STAFFING PLAN</b>				
Financial Services & IT Director <sup>1</sup>	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
<b>TOTAL FTE</b>	<b>3.25</b>	<b>3.25</b>	<b>3.25</b>	<b>3.25</b>
<sup>1</sup> Fin Svcs & IT Dir wage is split between 001-0461 (75%) & 011-1464 (25%)				
<b>IT FUND TOTAL STAFFING</b>				
FULL TIME REGULAR STAFF (FTE positions budgeted)	3.25	3.25	3.25	3.25
<p><b>FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)</b></p> <p>ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.</p> <p>Regular positions are counted as one (1) FTE</p>				



## MARIJUANA COMPLIANCE FUND- Cost Center 014-0420

MARIJUANA FUND Cost Center: 014-0420	2016 ACTUAL FTE	2017 BUDGET FTE	2017 PROJECTED FTE (Yr End)	2018 PROPOSED FTE
<b>STAFFING PLAN</b>				
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
<b>TOTAL FTE</b>	1.00	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	2016 ACTUAL FTE	2017 BUDGET FTE	2017 PROJECTED FTE (Yr End)	2018 PROPOSED FTE
<b>STAFFING PLAN</b>				
Community Program Admin-Child Care	1.00	1.00	1.00	1.00
Senior Planner <sup>1</sup>	0.075	0.05	0.05	0.05
FULL TIME REGULAR STAFF (FTE positions budgeted)	1.075	1.05	1.05	1.05
<b>TOTAL FTE</b>	<b>1.075</b>	<b>1.05</b>	<b>1.05</b>	<b>1.05</b>
<sup>1</sup> Senior Planner position will be split between 007-0928 (75%); 016-0930 (5%) & 001-0611 (20%) in 2017/2018				
<b>CHILD CARE TOTAL STAFFING</b>				
FULL TIME REGULAR STAFF (FTE positions budgeted)	1.075	1.05	1.05	1.05
<p><b>FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)</b></p> <p>ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.</p> <p>Regular positions are counted as one (1) FTE</p>				



**PARKING & TRANSPORTATION FUND: Cost Centers 017-0481; 017-0482;  
017-0515**

<b>TRANSIT MANAGEMENT</b>	<b>2016</b>	<b>2017</b>	<b>2017</b>	<b>2018</b>
Cost Centers: 017-0481 & 017-0482	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>PROPOSED</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE (Yr End)</b>	<b>FTE</b>
<b>STAFFING PLAN</b>				
Assistant Director of Public Works (0481) <sup>1</sup>	1.00 **	0.30	0.00	0.50
Transit Manager (0481)	1.00 **	1.00	1.00	1.00
Assistant Transit Manager (0481) <sup>2</sup>	0.00	0.00	1.00	1.00
Transit Senior Operators <sup>3</sup>	18.00 **	23.00	27.00	27.00
Transit Supervisors	4.00 **	4.00	4.00	4.00
Transit Operator (Seasonal) <sup>3</sup>	3.40 **	5.77	8.88	7.65
Transit Operator (Seasonal-Substitute) <sup>4</sup>	1.50 **	1.50	1.50	1.50
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	4.90 **	7.27	10.38	9.15
FULL TIME REGULAR STAFF (FTE positions budgeted)	24.00 **	28.30	33.00	33.50
<b>TOTAL FTE</b>	<b>28.90 **</b>	<b>35.57</b>	<b>43.38</b>	<b>42.65</b>
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.				
<sup>1</sup> Wages for PW Asst Director will no longer be split 70% to 001-0701 & 30% to 017-0481 for 2017 or 2018. Additional APWD FTE added for 2018. Second Asst Director of PW wages will be split (50% 001-0701 & 50% 017-0481) in 2018.				
<sup>2</sup> New Assistant Transit Manager position added for 2018				
<sup>3</sup> 2017/18 increase due to the need to hire additional drivers to support increase in routes and service needs. Adding 4 additional FTE for 2017/18.				
<sup>4</sup> 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.				
<b>PARKING MANAGEMENT</b>	<b>2016</b>	<b>2017</b>	<b>2017</b>	<b>2018</b>
Cost Center: 017-0515	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>PROPOSED</b>
No staff listed under Parking Management cost center for 2018	<b>FTE</b>	<b>FTE</b>	<b>FTE (Yr End)</b>	<b>FTE</b>
<b>STAFFING PLAN</b>				
Sergeant (Comm Svc) <sup>1</sup>	1.00 **	1.00	0.00	0.00
Community Service Officer <sup>2</sup>	5.00 **	4.00	4.00	0.00
Administrative Specialist - Comm Svcs <sup>3</sup>	1.00 **	1.00	1.00	0.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	7.00 **	6.00	5.00	0.00
<b>TOTAL FTE</b>	<b>7.00 **</b>	<b>6.00</b>	<b>5.00</b>	<b>0.00</b>
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. No Staff listed under Parking Management cost center (017-0515) for 2018.				
<sup>1</sup> Community Service Sergeant (017-0515) reclassified as Administrative Sergeant (001-0511) in 2017.				
<sup>2</sup> One additional CSO FTE approved for 2016; One CSO reallocated to Patrol Services for downtown patrol officer in 2017.				
<sup>3</sup> Community Service Administrative Specialist position eliminated in 2018 with parking outsourced to Interstate Parking.				
<b>PARKING &amp; TRANSPORTATION TOTAL STAFFING</b>				
PART TIME & SEASONAL FTE Count (FTE Hours budgeted)	4.90 **	7.27	10.38	9.15
FULL TIME REGULAR STAFF (FTE positions budgeted)	31.00 **	34.30	38.00	33.50
<b>FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)</b>				
<b>ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.</b>				
<b>Regular positions are counted as one (1) FTE</b>				

# 2018 PAY PLAN



DRAFT-8/22/2017



# 2018 REGULAR Pay Plan

DRAFT-8/22/2017

Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
<b>50</b>			\$15.05	\$18.08	\$21.11	Hourly
			\$1,203.85	\$1,446.15	\$1,688.46	Bi-Weekly
			\$31,300.00	\$37,600.00	\$43,900.00	*If Annualized
	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
<b>55</b>			\$17.21	\$20.80	\$24.39	Hourly
			\$1,376.92	\$1,664.13	\$1,951.35	Bi-Weekly
			\$35,800.00	\$43,267.50	\$50,735.00	*If Annualized
	Administrative Specialist (MS)	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
<b>60</b>			\$20.05	\$24.16	\$28.26	Hourly
			\$1,603.85	\$1,932.50	\$2,261.15	Bi-Weekly
			\$41,700.00	\$50,245.00	\$58,790.00	*If Annualized
	Accounts Payable Coordinator	Non-Exempt				
	Accounts Receivable Coordinator	Non-Exempt				
	Administrative Specialist (PD)	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					

# 2018 REGULAR Pay Plan

DRAFT-8/22/2017

Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
<b>65</b>			\$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				
	Communication & Marketing Coordinator	Exempt				
	Deputy Municipal Clerk	Exempt				
	Executive Administrative Asst (Town Mgr)	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
<b>70</b>			\$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 Supervisor (PD)	Exempt				
	Assistant Golf Course Superintendent	Exempt				
	Civil Engineer I	Exempt				
	Facilities Supervisor	Non-Exempt				
	Fleet 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					

# 2018 REGULAR Pay Plan

DRAFT-8/22/2017

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				
	Building Plans Examiner/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				
Transit 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
	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				
	Facilities Manager	Exempt				
	Fleet Manager	Non-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					

# 2018 REGULAR Pay Plan

DRAFT-8/22/2017

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
	Town Engineer	Exempt				
	Capital Projects Manager	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.

# 2018 - PART-TIME, SEASONAL and TEMPORARY Position Pay Plan

DRAFT-8/22/2017

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.
<b>P-I</b>		<b>\$10.20</b>	<b>\$12.00</b>	<b>S-I</b>		<b>\$10.20</b>	<b>\$12.00</b>
<i>(no P-I positions for 2018 Pay Plan)</i>				<i>Recreation - Programs Intern</i>			
				<i>Golf Ops - Golf Outside Services</i>			
		Rate of Pay				Rate of Pay	
		min.	max.			min.	max.
<b>P-II</b>		<b>\$12.00</b>	<b>\$14.85</b>	<b>S-II</b>		<b>\$12.00</b>	<b>\$14.85</b>
<b>RECREATION ATTENDANT</b>			<b>RECREATION ATTENDANT</b>				
<i>Aquatics</i>				<i>Aquatics</i>			
<i>Guest Service - Rec, Ice &amp; Tennis</i>				<i>Guest Service - Rec, Ice &amp; Tennis</i>			
<i>Outdoor Rec</i>				<i>Outdoor Rec</i>			
<i>Youth</i>				<i>Youth</i>			
			<b>REC - Golf Course Maintenance</b>				
				<i>Golf Maint/Rec - Greenskeeper</i>			
			<b>OTHER Depts &amp; Divisions</b>				
			<b>Golf Operations</b>				
				<i>Lead Outside Services</i>			
				<i>Player Assistant</i>			
				<i>Golf Attendant</i>			
			<b>Public Works</b>				
				<i>Parks Worker</i>			
		Rate of Pay				Rate of Pay	
PART-TIME (P)			SEASONAL (S)				
		min.	max.			min.	max.
<b>P-III</b>		<b>\$12.25</b>	<b>\$18.18</b>	<b>S-III</b>		<b>\$12.25</b>	<b>\$18.18</b>
<b>RECREATION SPECIALIST I</b>			<b>RECREATION SPECIALIST I</b>				
<b>Instructors</b>			<b>Instructors</b>				
<i>Aquatics</i>				<i>Aquatics</i>			
<i>Fitness</i>				<i>Fitness</i>			
<i>Outdoor Rec</i>				<i>Outdoor Rec</i>			
<i>Ice -Hockey; Sports &amp; Events; Youth</i>				<i>Ice - Hockey; Sports &amp; Events; Youth</i>			
				<i>Nordic Instructors</i>			
<b>Officials</b>			<b>Officials</b>				
<i>Ice - Hockey; Sports &amp; Events</i>				<i>Ice - Hockey; Sports &amp; Events</i>			
<b>REC MISC</b>			<b>REC MISC</b>				
<b>Youth-Therapeutic Rec Aide</b>			<b>Golf &amp; Nordic Maintenance</b>				
<i>Technician - Ice</i>				<i>Gardener</i>			
<i>Administrative Assistant</i>				<i>Lead Greenskeeper</i>			
<i>Administrative Assistant</i>				<i>Nordic Snow Technician</i>			
<b>Golf Maintenance</b>			<b>Open Space &amp; Trails</b>				
<i>Administrative Assistant</i>				<i>Trails Technician</i>			
<b>OTHER Depts/Divisions</b>			<b>OTHER Depts/Divisions</b>				
<b>Comm Dev</b>			<b>Golf Ops</b>				
<i>Administrative Assistant</i>				<i>Lead Attendant/Asst. Golf Pro</i>			
				<i>Administrative Assistant</i>			
			<b>Public Works</b>				
				<i>Parks - Technician - Summer</i>			
				<i>Streets - Technician - Summer</i>			
				<i>Water - Technician - Summer</i>			



PTYR - Specialists II	Rate of Pay		Seasonal Specialist, Supervisor, or Operator	Rate of Pay	
	min.	max.		min.	max.
<b>P-IV</b>	<b>\$14.32</b>	<b>\$30.30</b>	<b>S-IV</b>	<b>\$14.32</b>	<b>\$30.30</b>
<b>RECREATION SPECIALIST II</b>			<b>RECREATION SPECIALIST II</b>		
<b>Leads - Rec</b>			<b>Leads - Rec</b>		
<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>					
<b>Instructors</b>			<b>Instructors</b>		
<i>Fitness</i>			<i>Fitness</i>		
<i>Ice Hockey - Group (Cert)</i>			<i>Ice Hockey - Group (Cert)</i>		
<i>Sports &amp; Events; Youth</i>			<i>Sports &amp; 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>		
<b>Officials</b>			<b>Officials</b>		
<i>Sports &amp; Events</i>			<i>Sports &amp; Events</i>		
<i>Ice Hockey (Cert)</i>			<i>Ice Hockey (Cert)</i>		
<b>REC MISC</b>			<b>REC MISC</b>		
<i>Facility - Supervisor</i>			<i>Nordic Lead</i>		
<i>Personal Trainer - FF (Cert)</i>			<i>Nordic - Supervisor</i>		
			<i>Golf Maintenance - Lead Operator</i>		
<b>Open Space &amp; Trails</b>			<i>Irrigation Technician</i>		
<i>Lead Trails Technician</i>			<i>Application Tech</i>		
<b>OTHER Depts/Divisions</b>			<b>OTHER Depts/Divisions</b>		
<b>Golf Ops - Asst Golf Professional</b>			<b>Public Works</b>		
			<i>Seasonal Operator - Streets; Transit</i>		
			<i>Engineering Intern</i>		
			<b>Golf Ops</b>		
			<i>Golf Instructor I</i>		
		Rate of Pay			
PTYR - Other	min.	max.	Seasonal Coordinator	min.	max.
<b>P-V</b>	<b>\$22.68</b>	<b>\$80.00</b>	<b>S-V Non-Exempt</b>	<b>\$22.68</b>	<b>\$80.00</b>
<b>RECREATION SPECIALISTS III</b>			<b>RECREATION SPECIALISTS III</b>		
<i>Fitness Supervisor</i>					
<b>Instructors</b>			<b>Instructors</b>		
<i>Ice Hockey-Private</i>			<i>Ice Hockey - Private</i>		
<i>Ice Figure Skating - Private</i>			<i>Ice Figure Skating - Private</i>		
<b>OTHER Depts/Divisions</b>			<b>OTHER Depts/Divisions</b>		
			<b>Golf Ops</b>		
			<i>Golf Instructor II</i>		
		Rate of Pay			
<b>T-V Temporary</b>			<b>S-V Exempt (salaried)</b>	<b>\$1,400</b>	<b>\$1,750</b>
<i>Non-Exempt</i> Temporary positions	\$10.20	\$80.00	<i>(no S-V positions for 2018 Pay Plan)</i>		
<i>Exempt</i> Temporary	\$744.00	\$6,400			
<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

Fee	2017 Rate	2018 Rate
Class A Development	\$5,540 + \$95/SFE	\$5,705 + \$100/SFE
Class A Subdivision	5,540 + 95/Lot	5,705 + 100/Lot
Class B Major Development	2,785 + 95/SFE	2,870 + 100/SFE
Class B Minor Development	1,590 + 95/SFE	1,640 + 100/SFE
Class B Minor (Historic)	800 + 95/SFE	825 + 100/SFE
Class B Subdivision	2,785 + 95/SFE	2,870 + 100/SFE
Class C Major Development	1,590.00	1,640.00
Class C Minor Development	800.00	825.00
Class C Subdivision	1,590.00	1,640.00
Class D Major Development	1,590.00	1,640.00
Class D Minor Development	60.00	65.00
Individual Sign	60.00	65.00
Master Sign Plan	800.00	825.00
Annexation Fees (Vacant Land)	11,405 + 95/SFE	11,745 + 100/SFE
Annexation Fees (Subject to Election)	25,300 + 95/SFE	26,060 + 100/SFE
Worksessions	500.00	500.00
(50% of the fee may be credited to a development permit fee application)		
Subdivision Corrections	210.00	210.00
Parking In-Lieu Fee	20,511.00 + CPI <sup>1</sup>	21,024.00 + CPI <sup>1</sup>
Street Use Permits	1,590.00	1,640.00
Street Use Permit Renewals	210.00	210.00
Planning Re-Inspection Fees	50.00	55.00
Cash Deposit Agreement	55.00	55.00
Encroachment License Agreement	50.00	55.00

<sup>1</sup>Rate to be adjusted in early 2018 to reflect change in the Consumer Price Index, per section 9-3-12 A of the Town Code.



## Valley Brook Cemetery Fees

as of 09.12.17

Cemetery Fee	2017	2018
Breckenridge Resident per space	\$ 500.00	\$ 500.00
In-County Resident per space	750.00	750.00
Out-of-County Resident per space	1000.00	1000.00
Casket (open/close)	1225.00	1225.00
Cremains (open/close)	700.00	700.00
Inspection Fee (self digging)*	200.00	200.00
Perpetual Care Fee Resident	800.00	800.00
Perpetual Care Fee Non-Resident	1000.00	1000.00
Emergency/After Hours Fee (outside of M-F, 8am-5pm)	200.00	200.00
Infant Burial (ages 2 years or younger)	0.00	0.00

\*Contractors must be licensed by the Town of Breckenridge

## Finance Fees

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

Paper Filing Fees	2017	2018
Per Tax Return	\$ 5.00	\$ 5.00
Per Bag Fee	5.00	5.00



### Water Rates

		Budget Year	2017	2018
		Water Rate Increase	5%	5%
		Gallon Allocation per Billing Period		
<i>as of x.x.17</i>				
Residential Water Rates (See Notes 1 and 2)	In-Town Base per Billing Period	10,000	36.17	37.98
	Out-of-Town Base per Billing Period (1.5 x in-town rate)	10,000	54.26	56.97
	Excess (Rate per 1,000 gallons over allocated gallons per billing period; See Note 3)	NA	5.51	5.79
Non Residential Water Rates (See Notes 1 and 4)	Less than 1 inch	13,000	41.43	43.50
	1 inch	20,000	62.15	65.26
	1 1/2 inch	35,000	108.46	113.88
	2 inch	54,000	170.77	179.31
	3 inch	105,000	328.36	344.78
	4 inch	162,000	507.60	532.98
	6 inch	318,000	997.33	1,047.20
	Excess (Rate per 1,000 gallons over allocated gallons per billing period; See Note 3)	NA	5.51	5.79
Bulk Water Rate	Rate per 1,000 gallons	NA	22.05	23.15
Water Billing Statement Fee (See Note 5)	All Customers receiving Paper Statements (Fee per Billing Period)	NA	15.00	15.00
WSMF/SFE	WSMF/SFE Rate Incr		0%	50%
	All Customers (Fee per Billing Period)	NA	4	6
Plant Investment Fees (PIFs) (See Note 6)	PIF Rate Increase		10%	20%
	In-Town (first 2,000 sf)	NA	7,703.00	9,244.00
	Out-of-Town (1.25 x in-town PIF rates; first 2,000 sf)	NA	9,629	11,555
	<b>Note 1:</b>	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.		
	<b>Note 2:</b>	Effective in BY 2015, Baseline allocation reduced from 12,000 gal/SFE to 10,000 gal/SFE.		
	<b>Note 3:</b>	Effective in BY 2015, excess water use rates will increase to \$5/1,000 gallons above customer allocated amounts. Future increases will follow water rates percentage increase unless determined otherwise.		
	<b>Note 4:</b>	Out-of-Town water rates = 1.5 x in-town water rates.		
	<b>Note 5:</b>	Effective in BY 2015, water billing statement fees will increase from \$10 to \$15 per billing period.		
	<b>Note 6:</b>	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	2017	2018
Excavation & Encroachment Fee (encroachment only)	\$ 100.00	\$ 100.00
Excavation & Encroachment Fee (excavation only)	300.00	300.00
Excavation & Encroachment Fee (late)	300.00	300.00
Memorial Bench & Plaque Fee	900.00	900.00

### Engineering Plan Review Fees

	2017	2018
<b>Residential Building Permit (Collected at Public Works w/Orange Sheet)</b>		
1 Unit (Single Family)	\$ 100.00	\$ 100.00
2-3 Units (Duplex / Triplex)	200.00	200.00
4-10 Units	500.00	500.00
11-20 Units	1,000.00	1,000.00
>20 Units	1,500.00	1,500.00
<b>Commercial Building Permit (Collected at Public Works w/Orange Sheet)</b>		
0-5,000 Square Feet	\$ 500.00	\$ 500.00
5,001-10,000 Square Feet	1,000.00	1,000.00
>10,000 Square Feet	1,500.00	1,500.00
<b>Engineering Development Plan Review (Collected at Community Development)</b>		
Class A Development Plan	\$ 500.00	\$ 250.00
Class A Subdivision	1,500.00	1,000.00
Class B Major Development Plan	250.00	100.00
Class B Minor Development Plan	100.00	100.00
Class B Subdivision	500.00	250.00
Class C Subdivision	100.00	100.00
<b>Subdivision Improvement Agreement (SIA) (Collected at Community Development)</b>		
Bonding Value 0-\$250,000	\$ 100.00	\$ 100.00
Bonding Value > \$250,000	250.00	250.00



# Recreation Center Fees & Rates

as of x.x.17

Recreation Center Membership Passes		2017 Approved		2018 Proposed
<b>Daily Admission</b>	In County	Youth	\$ 5.00	\$ 5.00
	In County	Adult	10.00	10.00
	In County	Senior	8.00	8.00
	Out of County		7.50	7.50
	Out of County		15.00	15.00
	Out of County		12.00	12.00
	4 Person Family		38.00	38.00
	6 Person Family		50.00	50.00
<b>6 Punch Pass Transferable</b>		Youth	27.00	28.00
		Adult	56.00	58.00
		Senior	44.00	46.00
<b>One Month</b>	All	Youth	37.00	38.00
		Adult	58.00	60.00
		Senior	47.00	49.00
<b>Six Months</b>	Resident	Youth	142.00	149.00
		Adult	234.00	245.00
		Senior	187.00	196.00
	Base	Youth	170.00	178.00
		Adult	281.00	295.00
		Senior	225.00	236.00
<b>Yearly</b>	Resident	Youth	242.00	254.00
		Adult	406.00	426.00
		Senior	326.00	342.00
	Base	Youth	290.00	304.00
		Adult	487.00	511.00
		Senior	391.00	410.00
<b>25 Punches</b>	Resident	Youth	91.00	95.00
		Adult	152.00	159.00
		Senior	122.00	128.00
	Base	Youth	110.00	115.00
		Adult	184.00	193.00
		Senior	147.00	154.00

Recreation Center Membership Passes-continued		2017 Approved		2018 Proposed
<b>Family Pass</b>	2012 Couple/Family Pass Definition: Primary family member (must be an adult) pays full price, each additional member receives 25% off. Applies to monthly, 6 month and annual pass			
<b>Joint Punch Passes</b>		Youth (12-17)	100.00	105.00
<b>15 Punch/Joint Pass with Silverthorne</b>		Adult (18+)	147.00	154.00
		Child (3-11)	84.00	88.00
<b>15 Punch Pass Breckenridge Only</b>		Youth	79.00	82.00
		Adult	137.00	143.00
		Senior	100.00	105.00
<b>Miscellaneous</b>				
Summer Splash Pass			47.00	49.00
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
Racquetball Racquet Rental			1.00	1.00

Kingdom Park Ball Diamonds & Athletic Field Rental Rates		2017 Approved		2018 Proposed
<b>Ball Diamond per Hour</b>		In-County	\$ 65.00	\$ 68.00
		Out of County	85.00	89.00
		Non-Profit	45.00	47.00
<b>Ball Diamond per Day</b>		In-County	520.00	546.00
		Out of County	680.00	714.00
		Non-Profit	360.00	378.00
<b>Athletic Field per Hour</b>		In-County	65.00	68.00
<b>Soccer/Rugby Pitch</b>		Out of County	85.00	89.00
		Non-Profit	45.00	47.00
<b>Athletic Field per Day</b>		In-County	520.00	546.00
<b>Soccer/Rugby Pitch</b>		Out of County	680.00	714.00
		Non-Profit	360.00	378.00

Recreation Center and Ice Arena Community Rooms/Facilities Rental Rates		2017 Approved		2018 Proposed
<i>*Rates are per hour</i>				
<b>Half Room</b>		Resident	\$ 30.00	\$ 30.00
		Base	40.00	40.00
		*Non-Profit	15.00	15.00
<b>Full Room</b>		Resident	50.00	50.00
		Base	65.00	65.00
		*Non-Profit	25.00	25.00
<b>Ice Arena Meeting Room</b>	Per Hour	Resident	30.00	30.00
Ice Arena meeting room fees will be waived for patrons renting \$5000 or more in ice time during a calendar year.	Per Hour	Base	40.00	40.00
	Per Hour	*Non-Profit	15.00	15.00
		Resident	140.00	140.00
		Base	200.00	200.00
		*Non-Profit	75.00	75.00
<b>Half Gym</b>		Resident	65.00	68.00
		Base	100.00	105.00
		*Non-Profit	40.00	42.00
<b>Full Gym</b>		Resident	125.00	131.00
		Base	200.00	210.00
		*Non-Profit	75.00	78.00
<b>Turf Gym (new)</b>		Resident	N/A	68.00
		Base	N/A	105.00
		*Non-Profit	N/A	42.00
<b>Lap Pool</b>		Resident	180.00	180.00
*Additional fees for lifeguards may apply		Base	300.00	300.00
		*Non-Profit	150.00	150.00
<b>Leisure Pool</b>		Resident	180.00	180.00
*Additional fees for lifeguards may apply		Base	300.00	300.00
		*Non-Profit	150.00	150.00
<b>Fitness/Dance Studio(s)</b>		Resident	75.00	78.00
		Base	95.00	99.00
		*Non-Profit	37.50	39.00
<b>Climbing Wall Rental</b>	Per Hour	Resident	150.00	150.00
*Rate includes staffing	Per Hour	Base	175.00	175.00
	Per Hour	*Non-Profit	125.00	125.00
<b>After Hours Rental of Recreation Center</b>		Resident	800.00	800.00
*fees subject to negotiation based upon		Base	1,200.00	1200.00
group needs, availability and staffing needs		*Non-Profit	600.00	600.00



Gold Run Nordic Center Pass Fees		2017 Approved		2018 Proposed
<i>*In Season Rates listed below. Discounts may apply for early bird and pre-season.</i>				
<b>Adult Day Trail Pass</b>			\$ 20.00	\$ 20.00
<b>Youth/Senior Day Trail Pass</b>			15.00	15.00
<b>Super Senior 70+ Day Pass</b>			5.00	5.00
<b>6 and Under Day Pass</b>			Free	Free
<b>10-Punch Pass</b>		Adult	150.00	150.00
		Youth/Senior	100.00	100.00
<b>6-Punch Pass</b>		Adult	95.00	95.00
		Youth/Senior	65.00	65.00
<b>3-Punch Pass</b>		Adult	50.00	50.00
		Youth/Senior	35.00	35.00
<b>Adult Season Pass*</b>		Resident	220.00	220.00
		Base	235.00	235.00
<b>Family Season Pass*</b>		Resident	365.00	365.00
		Base	380.00	380.00
<b>Junior/Senior Season Pass*</b>		Resident	175.00	175.00
		Base	190.00	190.00
<b>Corporate Season Pass*</b>		Resident	475.00	475.00
		Base	500.00	500.00
<b>RC Add-on Season Pass*</b>		Resident	150.00	150.00
		Base	150.00	150.00
<b>Fat Bike Season Pass (new)</b>			N/A	150.00
<b>GR Nordic Clubhouse Lounge (only)</b>	4 Hour Block	Resident/Non-Profit	175.00	175.00
		Base	250.00	250.00
	Full Day	Resident/Non-Profit	350.00	350.00
		Base	500.00	500.00
<b>GR Nordic Dining Room-Add On</b>	4 Hour Block	Resident/Non-Profit	105.00	105.00
		Base	150.00	150.00
	Full Day	Resident/Non-Profit	175.00	175.00
		Base	250.00	250.00
*These are in-season rates. Discounts may apply for early bird and pre-season.				

Carter Park Rental Rates		2017 Approved		2018 Proposed
<b>Pavilion</b>	4 Hour Block	Resident/Non-Profit	\$ 120.00	\$ 126.00
		Base	230.00	300.00
	Full Day	Resident/Non-Profit	230.00	242.00
		Base	450.00	600.00
<b>Covered Patio</b>	4 Hour Block	Resident/Non-Profit	80.00	84.00
		Base	155.00	200.00
	Full Day	Resident/Non-Profit	150.00	158.00
		Base	300.00	400.00
<b>Entire Facility (Pavilion &amp; Patios)</b>	4 Hour Block	Resident/Non-Profit	200.00	210.00
		Base	400.00	525.00
	Full Day	Resident/Non-Profit	375.00	394.00
		Base	750.00	1000.00
<b>Volleyball Courts</b>	Block	Resident/Non-Profit	22.00	23.00
		Base	44.00	46.00
	Full Day	Resident/Non-Profit	44.00	46.00
		Base	88.00	92.00
<b>Playing Field</b>		Resident/Non-Profit	24.00	25.00
		Base	42.00	44.00

Tennis Court Rental Rates		2017 Approved		2018 Proposed
<b>Indoor Courts-Year Round</b>	Per hour/per court	Online	\$ 32.00	\$ 32.00
		In-person	36.00	36.00
<b>Outdoor Courts-Summer-Hard Courts</b>	Per hour/per court	Online	14.00	14.00
		In-person	20.00	20.00
<b>Outdoor Courts-Summer-Clay Courts</b>	Per hour/per court	Online	18.00	18.00
<b>Tennis Court Rental Punch Pass-30 Punch</b>				
<b>Senior Tennis Drop-In Rate</b>			10.00	15.00
<b>Mixed Doubles Drop-In Rate</b>			10.00	15.00
<b>Pickelball Drop-in Rate (new)</b>			N/A	5.00

Ice Arena Pass Fees		2017 Approved		2018 Proposed
<b>General Admission</b>		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
<b>10 Punch Pass</b>		Adult	84.00	84.00
		Adult w/o Skates	56.00	56.00
		Youth/Senior	70.00	70.00
		Youth/Senior w/o Skates	42.00	42.00
		Hockey or Freestyle	95.00	95.00
		Hockey or Freestyle w/o Skates	70.00	70.00
<b>3 Punch Pass</b>		Adult	29.00	29.00
		Adult w/o Skates	19.00	19.00
		Youth/Senior	24.00	24.00
		Youth/Senior w/o Skates	14.00	14.00
		Hockey or Freestyle	34.00	34.00
		Hockey or Freestyle w/o Skates	24.00	24.00
<b>One Year Membership-Adult</b>	Resident		365.00	365.00
	Base		400.00	400.00
<b>One Year Membership-Youth/Senior</b>	Resident		330.00	330.00
	Base		365.00	365.00
<b>One Year Membership-Family</b>	Resident		550.00	550.00
	Base		600.00	600.00
<b>Drop-In Hockey (per visit)</b>			10.00	10.00
<b>Stick n Puck (per visit)</b>			10.00	10.00
<b>Free Style (per visit)</b>			10.00	10.00
<b>Skate Sharpening Pass</b>		10 Punch	50.00	50.00
<b>Misc. Fees</b>		Skate Rental	4.00	4.00
		Helmet Rental	2.00	2.00
		Stick Rental	3.00	3.00
		Skate Sharpening	7.00	7.00
<b>Ice Artificial Turf Rental (New)</b>	Per Hour	In-County	N/A	68.00
		Out of County	N/A	89.00
		Non-Profit	N/A	47.00
<b>Ice Rentals-Per Hour</b>	Indoor	Non-Profit	200.00	210.00
		Adult Leagues/Teams	215.00	225.00
		Resident	215.00	225.00
		Base	242.00	254.00

Ice Arena Pass Fees-continued		2017 Approved		2018 Proposed
<b>Ice Rentals-Per Hour</b>	Outdoor	Non-Profit	110.00	115.00
		Adult Leagues/Teams	131.00	137.00
		Resident	131.00	137.00
		Base	137.00	143.00
<b>Ice Arena Facility Rental*</b>		Resident/Non-Profit	600.00	630.00
		Base	1000.00	1050.00

\*rate includes all rooms, ice use, locker rooms and skate rentals



## 2018 Golf Rate Schedule

*as of 07.17.17*

Daily Green Fees	Low Season	Shoulder Season	High Season
	Opening-June 14 and Sept. 17-Closing	June 15-21 and Sept. 4-16	June 22-Sept. 3
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*	35.00	35.00	35.00
18 Hole Replay Rate*	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

\*Valid for full rack rate customers

Cart Fees	Low Season	Shoulder Season	High Season
9 Holes	\$ 10.00	\$ 10.00	\$ 10.00
18 Holes	18.00	18.00	18.00

Pass Cards	Cost	# of Rounds	Cost/Round
Resident (Valid Breck. Residents Only)	\$ 440.00	10 Rounds	\$ 44.00
Five Play (Valid Upper Blue and Breck Residents)	265.00	5 Rounds	53.00
Summit/Park County (Resident 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 County	230.00	10 Rounds	23.00
Junior Add On	140.00	After 4pm	N/A
Bring A Friend 9 Holes	32.00 Low/45.00 High	Season	
Bring A Friend 18 Holes	58.00 Low/81.00 High	Season	
Seasonal Renters- 10 Rounds Total (Valid for Persons with Minimum 14 day lease in Breckenridge/Upper Blue	850.00	10 Rounds-Includes Green Fee and Cart Fee	

Group Outing Rates	Rate Determined by time of day, # of players, and Month	
High	\$ 125.00	Includes green fee, cart fee and range balls
Low	79.00	Includes green fee, cart fee and range balls
Shoulder	85.00	Includes green fee, cart fee and range balls
Charity	50.00	Includes green fee, cart fee and range balls

Marketing Partner Rates		
18 Holes Low Season- Opening - June 14 and Sept 11 to season end	73.00	Includes green fee, cart fee and range balls
18 Holes Shoulder Season - June 15-30 and Sept 1-9	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 Only = 18 holes with cart

Stay and Play Rates	Low Season	Shoulder Season	High Season
Unlimited*	N/A	N/A	470.00
Triple Threat*	N/A	N/A	351.00
27-Hole Lodging Special**	105.00	125.00	160.00

\*green fee, cart fee, and range

\*\*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 07.13.17

### 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)

*Rates subject to change. Stay informed at [www.TownofBreckenridge.com](http://www.TownofBreckenridge.com)*

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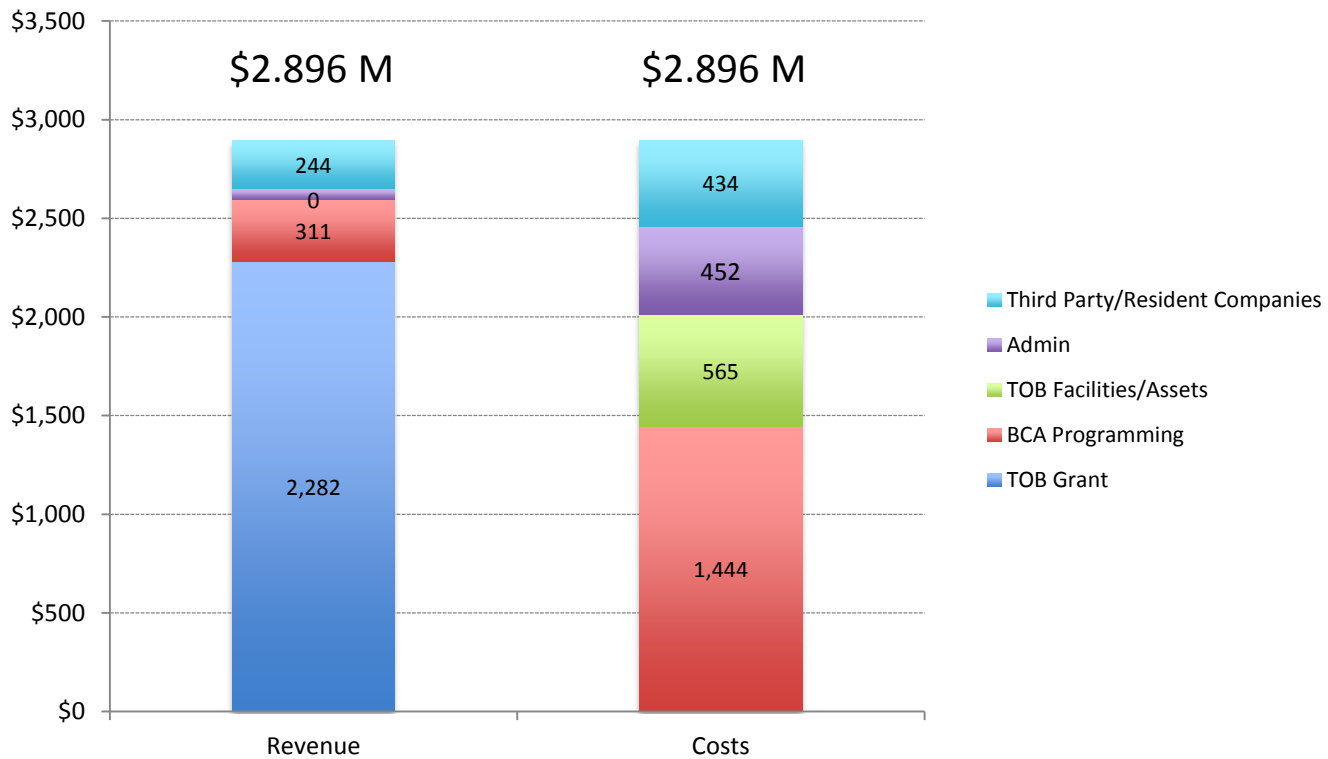
# Breckenridge Creative Arts

## 2018 Budget-First Pass

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

# Breckenridge Creative Arts 2018 Budget-First Pass

## Revenue and Expenses by Layer





# TOB Funding vs Earned/Contributed Revenue

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

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

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

Breckenridge Heritage Alliance  
2018 Operating Budget - DRAFT

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

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

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

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

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

**2018 Budget**

	2017 Budget	2017 Forecast as of July 31, 2017	2018 Budget	2017 Budget to 2018 Budget Variance
<b>Income:</b>				
ToB	\$4,125,115 *	\$4,125,115	\$4,569,616 *	\$444,501
BSR	\$150,000	\$150,000	\$150,000	\$0
OTA Mkt Surcharge	\$68,000	\$75,000	\$75,000	\$7,000
BITO misc revenue	\$10,000	\$4,860	\$15,000	-\$10,000
Camp 9000	\$12,000	\$12,000	\$15,000	\$3,000
Advertising Co-Op	\$38,500	\$0	\$38,500	-\$38,500
Events Revenue	\$440,200	\$445,092	\$440,500	\$300
Events Sponsorship	\$105,000	\$545,200	\$88,500	-\$12,000
SEPA			\$533,592	-\$11,700
Ski.com Profit Share	\$70,000	\$1,800	\$2,100	\$2,100
Welcome Center Retail Sales	\$60,000	\$50,000	\$10,000	-\$60,000
Welcome Center/Act/Lodging	\$54,700	\$114,700	\$58,000	-\$2,000
One Breckenridge	\$8,750	\$37,719	\$38,660	-\$16,040
Breck Pride Income	\$2,300	\$7,500	\$7,500	-\$1,250
Interest	\$1,440	\$1,000	\$0	\$0
<b>TOTAL INCOME</b>	<b>\$5,144,565</b>	<b>\$5,020,026</b>	<b>\$5,460,376</b>	<b>-\$1,300</b>

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

**NET INCOME After Capital**      **-\$199,336**      **150,000 new website (approved)**      **Key Changes:**

**\* Includes Dewtour**      **10,000 Big Beers (approved)**      **20,000 March Pride Presentation (approved)**      **(297,467 Balance offset with retained earnings/contingency)**

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## 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.

**Breckenridge Grand Vacations Community Center (BGVCC)** – A historic building owned and renovated by the Town, with a January 2015 grand opening. The building houses the Summit County South Branch Library, the Speakeasy Movie Theatre, several non-profit offices, an archive room for the Breckenridge Heritage Alliance, as well as community rooms available for public use.

**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.

**Great Outdoors Colorado (GOCO)** – Through a constitutional amendment (Article XXVII of the Colorado Constitution), GOCO invests a portion of Colorado Lottery proceeds into a trust fund to help preserve and enhance the state's parks, trails, wildlife, rivers and open spaces. The Amendment also created the State Board of the

Great Outdoors Colorado Trust Fund to distribute those funds.

**Health Reimbursement Account (HRA)** – An employer-funded group health plan from which employees are reimbursed tax-free for qualified medical expenses up to a fixed dollar amount per year. Unused amounts may be rolled over to be used in subsequent years. The employer funds and owns the account. Health Reimbursement Accounts are sometimes called Health Reimbursement Arrangements.

**Health Savings Account (HSA)** - A personal savings account available to taxpayers in the United States who are enrolled in a high-deductible health plan (HDHP). The employee owns the account and unspent funds are available in subsequent years, into retirement. The funds contributed to an account are not subject to federal income tax at the time of deposit.

**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.

**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.

**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.

RESOLUTION NO. 31

SERIES 2017

A RESOLUTION ADOPTING THE 2018 BUDGET  
AND MAKING APPROPRIATIONS THEREFOR; AND APPROVING THE 2018-2022  
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 2018 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 2018-2022 Capital Improvement Plan, as proposed by the Town Manager and as amended by the Town Council, is approved.

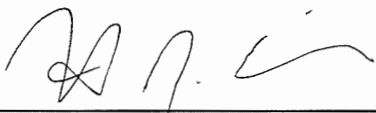
Section 3. All fees and charges contained in the 2018 operating budget are approved and adopted. Such fees shall become effective January 1, 2018. Further, the Town Manager may implement any of the other fees and charges contained in the 2018 operating budget prior to January 1, 2018 if the Town Manager 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 28th day of November, 2017.

ATTEST:

TOWN OF BRECKENRIDGE



Helen Cospolich, CMC, Town Clerk



Eric S. Mamula, Mayor

APPROVED IN FORM



Town Attorney

11/28/17

Date

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Breckenridge  
Colorado**

For the Fiscal Year Beginning

**January 1, 2017**

*Christopher P. Morrill*

Executive Director

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