

Adopted Annual Budget

For the year ended December 31, 2021

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Town of Breckenridge, Colorado



TOWN OF
BRECKENRIDGE

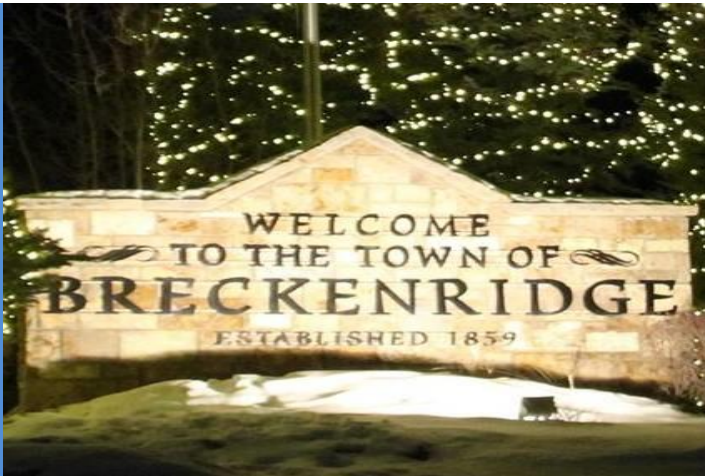
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2021 BUDGET MESSAGE



The Town of Breckenridge annual budget for fiscal year 2021 is hereby submitted.

At the beginning of the 2021 budget cycle, the Town was just beginning to realize the enormity of the challenges associated with the global COVID-19 pandemic. As the weeks passed, our budget process was continually influenced by the crisis. Council and staff were confronted with many operational challenges as well. From a budgeting prospective, we had to both make operational changes for 2020 and understand how those changes would carry forward into 2021. The result is contained in these pages; we are very proud of how we helped steer our Town through this historic event as it started and as we move forward into 2021.

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. The impacts of COVID-19 on our revenue sources was the first area of focus for our team. No one could really know what the impacts would be, but we knew changes had to be made to our plans. We constructed a contingency budget that allowed for as much as a 40% decrease in revenues without requiring the Town to reduce fund balances to levels below our discretionary reserves.

Breckenridge has experienced steady growth in this area since the end of the Great Recession in 2011. However, our revised projections due to the pandemic reflect an end to that growth for now. Excise fund sales tax revenues have climbed from \$12.7M in 2011 to a projected \$22.4 in 2021. The 2020 projected amount for this revenue source was \$24.8M. We are anticipating that COVID-19 will have a continued downward impact on our main revenue sources through 2021. Real Estate Transfer Tax (RETT) surprised us by having its best year ever, coming in at \$7.8M in 2020. As has been the Town's practice for many years, we are budgeting conservatively for RETT in 2021 at \$5.5M. More information about where the Town projects revenue over the next 3 years can be found in the 'Three Year Financial Forecast,' which is located in the Appendix of this budget document (beginning on pg. 205).

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 2021 budget process. The 2021 budget year will be the fourth for the Health Benefits fund. This new fund was created in 2018 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 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.



SUSTAINABLE BRECK

Breckenridge is a beautiful place. And we're committed to keeping it that way, with sustainable practices that are easy for guests and residents to embrace.

Please consider the following:

-  Pack your reusable bags when you come to Breck or take this limited edition Breck Reusable Bag with you when you shop. You'll eliminate bag fees at checkout.
-  Ditch the plastic—our water's fantastic! Use reusable water bottles. Breckenridge's water is pure and delicious—we are at the headwaters of the Colorado River.
-  Reduce, reuse, recycle.
-  Use the Town's free transit system, "Breck Free Ride", to get around Town.
-  Walk to your destination! Our downtown is within easy walking distance of many lodging accommodations.

Did you know?
It takes up to 1,000 years for a plastic bag to degrade. When it does, it is simply broken down into tiny plastic particles that remain in the environment indefinitely, some finding their way into water bodies and the ocean, eventually being ingested by sea life and entering the food chain.

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.

Issues Impacting the Development of the 2021 Budget

As mentioned in the introduction above, COVID-19 was the main factor in developing the 2021 budget. We developed estimates using actual results from March through June of 2021 as those months were heavily impacted by the crisis. But the reality is we are still just making guesses about the future; our focus is less on adhering to predictions and resulting plans, and more on remaining dynamic and responsive as we learn more about how our local and national economies are reacting to COVID-19.

Another important factor in compiling the Town of Breckenridge annual budget is the most recent goals set by the Town Council. Currently, these goals include: Balanced, year-round economy; Breckenridge authentic character and brand; More boots & bikes, less cars; Sustainable practices. Please see the Top Council Goals in Appendix 3 (pg 203) for more details on processes related to these priorities.

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 remotely to the Town Council on October 13, 2020. The budget was discussed during the budget retreat on October 13th and

further reviewed by the Town Council through the month of November, including two public hearings, leading up to its formal adoption on November 24th, 2020.

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. Obviously for 2021, this included a large degree of estimation as a result of the pandemic.

As of this writing, the national unemployment rate is at 6.3%, up from 3.5% at the same time last year. This is a result of the pandemic, and even though our local economy has done better than we thought back in April 2020, this economic factor is still lurking as a potential threat to the national economy.

The Colorado economy has an unemployment rate of 10.6%, up from last year's 2.5%. As with the national economy, this factor keeps our budget team in a very conservative mode.

The local Breckenridge economy showed some surprising resilience through the 2020 COVID-19 months. Our Excise fund ended the year at 102% of budget due to the RETT revenue stream ending at \$7.8M. This result is partially due to our conservative budgeting practice of estimating revenues at 1% over current year. We also had a very successful "Walkable Main Street" summer program that allowed for increased outdoor dining opportunities.



Trends in Revenues and Expenditures

Due to the pandemic, recent trends in revenues have much less bearing on our future revenue estimates. We functionally reset our trending models by using estimates for the 2020 months that remained after the pandemic hit, and then trending that forward into 2021. For example, January 2020 exhibited continued revenue growth in 2020, but we trended our January 2021 estimates based on the revenue decreases we saw in the later months of 2020. But even this involves some guesswork, as summer months do not correlate with winter months in our resort community.

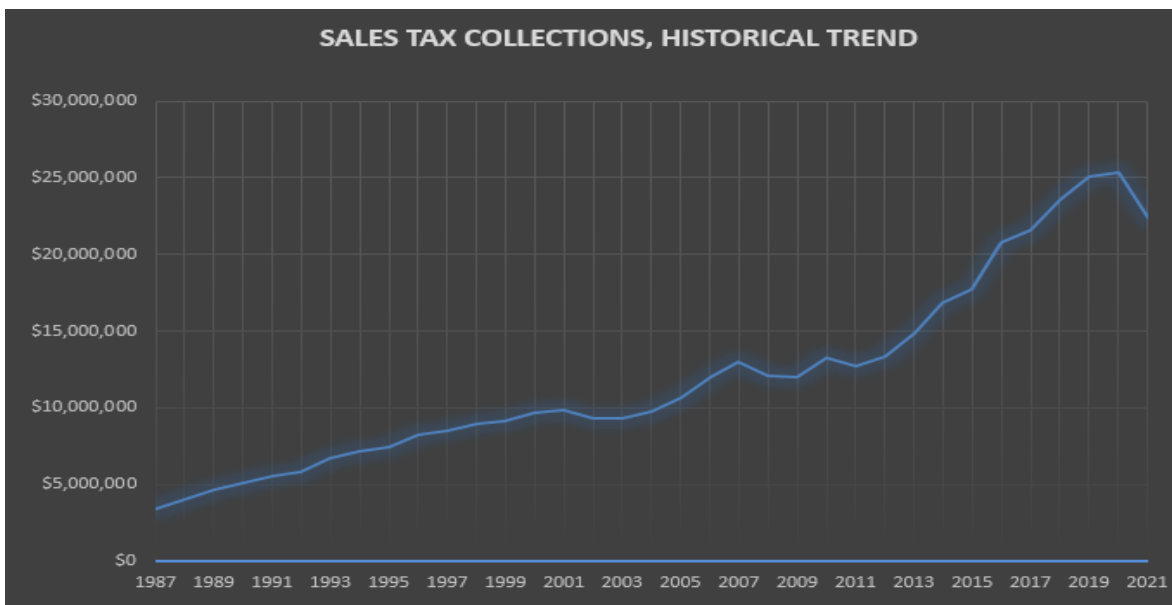
We estimated 2021 revenues month by month, using 2019 as a base year. 2019 was chosen since it is the last normal year we have on record. COVID-19 disrupted our March and April results severely, with March

closures resulting in a 50% revenue decrease, and April decreased 65%. However, we are not anticipating such drastic closures in 2021. As such, it makes the most sense to estimate decreases from 2019.

On the expenditure side, the Town is facing many challenges on several fronts. While revenue projection revisions required large-scale forecasting, expenditure modification is more concrete. When we froze annual merit increases during 2020 in response to the pandemic, the impacts were relatively easy to measure. In that sense, expenditure reductions are more predictable. We made many reductions to the 2020 budget in terms of operational decreases, and we are carrying the vast majority of those forward in 2021. As such, this gives us a higher degree of predictability for 2021 expenditure levels.

Sales Tax

Sales tax is our single most important revenue stream, accounting for almost 18.5% of our 2021 budgeted revenues.



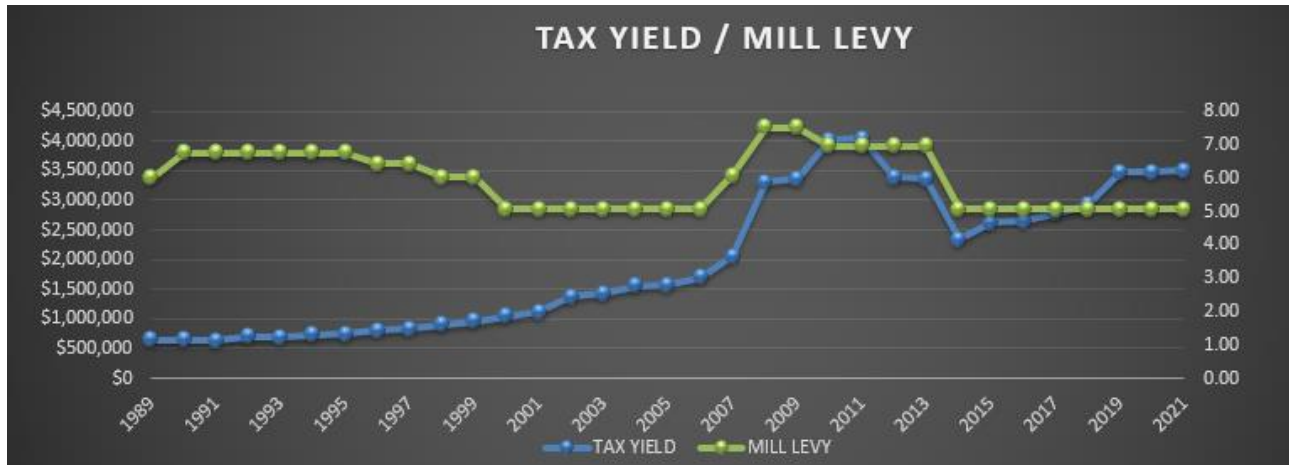
** One-time settlement of \$1.3 million received in 2010 due to a correction in sales taxes payments collected by the state and erroneously paid to another taxing jurisdiction.*

For the purposes of the 2021 budget, we modeled our sales tax revenue stream month by month. This is not a practice we have ever used, but we felt the unique nature of the challenges facing the Town required a more granular approach. We assumed larger decreases from 2019 in winter months and, based on our successful 2020 summer, a 2021 summer season flat to 2020. The result is the first budgeted predicted dip on the sales tax revenue stream since the Great Recession.

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 2021, we are budgeting \$3.5M. Property tax appears that it will weather the COVID-19 storm better than most of our other major revenue sources. As mentioned above, RETT has remained strong and that bodes well for this revenue source as well.

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



Real Estate Transfer Tax (RETT)

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

We budget for RETT differently than we budget for other excise tax revenue streams. Staff builds a revenue estimate for ‘one-off’ projects for the upcoming budget year. Then we create a base level expectation of the ‘churn,’ or sales of existing properties. We then add the two to come up with the next year’s RETT forecast. As a result, RETT forecasts can be lower in a budget year than the current year, but not necessarily reflect a downturn in the local real estate market. Big projects coming into inventory can skew these numbers.

We continued our conservative approach to budgeting RETT for 2021. The 2021 budget figure of \$5.5M reflects that philosophy, but is also based on anecdotal evidence of future real estate activity, such as information from Title Companies that we probe for detailed feedback.

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 2021 we are forecasting a 20% decrease from the 2020 budget figure. This is meant to anticipate any potential closures due to the pandemic which have an outside impact on this revenue stream. The graph below shows the trends of the tax in the Excise fund.



Funds Overview

This section of the 2021 Budget Message will give overviews of each of the Town’s eighteen 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 2021 has a budget plan that includes maintain operational cuts from 2020. With the exception of potentially restoring merit increases for staff, the different departments providing services are expected to continue cost cutting measures such as reduced training expenses and holding the line on supplies expenses.

Council has also allowed for very generous local business grants out of the General Fund. These were first administered in April of 2020, and we are now on our third round of grants. We continue to monitor our fund balances carefully to ensure the amount of aid given will not adversely impact our ability to provide services going forward.

Excise Fund

The major revenues in the Excise fund are summarized below.

	2020 Budget	2020 Projected	2021 Budget
Sales Tax	\$25,345,100	\$21,180,864	\$19,136,853
Accommodations Tax	3,726,500	3,385,521	2,956,104
RETT	5,700,000	6,993,823	5,500,000
TOTAL	\$ 34,771,600	\$31,560,208	\$27,592,957

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 \$12.4 million for 2020.

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.

The effects of the pandemic can clearly be seen in the table above. The reductions from 2020 budget in terms of both 2020 projected figures as well as anticipated 2021 revenue levels are due to COVID19. As of this writing, we believe we will do better than projected in 2020. Our philosophy remains to be dynamic and to be able to respond to any changes in revenue levels, either up or down.

Capital Fund

In 2020 we made severe reductions to the CIP plan in order to reduce expenses to meet the uncertainty around COVID-19. These included renovations to parks and some way finding projects downtown. We maintained critical infrastructure projects such as road maintenance. For 2021, we have a greatly reduced plan from average years.

Two major projects, the Town's new parking structure and Fiber 9600 projects, are both continuing apace as they are debt funded and as such do not require current Town funds to complete.

For details on the 2021 capital improvement plan, please see Appendix 2.

Marketing Fund

The Council continues to emphasize that marketing efforts are extremely important to the continued success of the Town. In November 2010, Breckenridge voters approved a 1% increase to the Town's 2.4% accommodations tax. This revenue stream has allowed the marketing spend to be \$4.2M for 2021, down from \$4.8 in 2020. Our marketing partner, the Breckenridge Tourism Office, has also cut costs in response to the pandemic, and that is reflected in the reduced grant amount.



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. The project is now completely done and 100% occupied.

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.

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 2019 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 2021, we are predicting \$546,679 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. Both of these entities have also reduced costs in response to COVID19, just as the BTO has.

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 \$4.0M in revenue from this tax for the 2020-21 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 \$2.5M in capital expenses for 2021 which were approved by Council. Operational expenses for 2021 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.

A major infrastructure project, the construction of a Parking Structure on the South Gondola lot in downtown Breckenridge. The beginning of construction is slated for summer 2020. This represents the end of a process that began with the approval of the lift ticket tax in 2016. The construction phase is planned for roughly 18 months, and the structure will be placed in operation during 2021. As mentioned above, the progress on this project has not been affected by COVID-19. The project is debt funded.

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. As of this writing, the facility is in operation, and has been delivering water since June of 2020.

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 2021 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 progress being made on this project, 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 2021 plans are pretty mellow, with capital plans comprising some equipment purchases. 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.

The Town placed two all-electric busses in service during 2019, making us the only mountain community to have such vehicles in our fleet. So far the buses have only had some minor issues in our austere, frigid, snowy, yet beautiful environment.

Information Technology

For 2021, the IT fund is planning on 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.

Assisting our Council, staff, and citizens with new remote meeting capabilities has been a major challenge for the group. This challenge has been met so far with minimal expense. However, long term solutions for these factors still need to be devised.

Facilities Fund

The Facilities fund is responsible for planning major repairs and maintenance projects to the Town's considerable physical plant. For 2021, the fund will administer the needs of the Town facilities as required. There are no major projects scheduled.

Health Benefits Fund

The Health Benefits fund was created to better track and predict the cost of our employee health plan. Departments and divisions 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 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

The challenges of COVID-19 have hit the Town of Breckenridge very hard, just as with the rest of our State, Country, and world. Our responses were quick and effective. We have been able to maintain a sustainable level of services, while engaging in special efforts to assist local residents and businesses. These efforts include Walkable Main Street and the Grants programs mentioned above. Our budget for 2021 reflects the changes we made in 2020, but we stand ready to change our plans should that be necessary.

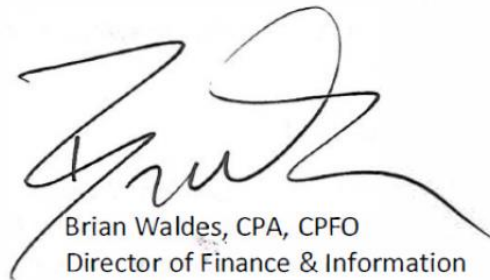
Acknowledgements

This budget cycle was exceptionally challenging. Not only were we dealing with the challenges associated with COVID-19, but also with the very real challenge of meeting remotely for all of our review meetings. We utilized a new software package, as well as modified the process as much as we could to streamline the budget schedule. The result is what we believe is a very sound budget plan that will carry us through 2021 and hopefully into a period of normalcy sooner than later. We on the budget team would like to thank Staff and Council for their phenomenal understanding and adaptability in the face of these challenges.

Respectfully submitted,



Rick Holman
Town Manager



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



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

Town Council

Eric Mamula, Mayor

Jeffrey Bergeron, Mayor Pro Tem

Erin Gigliello

Dick Carleton

Kelly Owens

Dennis Kuhn

Carol Saade

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 that 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.

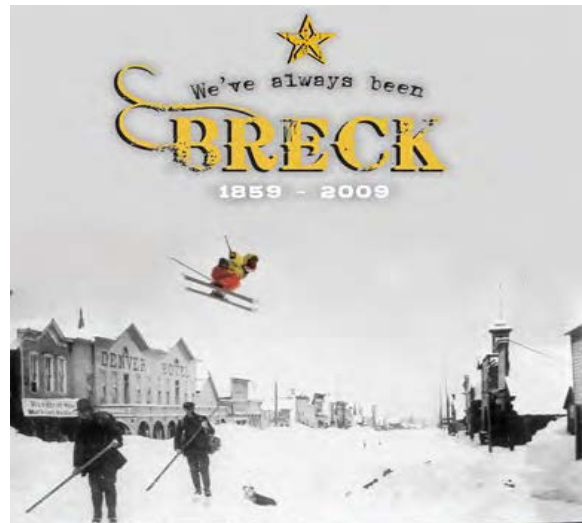
The region was home to one of the most famous Methodist ministers in Colorado history—Reverend John Lewis Dyer. Known as the “Snowshoe Itinerant,” John Dyer walked and skied his way through the mountains, bringing the gospel to those who might not otherwise hear it. Carrying heavy canvas sacks of mail 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
616 acres of town-owned land set aside for open space
56 acres of community parks

Amenities:

Restaurants and Bars – 105
Shops/Boutiques – 251
Liquor/Grocery Stores – 10
Historic District Structures – 250
Hotels/Inns/Bed & Breakfasts – 9
Accommodation Units – 3,783
Parks – 7 parks, 1 preserve
Nordic Centers – 2
Skating Rinks – 1 indoor, 1 outdoor
Golf Course – 1 public (27-holes)
Tennis Courts – 2 indoor / 12 outdoor summer
Museums/Art Galleries – 16
Libraries – 1
Churches – 6
Fitness Facilities – 3
Whitewater Kayak Park – 1
Ball Fields -2
Soccer Fields – 2
Performing Arts Theater/Amphitheater – 2 (Riverwalk Center, Backstage Theater)
Movie Theater - 1
Daycare Centers – 4
Public Parking Lots – 13

Average Temperatures:

Summer

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

Winter

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

Weather Averages per Year:

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



Demographics:

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



2010 Breckenridge Population by Age:

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

Breckenridge 2010 Housing Units: Occupied versus Vacant

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

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

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

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

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

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

Breckenridge housing overview

The data is based upon 2010 estimates.

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

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

Breckenridge cost of living index

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

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

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

Breckenridge employment information

The data is based upon 2010 estimates.

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

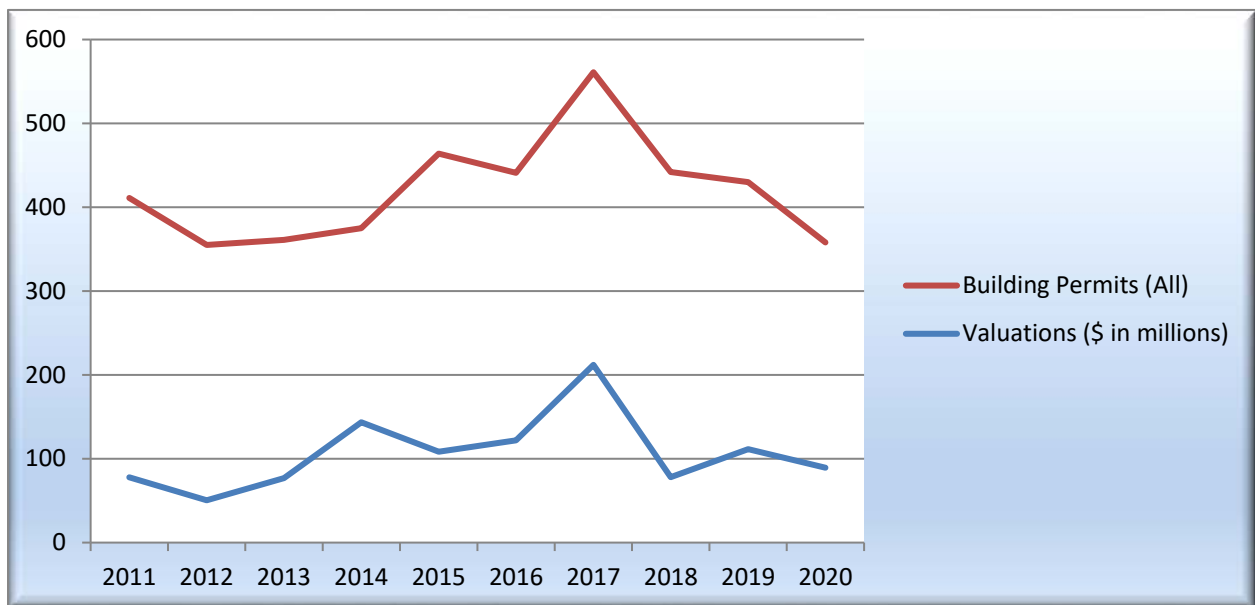
- The income per capita in Breckenridge is 5% greater than the Colorado average and 20.5% greater than the National average.
- The median household income in Breckenridge is 10.4% less than the Colorado average and 3.2% greater than the National average. The median household income in Breckenridge for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

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

In 2019, the number of building permits exceeded that of 2007 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.

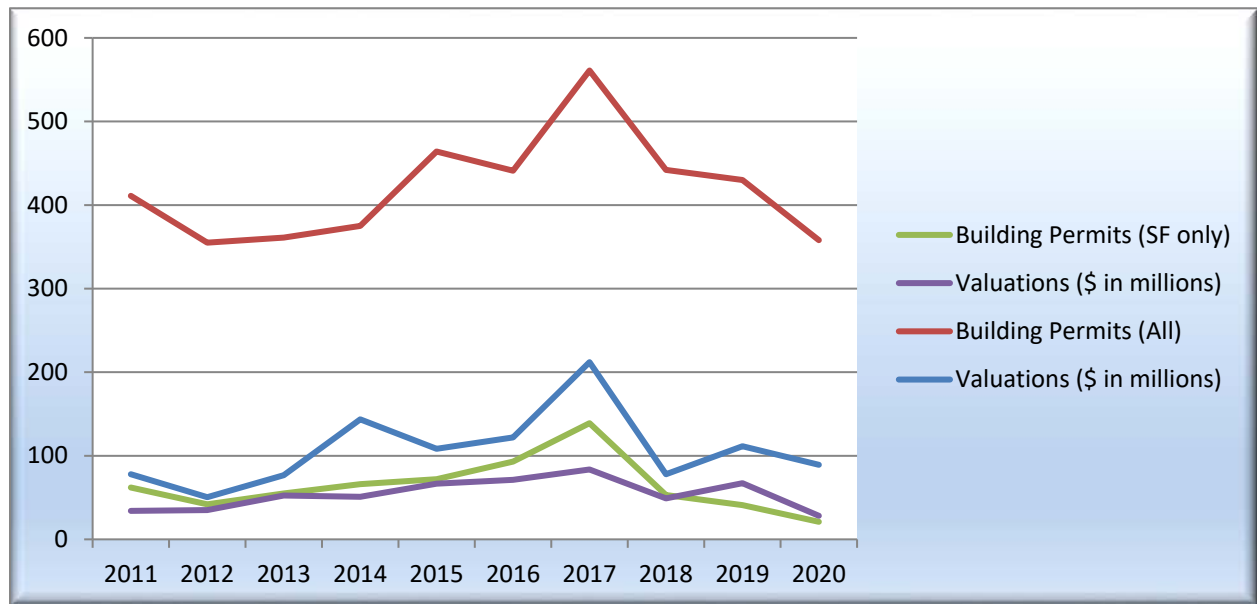
Building Permits:

Year	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Building Permits (All)	411	355	361	375	464	441	561	442	430	358
Valuations (\$ in millions)	77.9	50.5	76.8	143.5	108.3	121.9	212	78	111.4	89.3



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	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Building Permits (SF only)	62	42	55	66	72	93	139	53	41	21
Valuations (\$ in millions)	34.0	34.9	52.4	50.9	66.7	71.2	83.6	49.1	67.1	28.2



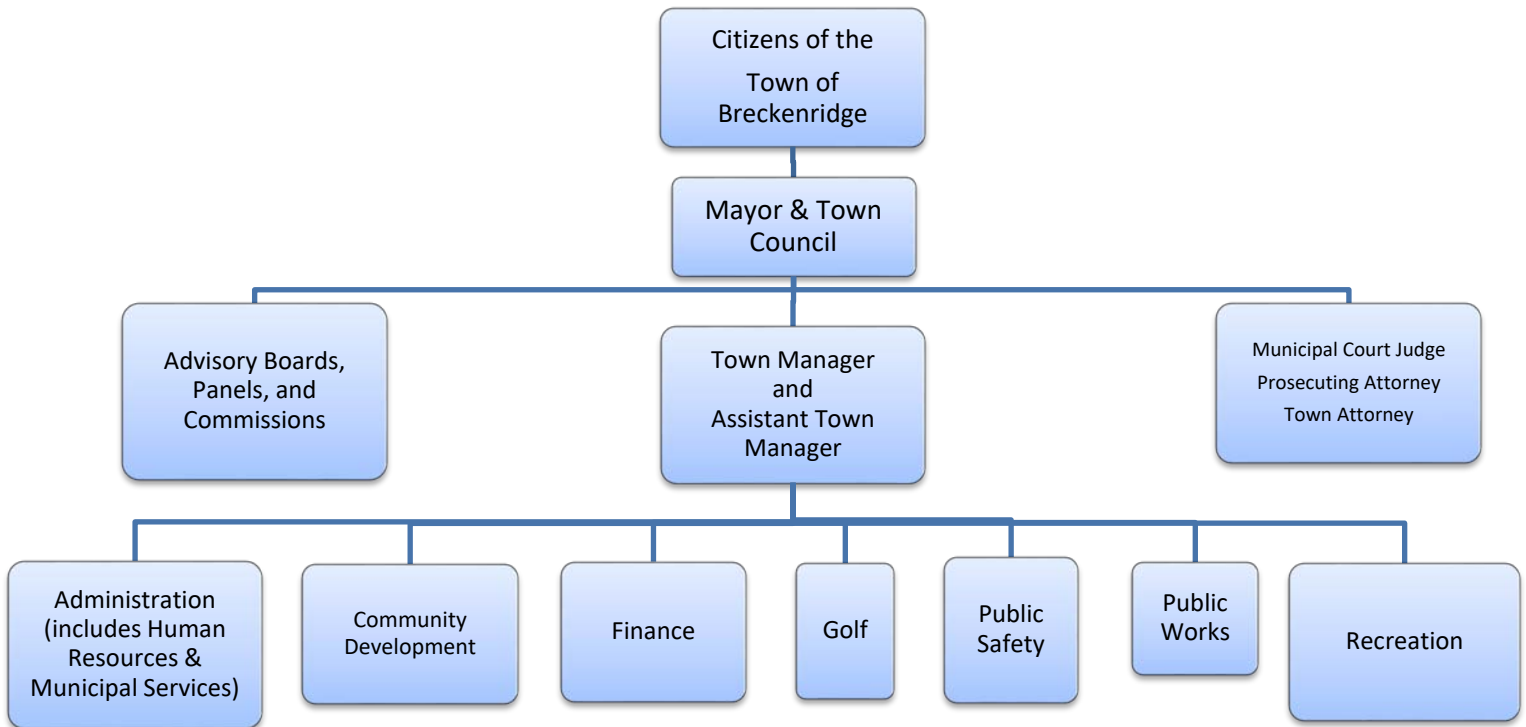
As the Town of Breckenridge is in close proximity to the Breckenridge Ski Resort, tourism is the source of most local employment.

Major Employers:

Rank	Business Name	2020 # of employees	2020 % of Total
1	Vail Resorts, Inc.	2,157	33%
2	Breckenridge Grand Vacations	583	9%
3	Summit County Government	436	7%
4	Town of Breckenridge Government	253	4%
5	Beaver Run HOA / BRICA LLC	212	3%
6	Dillon Companies, Inc. DBA City Market	128	2%
7	Storm Enterprises Inc.	115	2%
8	Breckenridge BBQ DBA Kenosha Steakhouse / Rita's	80	1%
9	Christy Sports	55	1%
10	Breckenridge Building Center	47	1%
Total of Top Ten Employers		4,126	
Total Employees in Town Businesses		6,580	
2020 % Employed by Top Ten Employers		63%	

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 & Marijuana Licensing Authority: Conducts public hearings for consideration of all applications relating to new alcohol beverage and marijuana 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/marijuana 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 land marking. 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 about childcare 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.

Breckenridge Events Committee (BEC): The Breckenridge Events Committee purpose is effectively functioning as the single, primary point of contact for evaluation of (potential) events in the community of Breckenridge against agreed upon event strategies including: driving visitation, media, branding, animation/local community, and revenue.

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.

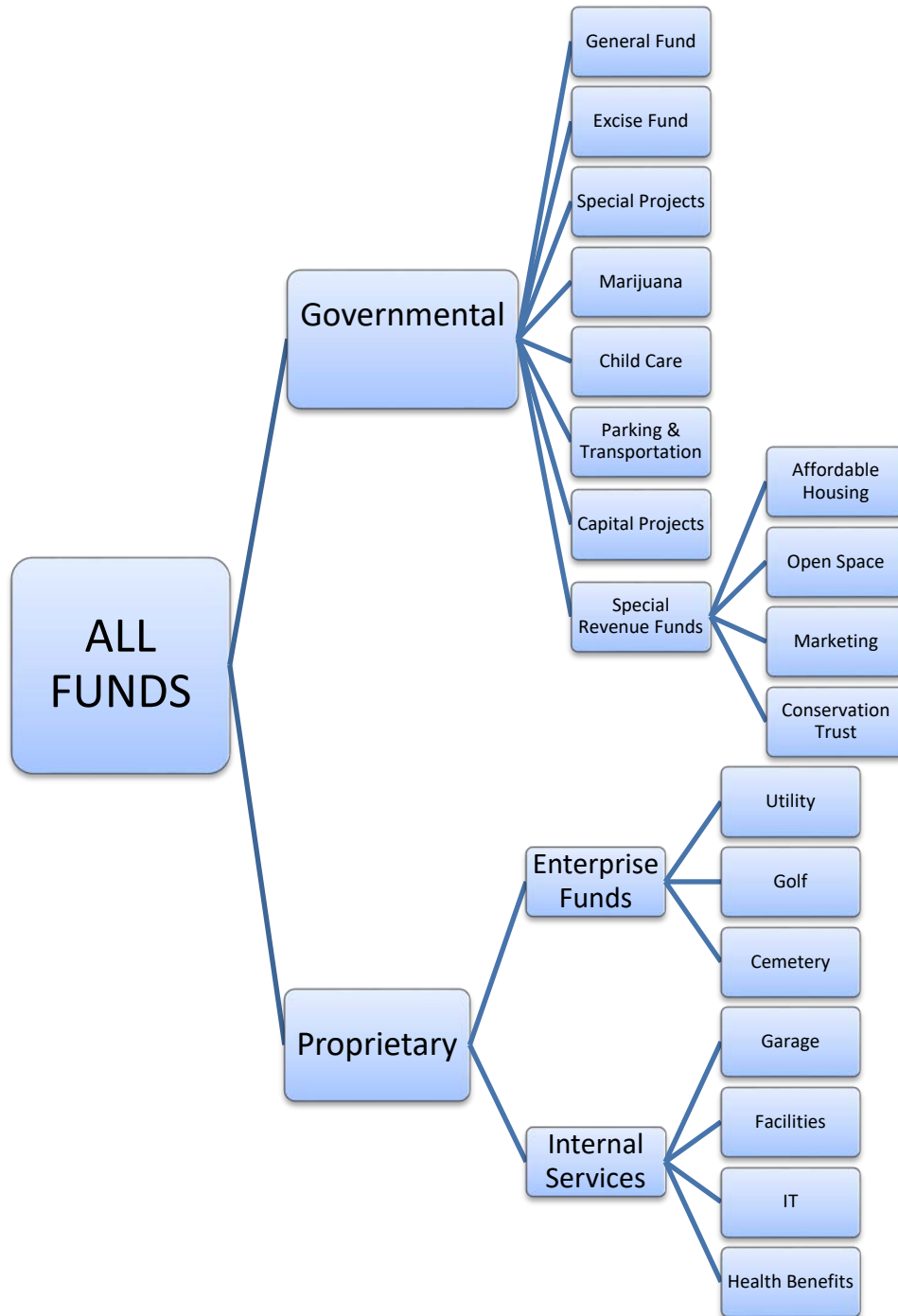
Special Revenue Funds

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 Finance Director shall be responsible for preparing a budget schedule in order to present the Proposed Budget to the Council at the Budget Retreat.

2021 Budget Calendar:

January	Begin Planning for the 2021 Budget
April	Department Heads to discuss major topics in preparation for budget
June	<ul style="list-style-type: none">▪ Budget training and Distribution of Budget Schedule▪ Departments to submit changes to positions or staffing levels to Human Resources▪ Vehicle requests submitted to Public Works▪ Technology requests submitted to Information Technology Department
July	<ul style="list-style-type: none">▪ Fee changes submitted to the Budget Team▪ Revenue estimates submitted to the Budget Team for review▪ Capital Improvement Plan (CIP) distributed to Department Heads for review
August	<ul style="list-style-type: none">▪ Assessors certify total new assessed and actual values for property tax revenues▪ Feedback on Staffing, Vehicle and Technology requests provided to Departments▪ Expense estimates submitted to the Budget Team▪ Departmental Budget Review Meetings▪ Preview of Capital Improvement Projects with Council (Town Charter requires submission of CIP 2 weeks prior to budget submission)▪ Revision and proofing of budget book by Finance and Departments▪ Submit Notice of Budget Delivery and CIP to Council (CRS 29-1-106)

October 15	Submit proposed budget and CIP to Council (Statutory requirement –deliver budget to Council no later than October 15 (CRS 29-1-106))
October 22	Council provides feedback at Budget Retreat
November	Assessor’s changes in assessed valuation will be made by a single notification
November 10	Council certifies Mill Levy, First Reading occurs and Public Hearing on Proposed Budget (TOB charter required deadline of November 15 th)
November 24	At Town Council Meeting, second reading of Mill Levy Ordinance, Second Public Hearing on Operating Budget, and adoption of 2021 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 Division 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.

Bond Rating

In June 2020, Moody's Investors Service affirmed the Town of Breckenridge, CO's Aa1 issuer rating and Aa2 on outstanding certificate of participation debt. Concurrently, Moody's also assigned Aa2 ratings to the town's \$7.1 million Taxable Certificates of Participation, Series 2020A and \$36.7 million Tax-Exempt Refunding and Improvement Certificates of Participation, Series 2020B.

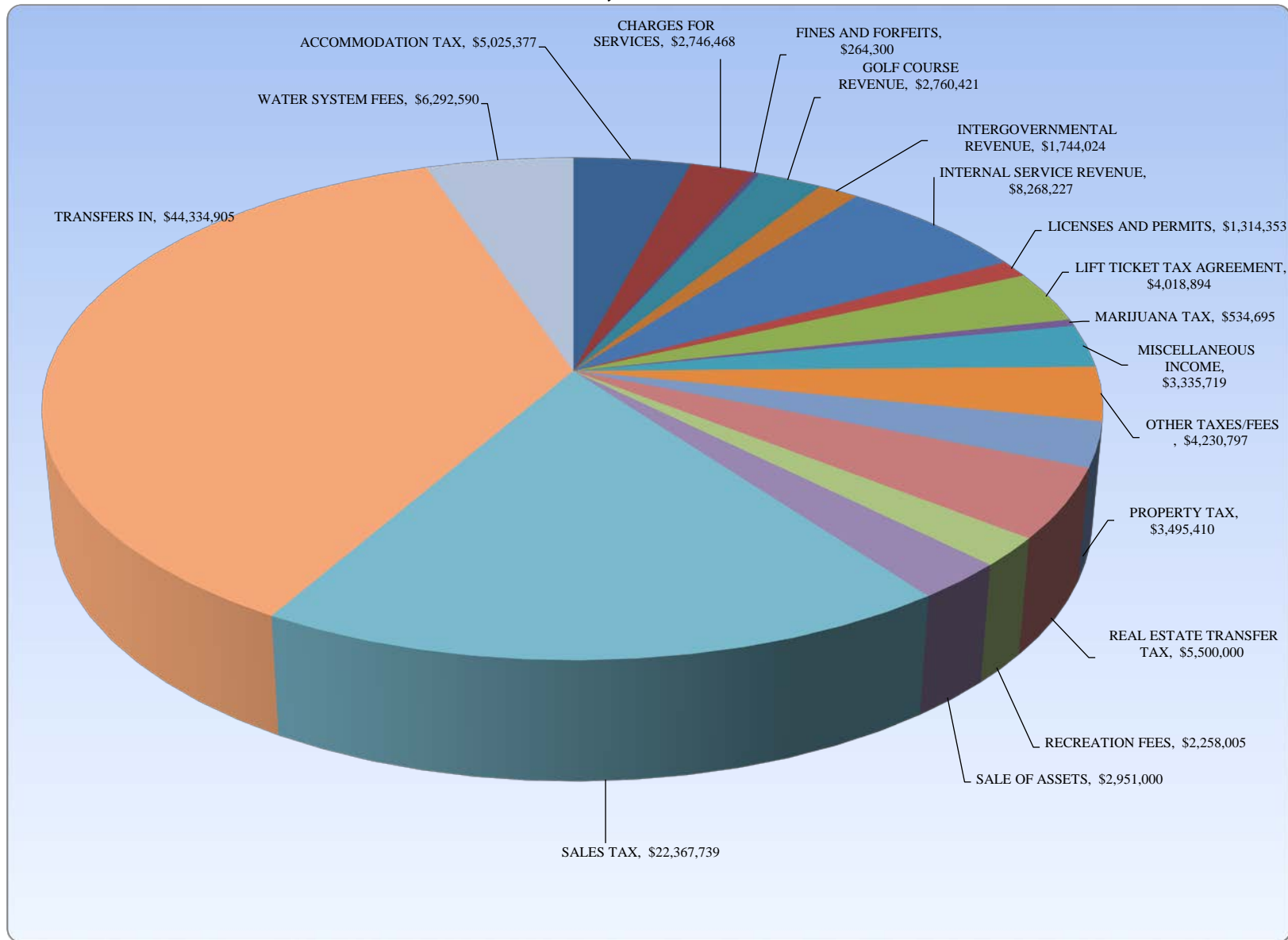
**ALL FUNDS
REVENUE AND EXPENDITURE SUMMARY
INCLUDES TRANSFERS AND FULL APPROPRIATION OF FUND BALANCES**

ALL FUNDS	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
REVENUE SUMMARY				
ACCOMMODATION TAX	\$ 6,633,176	\$ 6,335,100	\$ 5,755,386	\$ 5,025,377
CHARGES FOR SERVICES	\$ 4,149,085	\$ 3,630,867	\$ 2,606,698	\$ 2,746,468
DEBT PROCEEDS	\$ -	\$ 63,875,000	\$ 50,716,961	\$ -
FINES AND FORFEITS	\$ 255,341	\$ 291,800	\$ 281,950	\$ 264,300
GOLF COURSE REVENUE	\$ 3,139,303	\$ 2,660,636	\$ 2,847,771	\$ 2,760,421
INTERGOVERNMENTAL REVENUE	\$ 2,408,555	\$ 1,619,972	\$ 2,734,595	\$ 1,744,024
INTERNAL SERVICE REVENUE	\$ 7,427,344	\$ 8,435,688	\$ 8,211,959	\$ 8,268,227
LICENSES AND PERMITS	\$ 1,641,282	\$ 1,460,409	\$ 1,272,951	\$ 1,314,353
LIFT TICKET TAX AGREEMENT	\$ 3,591,637	\$ 3,731,200	\$ 3,512,721	\$ 4,018,894
MARIJUANA TAX	\$ 634,024	\$ 655,451	\$ 610,102	\$ 534,695
MISCELLANEOUS INCOME	\$ 6,017,228	\$ 2,972,388	\$ 3,939,593	\$ 3,335,719
OTHER TAXES/FEES	\$ 4,569,263	\$ 3,943,471	\$ 4,479,756	\$ 4,230,797
PROPERTY TAX	\$ 2,860,052	\$ 3,472,449	\$ 3,472,449	\$ 3,495,410
REAL ESTATE TRANSFER TAX	\$ 7,166,614	\$ 5,700,000	\$ 6,993,823	\$ 5,500,000
RECREATION FEES	\$ 3,702,868	\$ 3,597,625	\$ 1,541,173	\$ 2,258,005
SALE OF ASSETS	\$ 162,973	\$ 2,228,000	\$ 66,083	\$ 2,951,000
SALES TAX	\$ 30,575,151	\$ 29,818,729	\$ 24,765,269	\$ 22,367,739
TRANSFERS IN	\$ 35,020,550	\$ 85,899,954	\$ 50,917,676	\$ 44,334,905
WATER SYSTEM FEES	\$ 6,629,514	\$ 8,904,037	\$ 5,685,059	\$ 6,292,590
TOTAL REVENUES	\$ 126,583,961	\$ 239,232,776	\$ 180,411,975	\$ 121,442,924
EXPENDITURES by CATEGORY				
PERSONNEL	\$ 24,832,972	\$ 26,396,495	\$ 24,406,052	\$ 21,111,434
MATERIALS & SUPPLIES	\$ 2,982,322	\$ 3,618,774	\$ 2,704,410	\$ 3,055,436
CHARGES FOR SERVICES	\$ 19,289,377	\$ 17,598,687	\$ 15,921,531	\$ 15,609,047
CAPITAL OUTLAY	\$ 26,457,312	\$ 79,066,143	\$ 48,173,092	\$ 11,951,758
FIXED CHARGES	\$ 4,640,738	\$ 5,299,843	\$ 5,087,202	\$ 8,903,038
DEBT SERVICE	\$ 1,169,999	\$ 6,613,246	\$ 8,250,398	\$ 7,149,256
GRANTS/CONTINGENCIES	\$ 3,452,899	\$ 3,256,290	\$ 4,748,547	\$ 3,202,189
TRANSFERS/FULLY APPR. FD BALS	\$ 35,020,550	\$ 87,217,243	\$ 48,848,648	\$ 76,905,490
TOTAL EXPENDITURES	\$ 117,846,170	\$ 229,066,721	\$ 158,139,880	\$ 147,887,648
EXPENDITURES BY PROGRAM (GF=programs in the General Fund)				
GENERAL GOVERNMENT (GF)	\$ 9,482,325	\$ 2,863,278	\$ 4,282,431	\$ 3,455,147
FINANCE (GF)	\$ 1,048,393	\$ 1,146,200	\$ 1,006,976	\$ 1,167,664
PUBLIC SAFETY (GF)	\$ 3,514,781	\$ 4,063,982	\$ 3,676,026	\$ 3,768,044
COMMUNITY DEVELOPMENT (GF)	\$ 1,928,141	\$ 2,086,856	\$ 1,955,156	\$ 1,857,668
PUBLIC WORKS (GF)	\$ 8,336,814	\$ 8,635,896	\$ 8,212,607	\$ 8,038,131
RECREATION (GF)	\$ 5,521,736	\$ 5,976,420	\$ 5,030,276	\$ 5,331,548
UTILITY FUND	\$ 2,934,249	\$ 10,096,143	\$ 13,345,138	\$ 12,907,197
CAPITAL FUND	\$ 19,420,410	\$ 72,322,585	\$ 38,247,523	\$ 32,515,568
MARKETING FUND	\$ 4,782,002	\$ 4,936,371	\$ 4,044,377	\$ 4,241,612
GOLF COURSE FUND	\$ 2,729,422	\$ 2,501,074	\$ 2,306,355	\$ 2,444,802
EXCISE TAX FUND	\$ 31,481,761	\$ 29,211,414	\$ 21,715,188	\$ 20,182,062
HOUSING FUND	\$ 2,247,936	\$ 7,006,560	\$ 6,103,932	\$ 11,312,936
OPEN SPACE ACQUISITION FUND	\$ 1,770,448	\$ 2,800,681	\$ 3,145,498	\$ 2,167,948
CONSERVATION TRUST FUND	\$ 50,000	\$ 65,000	\$ 65,000	\$ 55,000
GARAGE SERVICES FUND	\$ 3,070,990	\$ 3,464,951	\$ 1,578,122	\$ 2,240,614
INFORMATION TECHNOLOGY FUND	\$ 1,399,898	\$ 1,556,126	\$ 1,283,088	\$ 1,478,841
FACILITIES MAINTENANCE FUND	\$ 728,958	\$ 710,027	\$ 710,027	\$ 31,142
SPECIAL PROJECTS FUND	\$ 3,747,483	\$ 4,383,603	\$ 3,237,332	\$ 2,655,695
MARIJUANA FUND	\$ 455,787	\$ 693,721	\$ 683,825	\$ 538,854
CEMETERY FUND	\$ -	\$ 20,000	\$ 20,000	\$ 7,500
CHILD CARE FUND	\$ 871,443	\$ 844,008	\$ 947,873	\$ 859,642
PARKING & TRANSPORTATION FUND	\$ 8,007,040	\$ 60,023,464	\$ 32,873,175	\$ 26,961,872
HEALTH BENEFITS FUND	\$ 4,316,153	\$ 3,658,361	\$ 3,669,955	\$ 3,668,161
TOTAL EXPENDITURES	\$ 117,846,170	\$ 229,066,721	\$ 158,139,880	\$ 147,887,648

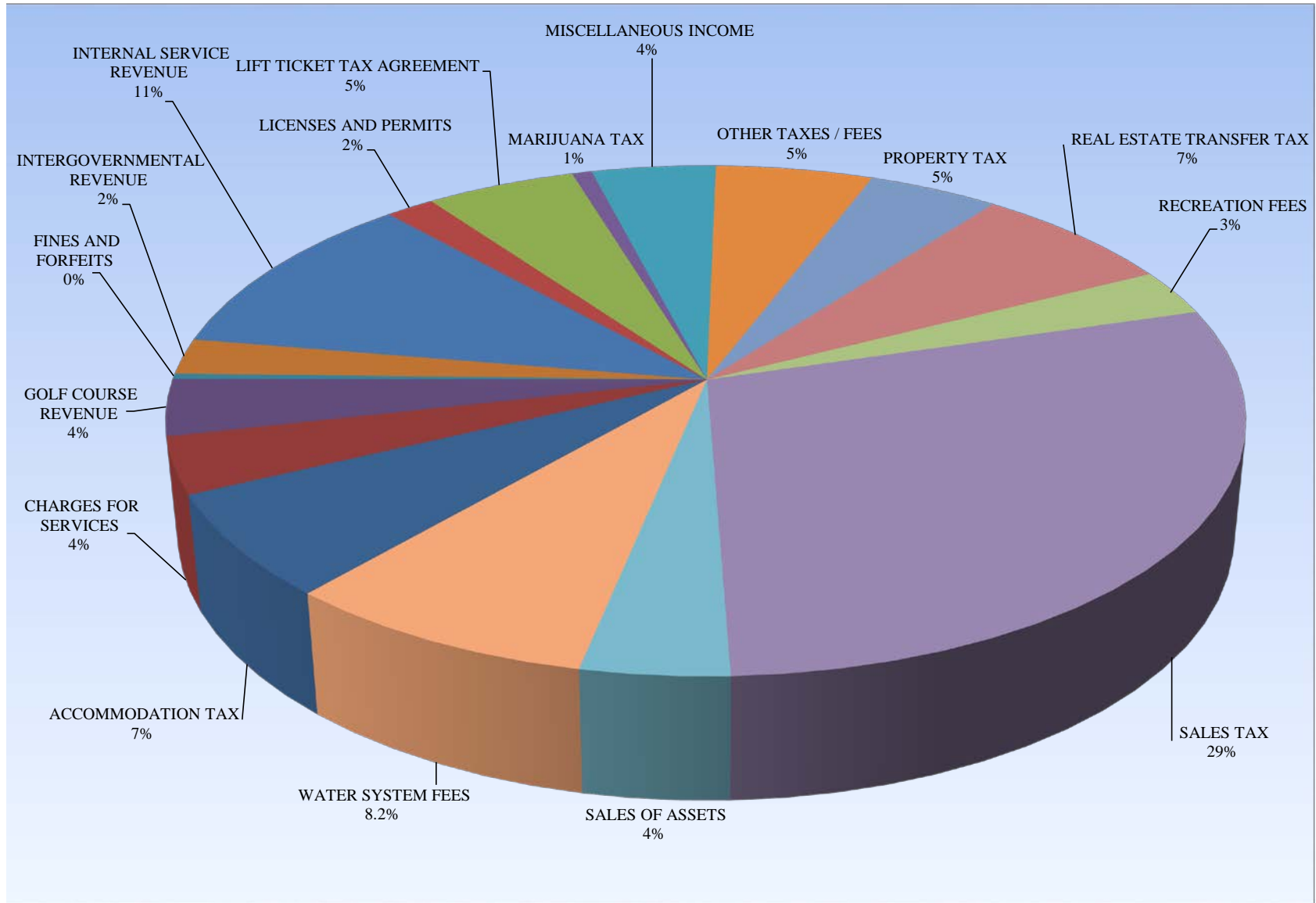
REVENUE AND EXPENDITURE SUMMARY
ALL FUNDS-NET OF TRANSFERS, EXCLUDING FULLY APPROPRIATED FUND BALANCES

ALL FUNDS	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
REVENUE SUMMARY				
ACCOMMODATION TAX	\$ 6,633,176	\$ 6,335,100	\$ 5,755,386	\$ 5,025,377
CHARGES FOR SERVICES	\$ 4,149,085	\$ 3,630,867	\$ 2,606,698	\$ 2,746,468
DEBT PROCEEDS	\$ -	\$ 63,875,000	\$ 50,716,961	\$ -
GOLF COURSE REVENUE	\$ 3,139,303	\$ 2,660,636	\$ 2,847,771	\$ 2,760,421
FINES AND FORFEITS	\$ 255,341	\$ 291,800	\$ 281,950	\$ 264,300
INTERGOVERNMENTAL REVENUE	\$ 2,408,555	\$ 1,619,972	\$ 2,734,595	\$ 1,744,024
INTERNAL SERVICE REVENUE	\$ 7,427,344	\$ 8,435,688	\$ 8,211,959	\$ 8,268,227
LICENSES AND PERMITS	\$ 1,641,282	\$ 1,460,409	\$ 1,272,951	\$ 1,314,353
LIFT TICKET TAX AGREEMENT	\$ 3,591,637	\$ 3,731,200	\$ 3,512,721	\$ 4,018,894
MARIJUANA TAX	\$ 634,024	\$ 655,451	\$ 610,102	\$ 534,695
MISCELLANEOUS INCOME	\$ 6,017,228	\$ 2,972,388	\$ 3,939,593	\$ 3,335,719
OTHER TAXES / FEES	\$ 4,569,263	\$ 3,943,471	\$ 4,479,756	\$ 4,230,797
PROPERTY TAX	\$ 2,860,052	\$ 3,472,449	\$ 3,472,449	\$ 3,495,410
REAL ESTATE TRANSFER TAX	\$ 7,166,614	\$ 5,700,000	\$ 6,993,823	\$ 5,500,000
RECREATION FEES	\$ 3,702,868	\$ 3,597,625	\$ 1,541,173	\$ 2,258,005
SALES TAX	\$ 30,575,151	\$ 29,818,729	\$ 24,765,269	\$ 22,367,739
SALES OF ASSETS	\$ 162,973	\$ 2,228,000	\$ 66,083	\$ 2,951,000
WATER SYSTEM FEES	\$ 6,629,514	\$ 8,904,037	\$ 5,685,059	\$ 6,292,590
TOTAL REVENUES	\$ 91,563,411	\$ 153,332,822	\$ 129,494,299	\$ 77,108,019
EXPENDITURES by CATEGORY				
PERSONNEL	\$ 20,516,820	\$ 22,738,134	\$ 20,736,097	\$ 21,111,434
MATERIALS & SUPPLIES	\$ 2,982,322	\$ 3,618,774	\$ 2,704,410	\$ 3,055,436
CHARGES FOR SERVICES	\$ 19,289,377	\$ 17,598,687	\$ 15,921,531	\$ 15,609,047
CAPITAL OUTLAY	\$ 26,457,312	\$ 79,066,143	\$ 48,173,092	\$ 11,951,758
FIXED CHARGES	\$ 8,956,891	\$ 8,958,204	\$ 8,757,157	\$ 8,903,038
DEBT SERVICE	\$ 1,169,999	\$ 6,613,246	\$ 8,250,398	\$ 7,149,256
GRANTS/CONTINGENCIES	\$ 3,452,899	\$ 3,256,290	\$ 4,748,547	\$ 3,202,189
TOTAL EXPENDITURES	\$ 82,825,620	\$ 141,849,478	\$ 109,291,232	\$ 70,982,158
EXPENDITURES by PROGRAM				
GENERAL GOVERNMENT (GF)	\$ 9,482,325	\$ 2,863,278	\$ 4,282,431	\$ 3,455,147
FINANCE (GF)	\$ 1,048,393	\$ 1,146,200	\$ 1,006,976	\$ 1,167,664
PUBLIC SAFETY (GF)	\$ 3,514,781	\$ 4,063,982	\$ 3,676,026	\$ 3,768,044
COMMUNITY DEVELOPMENT (GF)	\$ 1,928,141	\$ 2,086,856	\$ 1,955,156	\$ 1,857,668
PUBLIC WORKS (GF)	\$ 8,336,814	\$ 8,635,896	\$ 8,212,607	\$ 8,038,131
RECREATION (GF)	\$ 5,521,736	\$ 5,976,420	\$ 5,030,276	\$ 5,331,548
UTILITY FUND	\$ 2,835,088	\$ 9,995,990	\$ 13,244,985	\$ 7,090,102
CAPITAL FUND	\$ 19,420,410	\$ 72,322,585	\$ 38,247,523	\$ 8,089,568
MARKETING FUND	\$ 4,782,002	\$ 4,936,371	\$ 4,044,377	\$ 4,241,612
GOLF COURSE FUND	\$ 2,697,169	\$ 2,467,853	\$ 2,273,134	\$ 2,411,249
EXCISE TAX FUND	\$ 535,504	\$ 541,615	\$ 2,447,650	\$ 539,215
HOUSING FUND	\$ 1,687,746	\$ 2,112,560	\$ 4,093,932	\$ 4,477,936
OPEN SPACE FUND	\$ 1,306,122	\$ 1,652,713	\$ 1,675,075	\$ 1,427,148
GARAGE SERVICES FUND	\$ 3,070,990	\$ 3,464,951	\$ 1,578,122	\$ 2,240,614
INFORMATION TECHNOLOGY FUND	\$ 1,399,898	\$ 1,556,126	\$ 1,283,088	\$ 1,478,841
FACILITIES MAINTENANCE FUND	\$ 728,958	\$ 710,027	\$ 710,027	\$ 31,142
SPECIAL PROJECTS FUND	\$ 3,727,849	\$ 4,356,290	\$ 3,210,019	\$ 2,620,500
MARIJUANA FUND	\$ 135,787	\$ 318,721	\$ 308,825	\$ 118,854
CEMETERY FUND	\$ -	\$ 20,000	\$ 20,000	\$ 7,500
CHILD CARE FUND	\$ 871,443	\$ 844,008	\$ 947,873	\$ 859,642
PARKING & TRANSPORTATION FUND	\$ 5,478,310	\$ 8,118,675	\$ 7,373,175	\$ 8,061,872
HEALTH BENEFITS FUND	\$ 4,316,153	\$ 3,658,361	\$ 3,669,955	\$ 3,668,161
TOTAL EXPENDITURES	\$ 82,825,620	\$ 141,849,478	\$ 109,291,232	\$ 70,982,158
Net Revenues minus Expenditures	8,737,791	11,483,344	20,203,067	6,125,861

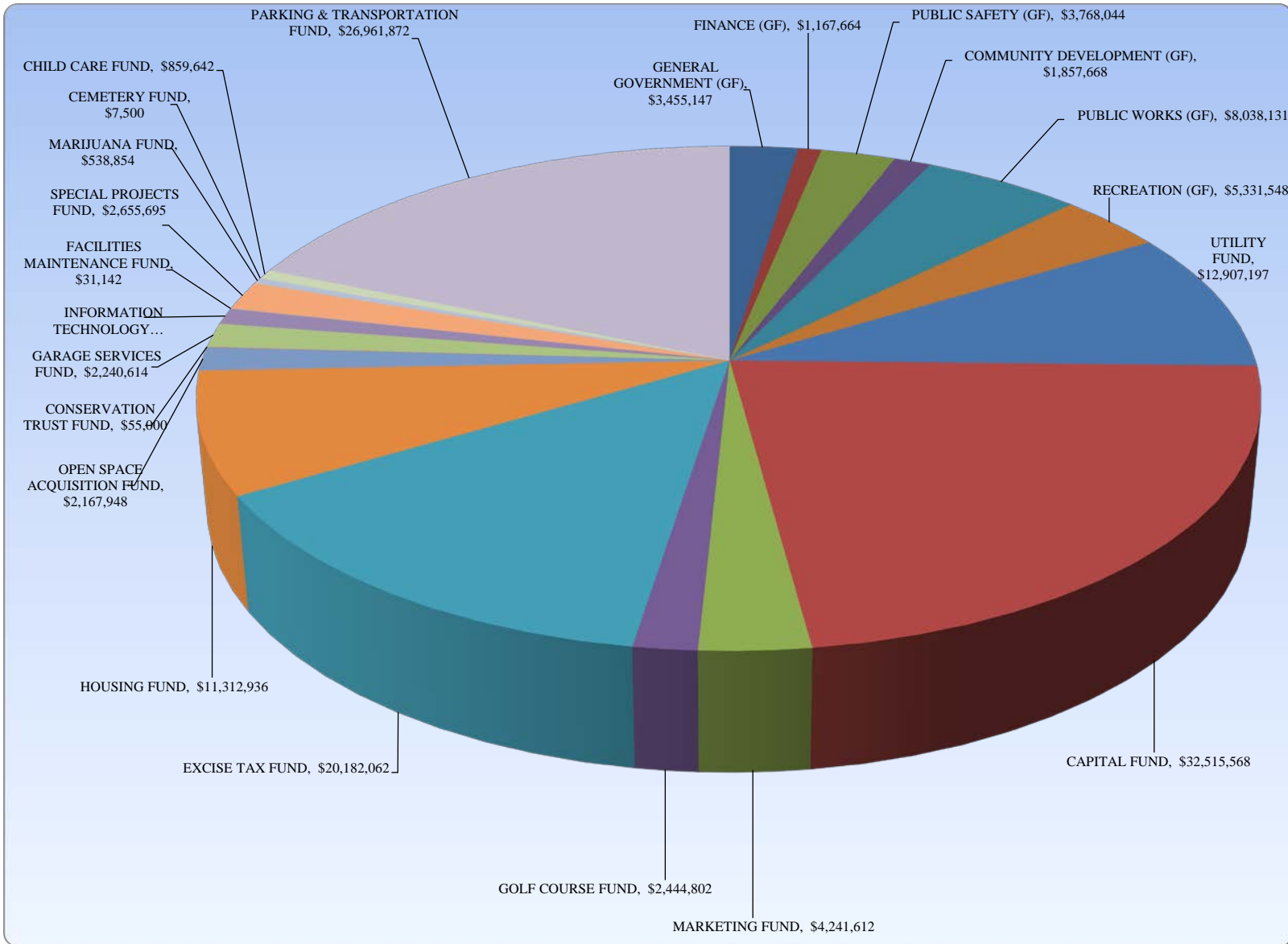
TOWN OF BRECKENRIDGE REVENUE, ALL SOURCES



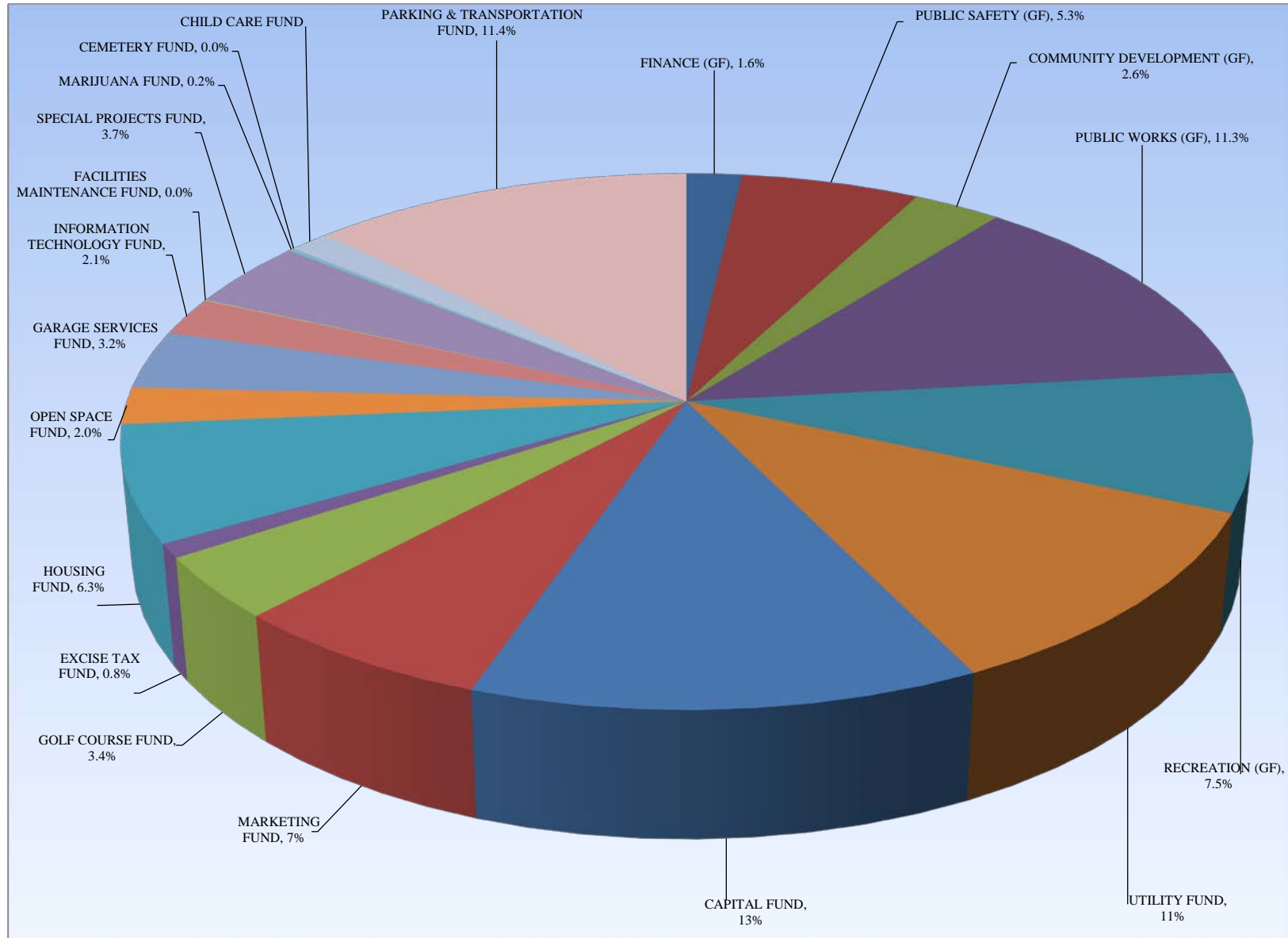
TOWN OF BRECKENRIDGE- 2021 BUDGET ALL REVENUES NET OF TRANSFERS



TOWN OF BRECKENRIDGE EXPENDITURES BY PROGRAM, ALL FUNDS

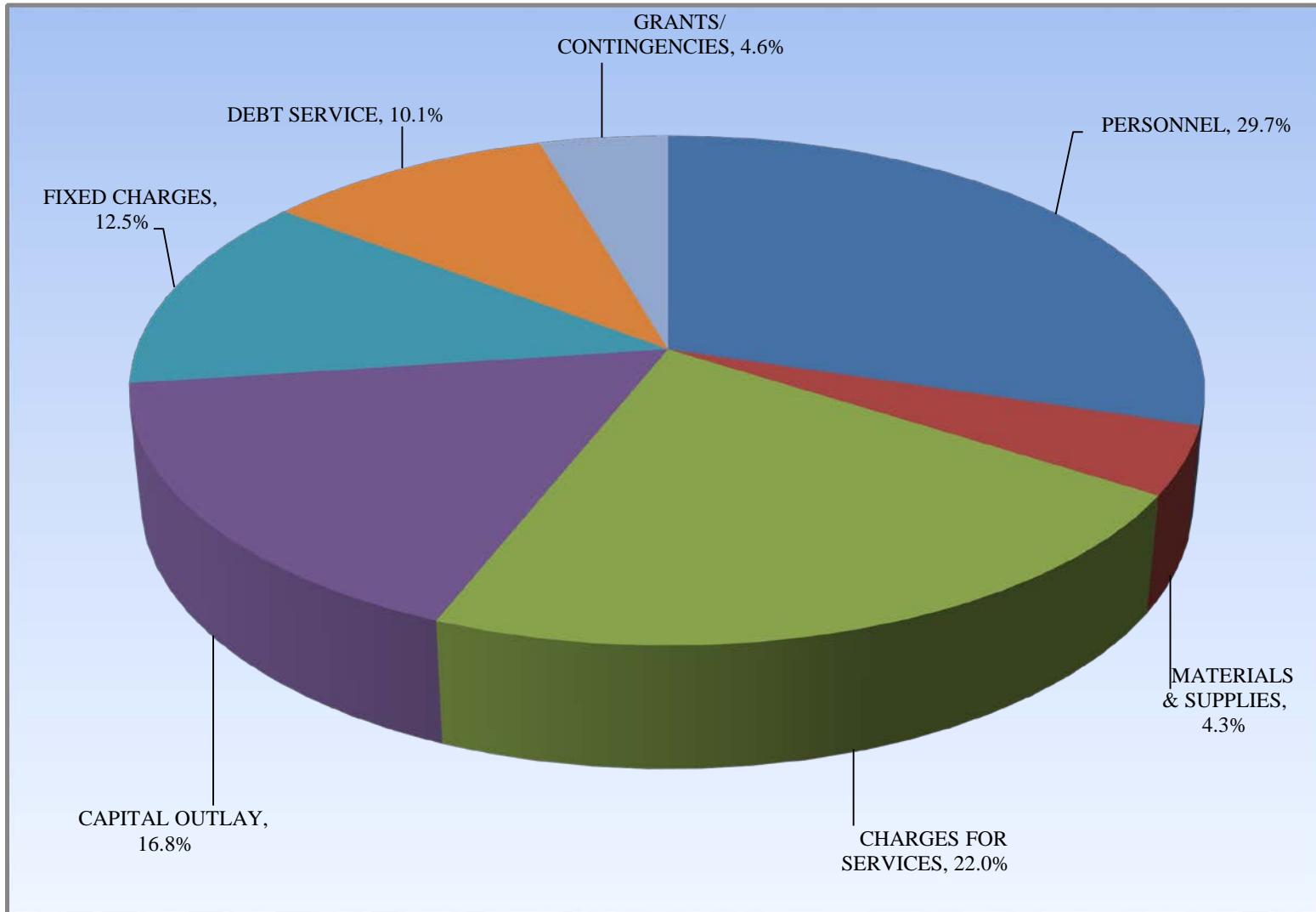


**TOWN OF BRECKENRIDGE- 2021 BUDGET
ALL EXPENDITURES BY PROGRAM, NET OF TRANSFERS**



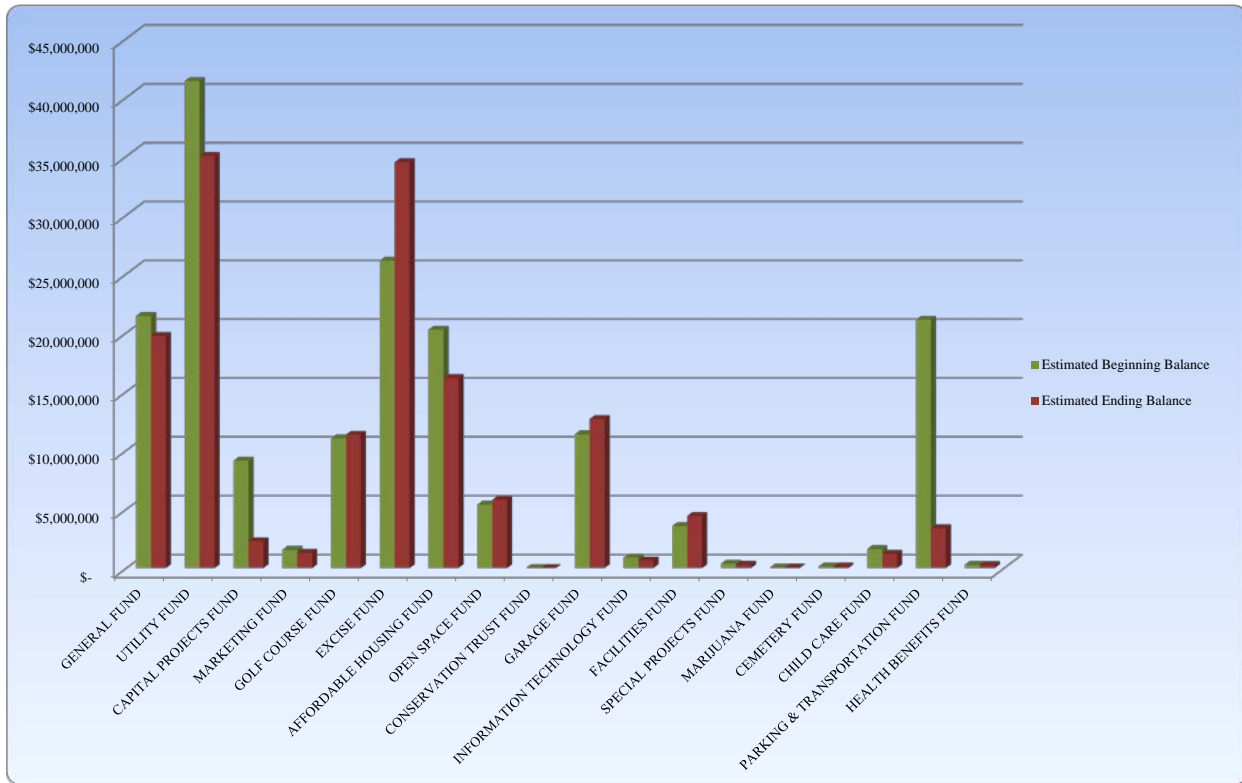
TOWN OF BRECKENRIDGE- 2021 BUDGET

ALL EXPENDITURES BY CATEGORY, NET OF TRANSFERS



SUMMARY FUND BALANCE SCHEDULE

FUND	ESTIMATED BEGINNING BALANCE	2021 BUDGETED REVENUES	2021 BUDGETED EXPENSES/ EXPENDITURES	RESERVED FUND BALANCE	ESTIMATED ENDING BALANCE
GENERAL FUND	\$ 21,404,940	\$ 21,931,271	\$ 23,618,202	\$ 12,236,094	\$ 7,481,914
UTILITY FUND	\$ 41,370,897	\$ 6,544,979	\$ 12,907,197	\$ 21,219,951	\$ 13,788,728
CAPITAL PROJECTS FUND	\$ 9,107,391	\$ 25,675,312	\$ 32,515,568	\$ 937,440	\$ 1,329,695
MARKETING FUND	\$ 1,546,057	\$ 3,994,808	\$ 4,241,612	\$ 1,299,253	\$ -
GOLF COURSE FUND	\$ 11,006,991	\$ 2,760,421	\$ 2,444,802	\$ 9,057,984	\$ 2,264,626
EXCISE FUND	\$ 26,103,035	\$ 28,560,231	\$ 20,182,062	\$ 9,096,150	\$ 25,385,054
AFFORDABLE HOUSING FUND	\$ 20,240,983	\$ 7,202,193	\$ 11,312,936	\$ 10,611,572	\$ 5,518,668
OPEN SPACE FUND	\$ 5,369,108	\$ 2,584,969	\$ 2,167,948	\$ 5,786,129	\$ -
CONSERVATION TRUST FUND	\$ 6,106	\$ 55,100	\$ 55,000	\$ 6,206	\$ -
GARAGE FUND	\$ 11,348,509	\$ 3,544,591	\$ 2,240,614	\$ 7,466,176	\$ 5,186,310
INFORMATION TECHNOLOGY FUND	\$ 887,579	\$ 1,219,209	\$ 1,478,841	\$ 8,153	\$ 619,794
FACILITIES FUND	\$ 3,560,656	\$ 879,566	\$ 31,142	\$ 65,633	\$ 4,343,447
SPECIAL PROJECTS FUND	\$ 361,001	\$ 2,575,994	\$ 2,655,695	\$ 100,874	\$ 180,426
MARIJUANA FUND	\$ 28,654	\$ 546,679	\$ 538,854	\$ -	\$ 36,479
CEMETERY FUND	\$ 122,200	\$ 15,609	\$ 7,500	\$ -	\$ 130,309
CHILD CARE FUND	\$ 1,606,994	\$ 461,345	\$ 859,642	\$ -	\$ 1,208,697
PARKING & TRANSPORTATION FUND	\$ 21,086,796	\$ 9,240,147	\$ 26,961,872	\$ 4,636,950	\$ (1,271,879)
HEALTH BENEFITS FUND	\$ 271,000	\$ 3,650,500	\$ 3,668,161	\$ -	\$ 253,339
TOTAL	\$ 175,428,896	\$ 121,442,924	\$ 147,887,648	\$ 82,528,566	\$ 66,455,607



**EXPENSE / EXPENDITURE SUMMARY
BY ALL FUND TYPES, BY DEPARTMENT, AND BY PROGRAM**

Fund Type	General					Special Revenue			Capital Projects	Enterprise			Internal Service				
	General	Excise	Special Projects	Child Care	Parking & Transportation	Marketing	Affordable Housing	Open Space	Conservation Trust	Capital	Utility	Golf	Cemetery	Garage	Information Technology	Facilities	Health Benefits
General Government																	
Law & Policy Making (Town Council)	X																
Municipal Court	X																
Advice & Litigation (Town Attorney)	X																
Executive and Management																	
Administrative Management (Town Manager's Office)	X		X	X		X											
Human Resource Administration	X																X
Clerk and Municipal Services	X											X					
Finance																	
Administration	X	X															
Accounting	X																
Accommodation Unit Compliance	X																
Information Technology															X		
Public Safety																	
Administration & Records	X																
Communications	X																
Patrol Services	X			X													
Community Services	X																
Community Development																	
Administration/ Planning	X		X														
Building Services	X																
Sustainability / Reusable Bag Program	X		X														
Affordable Housing							X				X						
Child Care				X													
Public Works																	
Administration	X																
Street Maintenance	X																
Parks Maintenance	X																
Facilities Maintenance	X															X	
Engineering	X									X							
Fleet														X			
Parking and Transit					X					X							
Water										X	X						
Recreation																	
Administration	X								X								
Recreation Programs	X																
Recreation Center	X																
Tennis Operations	X																
Nordic Operations	X																
Ice Arena Operations	X																
Golf Maintenance												X					
Open Space								X		X							
Golf																	
Operations / Customer Service											X						

TOWN OF BRECKENRIDGE
FUND BALANCE REPORT
GENERAL FUND

December 31, 2019	FUND BALANCE	\$	28,877,235
	ACTUAL REVENUE	\$	24,482,030
	ACTUAL EXPENSES	\$	29,832,190
	GAIN / (REDUCTION)	\$	<u>(5,350,160)</u>
December 31, 2019	FUND BALANCE	\$	23,527,076
January 1, 2020	FUND BALANCE	\$	23,527,076
	PROJECTED REVENUE	\$	22,041,336
	PROJECTED EXPENSES	\$	24,163,472
	BUDGETED GAIN / (REDUCTION)	\$	<u>(2,122,136)</u>
December 31, 2020	FUND BALANCE	\$	21,404,940
January 1, 2021	FUND BALANCE	\$	21,404,940
	BUDGETED REVENUE	\$	21,931,271
	BUDGETED EXPENSES	\$	23,618,202
	BUDGETED GAIN / (REDUCTION)	\$	<u>(1,686,931)</u>
December 31, 2021	FUND BALANCE	\$	19,718,009
	NONSPENDABLE	\$	1,232,057
	RESTRICTED FOR RETIREMENT	\$	427,027
	TABOR RESERVED FUNDS	\$	2,156,539
	NICOTINE PROGRAM RESERVE	\$	547,738
	DISCRETIONARY OPERATIONS RESERVE	\$	7,872,734
	BUDGETED NET FUND BALANCE	\$	<u><u>7,481,914</u></u>

GENERAL FUND ANALYSIS

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
FUND BALANCE, JANUARY 1	\$ 28,877,235	\$ 23,527,076	\$ 23,527,076	\$ 21,404,940
<u>REVENUE</u>	\$ 24,482,030	\$ 24,711,180	\$ 22,041,336	\$ 21,931,271
TOTAL AVAILABLE	<u>\$ 53,359,265</u>	<u>\$ 48,238,256</u>	<u>\$ 45,568,412</u>	<u>\$ 43,336,211</u>
<u>EXPENDITURES</u>				
Operating Expenditures	\$ 23,490,614	\$ 24,772,632	\$ 24,163,472	\$ 23,618,202
Capital Expenditures	\$ 6,341,575	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	<u>\$ 29,832,190</u>	<u>\$ 24,772,632</u>	<u>\$ 24,163,472</u>	<u>\$ 23,618,202</u>
ANNUAL EXCESS/(DEFICIT)	\$ (5,350,160)	\$ (61,452)	\$ (2,122,136)	\$ (1,686,931)
FUND BALANCE, DECEMBER 31	<u>\$ 23,527,076</u>	<u>\$ 23,465,612</u>	<u>\$ 21,404,940</u>	<u>\$ 19,718,009</u>
NONSPENDABLE				\$ (1,232,057)
RESTRICTED FOR RETIREMENT				\$ (427,027)
TABOR RESERVED FUNDS				\$ (2,156,539)
NICOTINE PROGRAM RESERVE				\$ (547,738)
OPERATIONS RESERVE				\$ (7,872,734)
NET FUND BALANCE	<u>\$ 23,527,076</u>	<u>\$ 23,465,612</u>	<u>\$ 21,404,940</u>	<u>\$ 7,481,914</u>

**GENERAL FUND
REVENUE BY SOURCE**

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
<u>TAXES</u>				
General Property Taxes	\$ 2,860,052	\$ 3,472,449	\$ 3,472,449	\$ 3,495,410
Delinquent Property Taxes	\$ 1,714	\$ 2,050	\$ 2,050	\$ 1,500
Specific Ownership Taxes	\$ 181,376	\$ 165,000	\$ 165,000	\$ 165,000
Interest on Property Taxes	\$ 4,388	\$ 4,000	\$ 4,000	\$ 4,000
TOTAL	\$ 3,047,530	\$ 3,643,499	\$ 3,643,499	\$ 3,665,910
<u>LICENSES AND PERMITS</u>				
Liquor Licenses/Other Fees	\$ 37,063	\$ 30,000	\$ 30,000	\$ 30,000
Nicotine Licenses	\$ 4,800	\$ 12,600	\$ 4,300	\$ 8,400
Animal Licenses	\$ 760	\$ 800	\$ 600	\$ 600
Street Cut Permits	\$ 11,200	\$ 13,000	\$ 13,000	\$ 15,000
Misc. Licenses & Permits	\$ 5,550	\$ 7,600	\$ 2,375	\$ 6,880
Building Permits	\$ 563,122	\$ 450,000	\$ 323,550	\$ 323,550
Electric Permits	\$ 51,748	\$ 40,000	\$ 30,027	\$ 28,760
Plumbing Permits	\$ 31,857	\$ 24,000	\$ 17,256	\$ 17,256
Mechanical Permits	\$ 69,687	\$ 40,537	\$ 43,778	\$ 40,537
Parking Permits	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 775,787	\$ 618,537	\$ 464,886	\$ 470,983
<u>CHARGES FOR SERVICES</u>				
Class 'A' Fees	\$ 31,615	\$ 44,568	\$ 53,645	\$ 36,902
Class 'B' Fees	\$ 26,459	\$ 8,610	\$ 8,610	\$ 7,129
Class 'C' Sign Fees	\$ 9,020	\$ 3,585	\$ 3,600	\$ 2,968
Class 'C' Fees	\$ 25,360	\$ 33,887	\$ 26,000	\$ 29,058
Class 'D' Fees	\$ 80,185	\$ 82,895	\$ 61,662	\$ 68,636
Sale of Planning Documents	\$ 48	\$ 1,600	\$ 17	\$ -
Sale of Misc. Pub. & Rcpts.	\$ 1,447	\$ -	\$ 1,550	\$ 2,400
Security Checks	\$ -	\$ -	\$ -	\$ -
Building Plan Review	\$ 404,177	\$ 350,000	\$ 251,650	\$ 251,650
Erosion Control Fee	\$ 11,150	\$ 5,000	\$ 3,500	\$ 7,500
Accommodation Unit Fee	\$ 160,374	\$ 157,000	\$ 157,000	\$ 157,000
Misc. Other Fees	\$ 27,234	\$ 85,250	\$ 18,515	\$ 21,298
TOTAL	\$ 777,069	\$ 772,395	\$ 585,749	\$ 584,541
<u>INTERGOVERNMENTAL REVENUE</u>				
Grants	\$ 48,915	\$ 12,000	\$ 440,000	\$ 10,000
Motor Vehicle Reg. Fee	\$ 27,796	\$ 27,999	\$ 27,999	\$ 27,999
Highway Users	\$ 288,710	\$ 239,023	\$ 239,023	\$ 214,862
Road & Bridge Levy	\$ 249,034	\$ 210,523	\$ 268,157	\$ 210,523
Nicotine Tax	\$ -	\$ -	\$ 609,189	\$ 609,189
Other Governmental	\$ 38,130	\$ 27,000	\$ 27,000	\$ 27,000
TOTAL	\$ 652,585	\$ 516,545	\$ 1,611,368	\$ 1,099,573

GENERAL FUND REVENUE BY SOURCE CONTINUED	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
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FINES AND FORFEITS

Traffic Citations	\$ 43,095	\$ 45,000	\$ 51,000	\$ 50,000
Penal Fines	\$ 86,270	\$ 81,300	\$ 85,450	\$ 87,300
Dog Fines	\$ 950	\$ 1,000	\$ 1,000	\$ 1,000
Court Cost Fee Charges	\$ 17,015	\$ 20,000	\$ 20,000	\$ 20,000
PD Surcharge	\$ 12,110	\$ 9,500	\$ 12,500	\$ (12,500)

TOTAL	\$ 159,440	\$ 156,800	\$ 169,950	\$ 145,800
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* Parking Management was moved to the Parking & Transportation Fund beginning in 2017

TRANSFERS FROM OTHER FUNDS

From Water Fund	\$ 99,161	\$ 100,153	\$ 100,153	\$ 101,155
From Excise Fund	\$ 13,600,000	\$ 14,375,000	\$ 12,419,816	\$ 12,419,816
From Golf Fund	\$ 32,253	\$ 33,221	\$ 33,221	\$ 33,553
From Open Space Fund	\$ -	\$ -	\$ -	\$ -
From Affordable Housing Fund	\$ -	\$ -	\$ -	\$ -
From Special Projects Fund	\$ 19,634	\$ 27,313	\$ 27,313	\$ 35,195

TOTAL	\$ 13,751,048	\$ 14,535,687	\$ 12,580,503	\$ 12,589,719
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RECREATION FEES

Rec Programs	\$ 865,588	\$ 815,800	\$ 389,875	\$ 554,100
Rec Operations	\$ 1,860,173	\$ 1,812,484	\$ 529,477	\$ 949,079
Tennis Programs	\$ 190,267	\$ 200,441	\$ 134,000	\$ 141,526
Nordic Center	\$ 257,613	\$ 219,700	\$ 178,600	\$ 205,100
Ice Rink Operations	\$ 513,708	\$ 489,200	\$ 297,769	\$ 398,200

TOTAL	\$ 3,687,348	\$ 3,537,625	\$ 1,529,721	\$ 2,248,005
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MISCELLANEOUS INCOME

PEG Fees	\$ 11,782	\$ 11,720	\$ 11,720	\$ 11,720
Investment Income	\$ 417,549	\$ 49,300	\$ 145,866	\$ 145,866
Pension Forfeitures	\$ 137,720	\$ 50,000	\$ 300,000	\$ 55,000
Rental Income	\$ 470,335	\$ 550,759	\$ 679,926	\$ 685,886
Insurance Recoveries	\$ 360,256	\$ 35,000	\$ 54,603	\$ 35,000
Reimbursement of Expend.	\$ 12,349	\$ 23,500	\$ 32,668	\$ 8,000
BGVCC 10 Year Agreement	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Miscellaneous Income	\$ 96,001	\$ 102,250	\$ 123,314	\$ 88,500
Interest Income/Loan Pmts	\$ 75,232	\$ 57,563	\$ 57,563	\$ 46,768

TOTAL	\$ 1,631,223	\$ 930,092	\$ 1,455,660	\$ 1,126,740
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*Loan principal revenue will be reclassified to balance sheet during audit

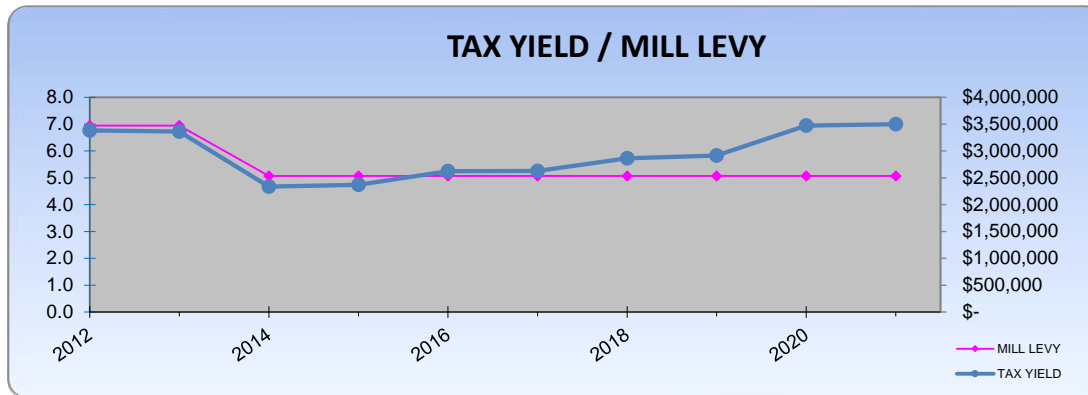
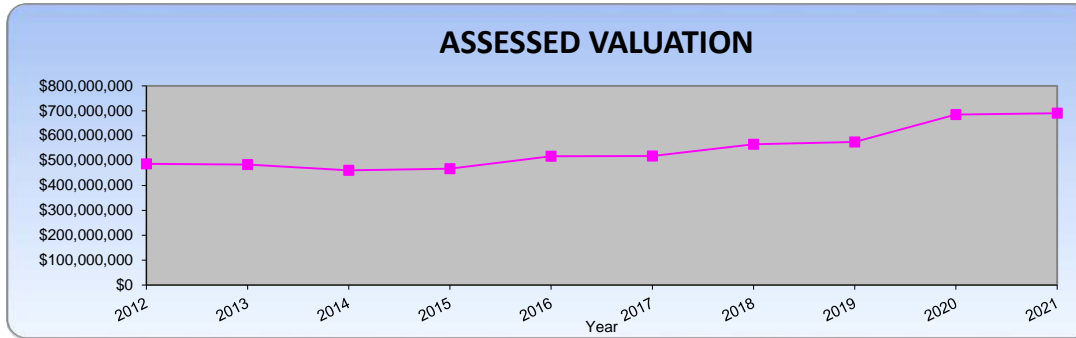
TOTAL GENERAL FUND	\$ 24,482,030	\$ 24,711,180	\$ 22,041,336	\$ 21,931,271
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**TOWN OF BRECKENRIDGE
PROPERTY TAX REVENUE TREND
ASSESSED VALUATION AND TAX YIELD
2011-2020**

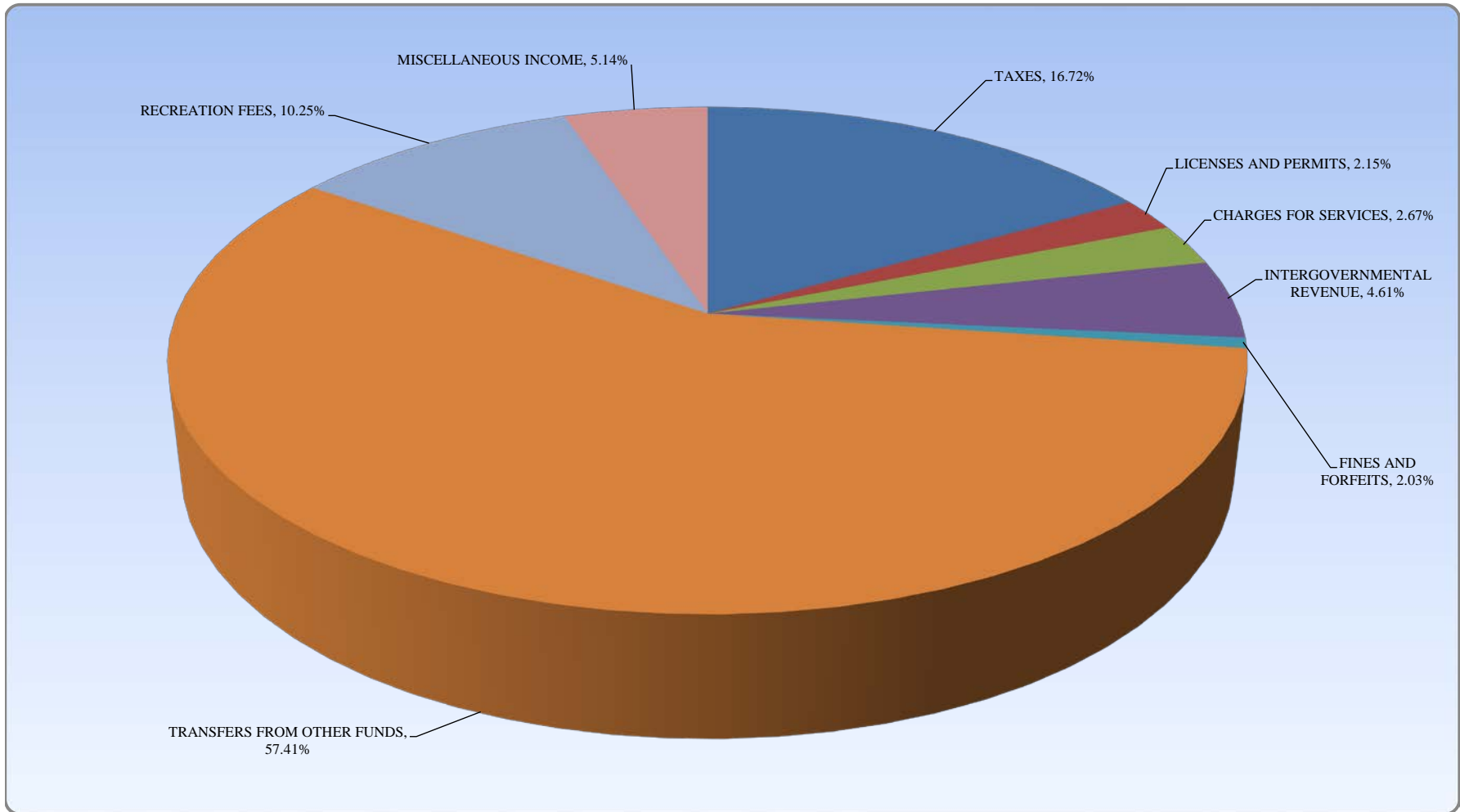
YEAR	ASSESSED VALUATION	MILL LEVY	TAX YIELD
2012	\$ 487,101,900	6.945	\$ 3,382,923
2013	\$ 484,016,670	6.945	\$ 3,361,496
2014	\$ 460,750,130	5.070	\$ 2,336,003
2015	\$ 467,130,440	5.070	\$ 2,368,351
2016	\$ 517,252,300	5.070	\$ 2,622,469
2017	\$ 517,832,480	5.070	\$ 2,625,411
2018	\$ 565,153,160	5.070	\$ 2,865,327
2019	\$ 575,060,770	5.070	\$ 2,915,558
2020	\$ 684,873,880	5.070	\$ 3,472,311
2021	\$ 690,050,150	5.070	\$ 3,498,554

Note: mill levy for debt service expired in 2014

preliminary valuation



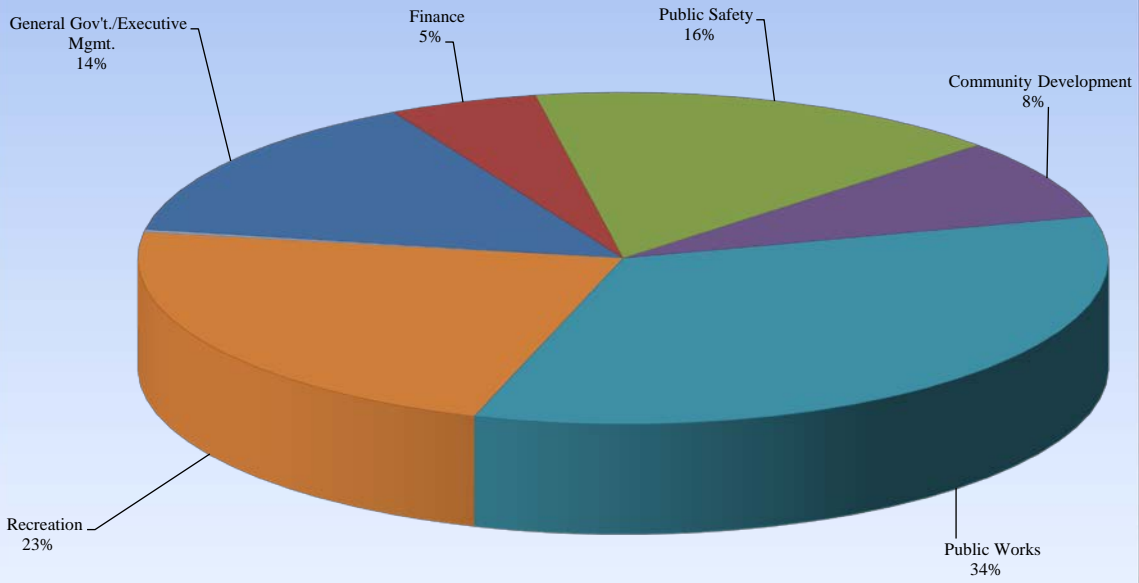
**TOWN OF BRECKENRIDGE- 2021 BUDGET
GENERAL FUND REVENUES BY SOURCE**



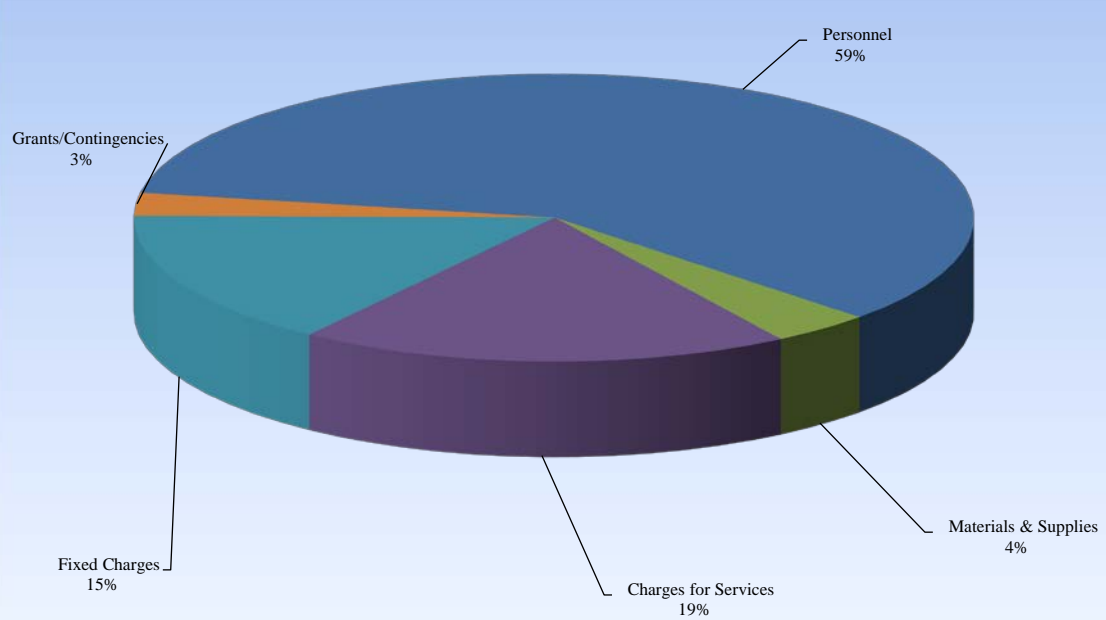
**GENERAL FUND
EXPENDITURES BY CATEGORY AND PROGRAM**

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
EXPENDITURES				
Personnel	\$ 13,656,309	\$ 14,969,151	\$ 13,646,742	\$ 14,022,753
Transfers	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 1,000,808	\$ 1,107,852	\$ 954,181	\$ 906,000
Charges for Services	\$ 5,606,136	\$ 5,095,184	\$ 4,518,627	\$ 4,464,471
Fixed Charges	\$ 3,227,362	\$ 3,600,445	\$ 3,425,336	\$ 3,615,789
Grants/Contingencies	\$ -	\$ -	\$ 1,618,586	\$ 609,189
Capital Outlay	\$ 6,341,575	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	<u>\$ 29,832,190</u>	<u>\$ 24,772,632</u>	<u>\$ 24,163,472</u>	<u>\$ 23,618,202</u>
EXPENDITURES BY PROGRAM				
General Gov't./Executive Mgmt.	\$ 9,482,325	\$ 2,863,278	\$ 4,282,431	\$ 3,396,484
Finance	\$ 1,048,393	\$ 1,146,200	\$ 1,006,976	\$ 1,167,664
Public Safety	\$ 3,514,781	\$ 4,063,982	\$ 3,676,026	\$ 3,768,044
Community Development	\$ 1,928,141	\$ 2,086,856	\$ 1,955,156	\$ 1,857,668
Public Works	\$ 8,336,814	\$ 8,635,896	\$ 8,212,607	\$ 8,038,131
Recreation	\$ 5,521,736	\$ 5,976,420	\$ 5,030,276	\$ 5,331,548
Transfers	\$ -	\$ -	\$ -	\$ 58,663
TOTAL EXPENDITURES	<u>\$ 29,832,190</u>	<u>\$ 24,772,632</u>	<u>\$ 24,163,472</u>	<u>\$ 23,618,202</u>

**TOWN OF BRECKENRIDGE
GENERAL FUND EXPENDITURES BY PROGRAM - 2021**



**TOWN OF BRECKENRIDGE
GENERAL FUND EXPENDITURES BY CATEGORY - 2021**



**REVENUE & EXPENDITURE
SUMMARY**

GENERAL GOVERNMENT	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
REVENUE				
Court Costs & Forfeits	\$ 149,258	\$ 148,400	\$ 162,150	\$ 136,000
Other Fines	\$ 500	\$ -	\$ -	\$ -
General Tax Support	\$ 502,135	\$ 501,366	\$ 474,878	\$ 518,152
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL REVENUE	<u>\$ 651,892</u>	<u>\$ 649,766</u>	<u>\$ 637,028</u>	<u>\$ 654,152</u>
<hr/>				
EXPENDITURES				
Personnel	\$ 290,645	\$ 331,453	\$ 328,836	\$ 342,445
Materials & Supplies	\$ 4,856	\$ 5,200	\$ 5,100	\$ 5,100
Charges for Services	\$ 354,556	\$ 310,735	\$ 300,714	\$ 302,910
Fixed Charges	\$ 1,835	\$ 2,378	\$ 2,378	\$ 3,697
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL EXPENDITURES	<u>\$ 651,892</u>	<u>\$ 649,766</u>	<u>\$ 637,028</u>	<u>\$ 654,152</u>
<hr/>				
EXPENDITURES BY PROGRAM				
Law & Policy Making	\$ 240,271	\$ 276,742	\$ 272,982	\$ 282,157
Municipal Court	\$ 240,058	\$ 190,199	\$ 181,921	\$ 189,270
Advice & Litigation	\$ 171,563	\$ 182,825	\$ 182,125	\$ 182,725
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL EXPENDITURES	<u>\$ 651,892</u>	<u>\$ 649,766</u>	<u>\$ 637,028</u>	<u>\$ 654,152</u>

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

PROGRAM DESCRIPTION:

The Town Council is the legislative and policy making body of the Town. Municipal elections are held bi-annually in April. Council members are elected for four year terms. The Mayor's salary is \$1,500 per month and the Town Council members' salaries are \$1,000 per month. Town Council responsibilities include enacting ordinances and resolutions 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. 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.

PROGRAM EXPENDITURES:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
PERSONNEL	163,332	196,428	196,618	206,451
MATERIALS & SUPPLIES	-	200	100	100
CHARGES FOR SERVICES	76,569	79,350	75,500	74,325
FIXED CHARGES	370	764	764	1,281
	<u>\$ 240,271</u>	<u>\$ 276,742</u>	<u>\$ 272,982</u>	<u>\$ 282,157</u>

GOALS:

Town Area of Focus

Deliver balanced, year-round economy driven by destination tourism by 2024.

Program Objective

Ensure that Breckenridge continues to maintain, improve, and develop public recreational facilities and amenities. Creating & sustaining a culture to support employee engagement and retention.

Provide reliable & competitive Broadband services to citizens, businesses, & visitors.

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.

Provide reliable & competitive Broadband services to citizens, businesses, & visitors.

Support a diversity of local workforce housing options.

Ensure access to affordable quality childcare for local working families.

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.

Enhance & develop avenues for citizen engagement.

Provide open forum for Town constituents to be able to voice their ideas and comments to Council and Management.

More boots & bikes, less cars

Develop & implement a balanced parking and multi-modal transportation plan that preserves the character of the community.

Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices.

Develop & maintain a reliable, sustainable, clean drinking water supply for the Town and the Upper Blue Planning region.

Implement actions to further efforts towards sustainability and reduction of our community's carbon footprint.

PERFORMANCE MEASURES:

	2019	2020 Target	2021 Target
Provide open forum for Town constituents to be able to voice their ideas and comments to Council and Management	46	46	46
Post council meeting minutes for each Town Council meeting within x days of approval of minutes	5 days	2 days	5 days
Council members attend external training or development meetings or courses	15 meetings	0 meetings	0 meetings

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

PROGRAM DESCRIPTION:

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

PROGRAM EXPENDITURES:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
PERSONNEL	127,313	135,025	132,218	135,994
MATERIALS & SUPPLIES	4,856	5,000	5,000	5,000
CHARGES FOR SERVICES	106,425	48,560	43,089	45,860
CAPITAL OUTLAY	-	-	-	-
FIXED CHARGES	1,465	1,614	1,614	2,416
	<u>\$ 240,058</u>	<u>\$ 190,199</u>	<u>\$ 181,921</u>	<u>\$ 189,270</u>

GOALS:

Town Area of Focus

Deliver balanced, year-round economy driven by destination tourism by 2024.

Attract and retain entry and mid-level workforce.

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.

Court Administrator is involved with the National Association for Court Management and the Colorado Association of Municipal Court Administrators.

Work with Summit County Communications Center to choose new Court Management Software for future use.

Add extra safety measures for in-person court presence due to larger dockets.

API to allow for easy processing of online court payments' integration with the CMS to ensure proper court payments.

Review of court processes, policies, and procedures to ensure court transparency, public trust and confidence, and operational practices in the event of closures.

Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices.

Implement action that further the Town's efforts towards suitability and reduction of our community's carbon footprint.

Implementation of more paperless transactions (citations to DMV, email correspondence with defendants, text reminders for payment or court appearances).

PERFORMANCE MEASURES:

	2017	2018	2019	2020
# Jury Trials Scheduled/Occurred	0/0	0/0	0/0	1/0
# Cases Processed/Court Docket	2,314/15,978	1,891/16,496	1,941/13,814	1,048/2,932
Restitution Collected/Distributed	\$41,089.38/ \$18,068.17	\$25,312.70/ \$10,166.66	\$34,438.42/ \$34,033.42	\$12,678.99/ \$6,918.05

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

PROGRAM DESCRIPTION:

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

The Town retains Timothy H. Berry for most of its legal consultation needs. For 2021, staff will continue to monitor how the Attorney's time is used to ensure effective and efficient consulting.

PROGRAM EXPENDITURES:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
PERSONNEL	-	-	-	-
MATERIALS & SUPPLIES	-	-	-	-
CHARGES FOR SERVICES	171,563	182,825	182,125	182,725
CAPITAL OUTLAY	-	-	-	-
FIXED CHARGES	-	-	-	-
	<u>\$ 171,563</u>	<u>\$ 182,825</u>	<u>\$ 182,125</u>	<u>\$ 182,725</u>

REVENUE & EXPENDITURE SUMMARY

EXECUTIVE & MANAGEMENT	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
REVENUE				
Liquor License Fees	\$ 37,063	\$ 30,000	\$ 30,000	\$ 30,000
Nicotine License Fees	\$ 4,800	\$ 12,600	\$ 4,300	\$ 8,400
Nicotine Tax	\$ -	\$ -	\$ 609,189	\$ 609,189
Rental Income	\$ 315,858	\$ 392,058	\$ 532,276	\$ 532,276
Administration Revenue	\$ (7,750)	\$ 550	\$ 125	\$ 50
General Tax Support	\$ 7,943,905	\$ 1,708,304	\$ 812,216	\$ 1,521,317
TOTAL REVENUE	<u>\$ 8,293,875</u>	<u>\$ 2,143,512</u>	<u>\$ 1,988,106</u>	<u>\$ 2,701,232</u>
EXPENDITURES				
Personnel	\$ 1,525,481	\$ 1,654,116	\$ 1,467,522	\$ 1,517,719
Materials & Supplies	\$ 11,801	\$ 13,100	\$ 7,400	\$ 6,900
Charges for Services	\$ 273,372	\$ 344,855	\$ 324,630	\$ 424,792
Capital Outlay	\$ 6,341,575	\$ -	\$ -	\$ -
Grants	\$ -	\$ -	\$ 74,151	\$ 609,189
Fixed Charges	\$ 141,647	\$ 131,441	\$ 114,403	\$ 142,632
TOTAL EXPENDITURES	<u>\$ 8,293,875</u>	<u>\$ 2,143,512</u>	<u>\$ 1,988,106</u>	<u>\$ 2,701,232</u>
EXPENDITURES BY PROGRAM				
Breckenridge Professional Building	\$ 6,409,629	\$ 150,000	\$ 166,270	\$ 176,070
Administrative Management	\$ 712,337	\$ 735,829	\$ 712,690	\$ 824,179
Human Resources Admin.	\$ 691,527	\$ 771,981	\$ 658,711	\$ 705,982
Nicotine Program	\$ -	\$ -	\$ 74,151	\$ 609,189
Clerk and Municipal Services	\$ 480,383	\$ 485,702	\$ 376,284	\$ 385,812
TOTAL EXPENDITURES	<u>\$ 8,293,875</u>	<u>\$ 2,143,512</u>	<u>\$ 1,988,106</u>	<u>\$ 2,701,232</u>

PROGRAM: **Breckenridge Professional Building**
 DEPARTMENT: Executive Management
 DIVISION: Executive Management
 PROGRAM NO: 0441

PROGRAM DESCRIPTION:

This program administers the management of the Breckenridge Professional Building, an office building acquired by the Town of Breckenridge in May, 2019. Jason Swinger of Breckenridge Real Estate manages the building, including all the expenses and revenues (rent from tenants).

PROGRAM EXPENDITURES:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
PERSONNEL	-	-	-	-
MATERIALS & SUPPLIES	-	-	-	-
CHARGES FOR SERVICES	68,054	150,000	166,270	176,070
CAPITAL OUTLAY	6,341,575	-	-	-
FIXED CHARGES	-	-	-	-
	<u>\$ 6,409,629</u>	<u>\$ 150,000</u>	<u>\$ 166,270</u>	<u>\$ 176,070</u>

GOALS:

Town Area of Focus

More boots & bikes, less cars

Improve pedestrian access, lighting, safety and use of crosswalks

Program Objective

Create walkway with appropriate lighting to direct pedestrians from new parking structure to downtown corridor

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

PROGRAM DESCRIPTION:

The Town Manager is, by charter, the Chief Executive Officer of the Town and is directly responsible to the Town Council for planning, organizing, and directing the activities of all Town departments and agencies under his jurisdiction. The Town Manager is responsible for appointing and supervising Town employees, preparing and submitting the proposed annual budget and capital improvement plan, recommending approval of municipal ordinances and regulations, and implementing policies established by the Council. This account includes all costs associated with the administrative management program including the salaries of the Town Manager, Assistant Town Manager, and Executive Administration Assistant. It also provides coordination with various nonprofits with the Town's Grants & Scholarship programs.

PROGRAM EXPENDITURES:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
PERSONNEL	559,940	596,740	596,740	601,547
MATERIALS & SUPPLIES	4,819	5,400	3,900	3,900
CHARGES FOR SERVICES	103,272	92,325	76,025	174,525
CAPITAL OUTLAY	-	-	-	-
FIXED CHARGES	44,306	41,364	36,025	44,207
	<u>\$ 712,337</u>	<u>\$ 735,829</u>	<u>\$ 712,690</u>	<u>\$ 824,179</u>

GOALS:

Town Area of Focus

Deliver balanced, year-round economy driven by destination tourism by 2024.

Attract and retain entry and mid-level workforce.

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.

Program Objective

Management of executive and professional staff.

Execution of Town Council priority goals.

Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices.

Maintain employee committees and monitor outcomes.

PERFORMANCE MEASURES:

	2018	2019	2020
Cash Grants, In-Kind Grants & Student Scholarships Awarded	118	120	83

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

PROGRAM DESCRIPTION:

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:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
PERSONNEL	623,365	692,243	596,602	632,445
MATERIALS & SUPPLIES	1,141	2,000	2,000	2,000
CHARGES FOR SERVICES	23,285	37,177	24,577	33,077
FIXED CHARGES	43,736	40,561	35,532	38,460
	\$ 691,527	\$ 771,981	\$ 658,711	\$ 705,982

GOALS:

Town Area of Focus

Deliver balanced, year-round economy driven by destination tourism by 2024.

Program Objective

Attract and retain entry and mid-level workforce.

System Development: Evaluate performance evaluations and launch an online solution with NeoGov 'Perform' software for performance appraisals.

Benefits Management: Evaluate current benefit plan offerings and total compensation package to deliver an attractive and affordable benefit plan

EE Development: Link developmental needs and interests of talent to the Town's Core Values.

Culture: Continue to strengthen the Town's organizational culture through the Town's Values and Philosophies.

Diversity: The Town will focus on Diversity, Equity and Inclusion.

Risk Management: Partner and lead in employee safety Initiatives.

PERFORMANCE MEASURES:

	2017	2018	2019	Relationship to GOALS
Positions: Authorized REGULAR/Full-Time	187	190	190	Indicator of the human capital needs.
New Hires: REGULAR/Full-Time	16	17	24	Indicator of ability to retain full-time staff.
Internal Promotions to REGULAR/Full-Time	25	16	18	Indicator of employee talent development.
New Hires: Seasonal/PTYR/Other (excludes seas. rehires)	205	229	163	Reflects on Town's retention and seasonal returning staff (local market is tighter).
Recruitment: ~ # of Recruitments Conducted	123	118	132	Indicator of retention/turnover.
Recruitment: ~ Applications for Employment	2091	1862	1860	Indicator of interested applicants in Town jobs.
Recruitment: ~ Avg Applications per ea. Recruitment	16	15	14	Indicator of current market pressure on recruitment/applicant pools.
Wellness Program Participants	161	172	164	Indicator of employee wellness engagement & ability to prevent/detect conditions early.

PROGRAM: **Nicotine Program**
 DEPARTMENT: General Government
 DIVISION: Executive Management
 PROGRAM NO: 0445

PROGRAM DESCRIPTION:

Allows the Town to implement nicotine control programs by linking to community resources, producing guidelines, compiling data, and enforcing regulations. The program is made possible through the collection of local licensing and tax revenue collected by Summit County Government and distributed to the Town through an intergovernmental agreement.

PROGRAM EXPENDITURES:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
PERSONNEL	-	-	-	-
MATERIALS & SUPPLIES	-	-	-	-
CHARGES FOR SERVICES	-	-	-	-
CAPITAL OUTLAY	-	-	-	-
GRANTS	-	-	74,151	609,189
FIXED CHARGES	-	-	-	-
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 74,151</u>	<u>\$ 609,189</u>

PROGRAM: **Clerk and Municipal Services**
 DEPARTMENT: Executive Management
 DIVISION: 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 Town Council and Liquor and Marijuana Licensing Authority by compiling and distributing 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:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
Personnel	342,176	365,133	274,180	283,727
Materials & Supplies	5,840	5,700	1,500	1,000
Charges for Services	78,762	65,353	57,758	41,120
Fixed Charges	53,605	49,516	42,846	59,965
	<u>\$ 480,383</u>	<u>\$ 485,702</u>	<u>\$ 376,284</u>	<u>\$ 385,812</u>

GOALS:

Town Area of Focus

Program Objective

Deliver balanced, year-round economy driven by destination tourism by 2024.

Work with liquor licensees to help expand spring, summer and fall operations according to public health mandates

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.

Continue to move all office processes online (if possible) for complete transparency and ease of use for our community

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

Communicate health and safety messages, and engage and inform the community in Council initiatives such as the Parking Garage opening

Integrate virtual and in-person meetings in a way that increases engagement and allows for easy access online or in person (this may include a reconfiguration of Council Chambers)

PERFORMANCE MEASURES:

	2017	2018	2019
Active Liquor Licenses	102	107	113
Active Marijuana Licenses (Includes All License Types)	9	9	9
Active Tobacco Licenses	0	0	13
# Registered Voters	4,841	4840	4331

REVENUE & EXPENDITURE SUMMARY

FINANCE	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
REVENUE				
Administrative Fees	\$ 175,631	\$ 159,000	\$ 160,000	\$ 159,300
General Tax Support	\$ 872,761	\$ 987,200	\$ 846,976	\$ 1,008,364
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL REVENUE	<u><u>\$ 1,048,393</u></u>	<u><u>\$ 1,146,200</u></u>	<u><u>\$ 1,006,976</u></u>	<u><u>\$ 1,167,664</u></u>
EXPENDITURES				
Personnel	\$ 757,862	\$ 811,651	\$ 788,859	\$ 812,933
Materials & Supplies	\$ 4,761	\$ 8,000	\$ 5,000	\$ 5,000
Charges for Services	\$ 236,387	\$ 275,140	\$ 167,825	\$ 273,210
Fixed Charges	\$ 49,382	\$ 51,409	\$ 45,292	\$ 76,521
	<hr/>	<hr/>	<hr/>	<hr/>
	<u><u>\$ 1,048,393</u></u>	<u><u>\$ 1,146,200</u></u>	<u><u>\$ 1,006,976</u></u>	<u><u>\$ 1,167,664</u></u>
EXPENDITURES BY PROGRAM				
Administration	\$ 215,125	\$ 207,869	\$ 197,815	\$ 230,861
Accounting	\$ 733,168	\$ 770,447	\$ 704,225	\$ 744,068
Accommodations Compliance	\$ 100,100	\$ 167,884	\$ 104,936	\$ 192,735
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL EXPENDITURES	<u><u>\$ 1,048,393</u></u>	<u><u>\$ 1,146,200</u></u>	<u><u>\$ 1,006,976</u></u>	<u><u>\$ 1,167,664</u></u>

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

PROGRAM DESCRIPTION:

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

PROGRAM EXPENDITURES:

	2019 <u>ACTUAL</u>	2020 <u>BUDGET</u>	2020 <u>ESTIMATED</u>	2021 <u>ADOPTED</u>
Personnel	122,903	131,120	131,120	131,650
Materials & Supplies	712	1,000	1,000	1,000
Charges for Services	42,128	24,340	20,403	21,690
Capital Outlay	-	-	-	-
Fixed Charges	49,382	51,409	45,292	76,521
	<u>\$ 215,125</u>	<u>\$ 207,869</u>	<u>\$ 197,815</u>	<u>\$ 230,861</u>

GOALS:

Town Area of Focus

Deliver balanced, year-round economy driven by destination tourism by 2024.

Attract and retain entry and mid-level workforce.

Provide reliable and Competitive Broadband services to citizens/businesses/visitors

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.

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

Develop cutting edge messaging/programs around responsible

tourism and responsible citizenry (this extends beyond environmental issues)

Implement action that further the Town's efforts towards

Program Objective

Culture. Engage staff to meet individual and department professional goals.

Ongoing support for Broadband project implementation and financial oversight.

Access to information. Online financial reporting through monthly reports to Town Council, Annual Financial Report, & annual budget document.

Long range financial planning. By evaluating the Town's projections for revenues and expenses on a multi-year basis, the Town is at on a long term basis so that resource allocation is aligned with the organizational goals.

Use of technology. Staff will continue to store documents in electronic format.

PERFORMANCE MEASURES:

	2018 Actual	2019 Estimate	2020 Target
Financial reporting at monthly Town Council meetings	11	11	11

PROGRAM: Accounting
 DEPARTMENT: Finance
 DIVISION: Accounting
 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:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
Personnel	561,539	596,867	576,298	596,688
Materials & Supplies	4,049	7,000	4,000	4,000
Charges for Services	167,580	166,580	123,927	143,380
Capital Outlay	-	-	-	-
Fixed Charges	-	-	-	-
	<u>\$ 733,168</u>	<u>\$ 770,447</u>	<u>\$ 704,225</u>	<u>\$ 744,068</u>

GOALS:

Town Area of Focus

Program Objective

Deliver balanced, year-round economy driven by destination tourism by 2024.

Fill in need periods: Metrics

Access to information. Online financial reporting through monthly reports to Town Council, Annual Financial Report, & annual budget document.

Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices

Develop cutting edge messaging/programs around

Provided year over year water usage information to water customers in response to Council request. Will repeat annually.

Implement action that further the Town's efforts

Provided Public Works and the citizenry with information as needed regarding water usage and the new water plant.

Use of technology. Staff will continue to store documents in electronic format.

Electronic billing. Staff will continue to encourage online utility billing, sales tax filing, business license renewal, and a payroll self-service portal.

Continue to increase participation in paperless processes within all functions of the division

PERFORMANCE MEASURES:

	2017	2018	2019
Sales Tax Audits Completed	79	36	60
Business Licenses Processed	6,089	6,901	6,961
Sales, Accommodation, MMJ returns: % Filed Online	85%	92%	92%
# of Utility Accounts	4,757	4,854	4,965
Utility Billing: % Electronic Delivery	91%	91%	92%
# of Payments to Vendors	4,855	4,882	4,993
% of ACH vs. check payments to vendors (AP)	64%	67%	64%
# Real Estate Transfer Tax Transactions	8,625	9,034	9,570
\$ of Payroll Payments (000)	9,732	10,424	10,939

PROGRAM: **Accommodation Unit Compliance**
DEPARTMENT: Finance
DIVISION: Accounting
PROGRAM NO: 0463

PROGRAM DESCRIPTION:

Accommodation Unit Compliance enforces short term rental policy. Enforcement areas include licensing, tax remittance, health and safety standards, and nuisance management.

PROGRAM EXPENDITURES:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
Personnel	73,420	83,664	81,441	84,595
Materials & Supplies	-	-	-	-
Charges for Services	26,680	84,220	23,495	108,140
Capital Outlay	-	-	-	-
Fixed Charges	-	-	-	-
	<u>\$ 100,100</u>	<u>\$ 167,884</u>	<u>\$ 104,936</u>	<u>\$ 192,735</u>

GOALS:

Town Area of Focus **Program Objective**

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere

A "to be determined" % (or other metric) of the Breckenridge workforce lives in Town and there is a diversity of housing types and prices for locals (sufficient to preserve the sense of community and support the local economy)

Further short-term rental regulation to ensure that there is the right mix of short-term and long-term housing

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

Looking to further regulate the short term rental impacts to Breckenridge by building better communication and understanding between our lodging community and citizens.

Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices

Monitor effectiveness of hotline and keep Responsible Agent data current and accurate

Develop cutting edge messaging/programs around responsible tourism and responsible citizenry (this extends beyond environmental issues)

Coordinate with other local jurisdictions for efficient and effective regulations and compliance monitoring

Collect data on health and safety requirements, performing inspections as needed

PERFORMANCE MEASURES:

	2016	2017	2018
Accommodations Licenses	3,388	3,572	3,737
	2018	2019	
Call Center Compliants Received	N/A	101	

**REVENUE & EXPENDITURE
SUMMARY**

PUBLIC SAFETY	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
REVENUE				
Animal Licenses	\$ 760	\$ 800	\$ 600	\$ 600
Fines & Forfeits	\$ 26,150	\$ 34,500	\$ 23,636	\$ 26,500
Reimb. Of Expenditures	\$ 729	\$ 20,000	\$ -	\$ 5,000
Grants	\$ 23,915	\$ 12,000	\$ 12,000	\$ 10,000
General Tax Support	\$ 3,463,227	\$ 3,996,682	\$ 3,639,790	\$ 3,725,944
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL REVENUE	\$ 3,514,781	\$ 4,063,982	\$ 3,676,026	\$ 3,768,044
<hr/>				
EXPENDITURES				
Personnel	\$ 2,640,354	\$ 3,088,869	\$ 2,743,264	\$ 2,841,423
Materials & Supplies	\$ 73,232	\$ 78,852	\$ 79,886	\$ 47,200
Charges for Services	\$ 417,013	\$ 474,312	\$ 474,845	\$ 463,666
Fixed Charges	\$ 384,183	\$ 421,949	\$ 378,031	\$ 415,755
	<hr/>	<hr/>	<hr/>	<hr/>
	\$ 3,514,781	\$ 4,063,982	\$ 3,676,026	\$ 3,768,044
<hr/>				
EXPENDITURES BY PROGRAM				
Administration & Records	\$ 1,042,598	\$ 1,128,465	\$ 1,070,418	\$ 1,099,712
Communications	\$ 252,559	\$ 269,850	\$ 301,107	\$ 264,998
Patrol Services	\$ 2,080,894	\$ 2,492,579	\$ 2,149,218	\$ 2,238,461
Community Services	\$ 138,731	\$ 173,088	\$ 155,283	\$ 164,873
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL EXPENDITURES	\$ 3,514,781	\$ 4,063,982	\$ 3,676,026	\$ 3,768,044

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

PROGRAM DESCRIPTION:

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

PROGRAM EXPENDITURES:

	2019	2020	2020	2021
	ACTUAL	BUDGET	ESTIMATED	ADOPTED
Personnel	610,237	660,419	643,915	655,404
Materials & Supplies	11,381	16,000	8,929	10,000
Charges for Services	133,342	149,212	149,495	137,668
Fixed Charges	287,639	302,834	268,079	296,640
	<u>\$ 1,042,598</u>	<u>\$ 1,128,465</u>	<u>\$ 1,070,418</u>	<u>\$ 1,099,712</u>

GOALS:

Town Area of Focus

Deliver balanced, year-round economy driven by destination tourism by 2024.

Attract and retain entry and mid-level workforce

Program Objective

Continue seeking more opportunities to sponsor a diverse new hire workforce within the State's police academies.
 The department will continue its evaluation of the hiring process with a focus on best practices and longevity of staff hired.

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.

The Breckenridge Police Department will become more data driven in its strategy to address traffic safety concerns.
 In 2021, the Breckenridge Police Department will seek accreditation by the Colorado Association of Chiefs of Police.

PERFORMANCE MEASURES:

	2017	2018	2019	
Background Checks	72	56	93	External only; social services, law enforcement, fire, probation not included
Records Requests	430	288	202	

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:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
Materials & Supplies	177	3,000	34,757	-
Charges for Services	252,382	266,850	266,350	264,998
	<u>\$ 252,559</u>	<u>\$ 269,850</u>	<u>\$ 301,107</u>	<u>\$ 264,998</u>

GOALS:

Town Area of Focus

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.

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

Program Objective

Breckenridge Police Department continues to be the second highest user of the 911 Center, after the Sheriff's Office.

Implement personal and vehicle camera program pursuant to legislation and transparency partnership with the community.

PERFORMANCE MEASURES:

	2017	2018	2019
NW Incidents	14,187	12,303	13,974

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 complaints, calls for service and other law enforcement related duties. The department has a strong commitment to Community Oriented Policing and problem solving. An organized Community Policing Principles allows officers to work closely with community members, business owners and employees of other Town Departments to assist in problem solving and maintain the community's quality of life.

PROGRAM EXPENDITURES:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
Personnel	1,906,706	2,279,328	1,959,042	2,037,312
Materials & Supplies	59,640	56,352	36,000	37,000
Charges for Services	28,709	53,250	58,500	60,500
Capital Outlay	-	-	-	-
Fixed Charges	85,838	103,649	95,676	103,649
	<u>\$ 2,080,894</u>	<u>\$ 2,492,579</u>	<u>\$ 2,149,218</u>	<u>\$ 2,238,461</u>

GOALS:

Town Area of Focus

Program Objective

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.

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.

Identification of areas of high traffic crashes and engage in stronger reduction efforts through community education
Continuing to identify community concerns while emphasizing strong community relations and providing high level

More Boots & Bikes, less cars

Develop and implement a balanced parking and multi-modal transportation plan that preserves the character of the community.

Establish a bike patrol program within the police department
Increase officer engagement with local and visitor citizens through use of more foot patrols, special events, and tra

PERFORMANCE MEASURES:

	2017	2018	2019
Community Outreach			
Schools			
DARE Graduates	75	60	117
Bike Rodeos	2	3	2
Public			
Safe Bar Meetings	4	0	0
Tips Meetings	5	9	10
Enforcement			
Traffic			
Total Traffic Stops	3,106	2,111	2,604
Motor Vehicle Accidents	359	371	377
Calls			
# Cases	1,592	1,449	1,861
Noise Complaints	210	201	8
Assaults	65	76	57
Criminal Mischief	61	88	61
Disorderly	18	27	17
Ski Theft	11	14	25
Snowboard Theft	2	7	5
Ski Pass Fraud	127	178	323
Arrests			
DUI	72	77	36
Felony	32	40	19
Total Arrests	684	657	726

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:

	2019	2020	2020	2021
	ACTUAL	BUDGET	ESTIMATED	ADOPTED
Personnel	123,411	149,122	140,307	148,707
Materials & Supplies	2,034	3,500	200	200
Charges for Services	2,580	5,000	500	500
Capital Outlay	-	-	-	-
Fixed Charges	10,706	15,466	14,276	15,466
	\$ 138,731	\$ 173,088	\$ 155,283	\$ 164,873

GOALS:

Town Area of Focus

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.

Develop more robust peak day management strategy

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.

Program Objective

Officers and CSO's attend various core and advanced trainings in crowd control science

CSO's attend the various HOA's within the Town as their schedules permit

PERFORMANCE MEASURES:

	2017	2018	2019
Parking & Code Enforcement			
Parking Citations	17,307	7,175	7,179
Cites Excluding Voids, Warnings	4,126	3,976	19
Collection Rate	69%	66%	67%
Permits Sold	1,460	1,358	1,317
Dog Licenses	76	57	58
Dog at Large Citations	24	17	32
Wildlife calls	97	115	170

* Parking statistics are tabulated from May 1 - April 30.

**REVENUE AND EXPENDITURE
SUMMARY**

COMMUNITY DEVELOPMENT	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
REVENUE				
Inspection Permits	\$ 716,414	\$ 554,537	\$ 414,611	\$ 410,103
Class 'A'	\$ 28,611	\$ 40,334	\$ 48,549	\$ 33,396
Class 'B'	\$ 24,475	\$ 7,964	\$ 7,964	\$ 6,594
Class 'C'	\$ 33,366	\$ 36,117	\$ 28,560	\$ 30,864
Class 'D'	\$ 80,185	\$ 82,895	\$ 61,662	\$ 68,636
Sale of Documents	\$ 48	\$ -	\$ 17	\$ -
Misc. Fees	\$ 2,250	\$ 2,300	\$ 2,315	\$ 2,300
Plan Review	\$ 404,177	\$ 350,000	\$ 251,650	\$ 251,650
Grants	\$ -	\$ -	\$ -	\$ -
General Tax Support	\$ 638,615	\$ 1,012,709	\$ 1,139,828	\$ 1,054,125
TOTAL REVENUE	<u>\$ 1,928,141</u>	<u>\$ 2,086,856</u>	<u>\$ 1,955,156</u>	<u>\$ 1,857,668</u>
EXPENDITURES				
Personnel	\$ 1,502,370	\$ 1,594,235	\$ 1,487,921	\$ 1,428,056
Materials & Supplies	\$ 8,787	\$ 12,300	\$ 9,400	\$ 9,400
Charges for Services	\$ 196,177	\$ 212,065	\$ 223,304	\$ 128,100
Fixed Charges	\$ 220,807	\$ 268,256	\$ 234,531	\$ 292,112
TOTAL EXPENDITURES	<u>\$ 1,928,141</u>	<u>\$ 2,086,856</u>	<u>\$ 1,955,156</u>	<u>\$ 1,857,668</u>
EXPENDITURES BY PROGRAM				
Administration	\$ 1,177,852	\$ 1,218,332	\$ 1,092,806	\$ 1,116,478
Building Services	\$ 582,502	\$ 642,671	\$ 643,662	\$ 555,395
Sustainability	\$ 167,786	\$ 225,853	\$ 218,688	\$ 185,795
TOTAL EXPENDITURES	<u>\$ 1,928,141</u>	<u>\$ 2,086,856</u>	<u>\$ 1,955,156</u>	<u>\$ 1,857,668</u>

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

PROGRAM DESCRIPTION:

This program funds the general operation of the Community Development Department, including administration and supervisory duties, wildfire/pine beetle mitigation, current planning/development review, and long range planning, including historic preservation, economic development, and sustainability initiatives. Administrative and supervisory functions include management responsibilities for the Department's different sections (current planning, long range planning, building, housing and child care), budget preparation and accounting, human resource management, and communications with Town management. Long range planning functions include staffing the 100% Renewable Task Force, the Comprehensive Code Amendments Steering Group, 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, Town sponsored housing projects, oversight 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:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
Personnel	923,039	939,091	876,196	861,198
Materials & Supplies	7,017	9,800	7,400	7,400
Charges for Services	103,054	89,800	51,500	51,500
Capital Outlay	-	-	-	-
Fixed Charges	144,742	179,641	157,710	196,380
	<u>\$ 1,177,852</u>	<u>\$ 1,218,332</u>	<u>\$ 1,092,806</u>	<u>\$ 1,116,478</u>

GOALS:

Town Area of Focus

Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices

Develop cutting edge messaging/programs around responsible tourism and responsible citizenry (this extends beyond environmental issues)

Program Objective

Continued implementation of the SustainableBreck Plan action items

- a. Increase in businesses receiving certified SustainableBreck status
- b. Increase in residences initiating energy efficiency upgrades (EnergySmart program)
- c. Participation in the Save As You Recycle program
- d. Implement projects to move towards the Town's 100 % renewable goals

Work with the United States Forest Service (USFS) to implement aspects of the Watershed Protection MOU

PERFORMANCE MEASURES:

	2017	2018	2019
Class A Permits Approved	5	10	5
Class B Permits Approved	12	9	6
Class C Permits Approved	23	34	19
Class D Major Permits Approved	47	54	35
Class D Minor Permits Approved	391	250	296
Town Projects	17	13	12
Local Landmarking Ordinances	3	4	2
Code Amendments Processed	4	4	8
Businesses achieving SustainableBreck certification	7	13	10

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

PROGRAM DESCRIPTION:

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

PROGRAM EXPENDITURES:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
Personnel	482,846	534,156	490,737	446,263
Materials & Supplies	1,770	2,500	2,000	2,000
Charges for Services	21,822	17,400	74,104	11,400
Fixed Charges	76,065	88,615	76,821	95,732
	<u>\$ 582,502</u>	<u>\$ 642,671</u>	<u>\$ 643,662</u>	<u>\$ 555,395</u>

GOALS:

Town Area of Focus

Deliver balanced, year-round economy driven by destination tourism by 2024.

Further short-term rental regulation, Build out employee housing and rental units/programs

Program Objective

Continue the process of implementing the next phase of Energov software program.
 Provide administrative and technical support for the Block 11 subdivision and the Carriage house remodel.
 Provide technical code support for the new Sustainability Coordinator and the short term rental committee.

PERFORMANCE MEASURES:

	2017	2018	2019
Building Permits Issued	561	424	430
Inspection numbers	7,887	7,330	6,481
Fee's waived (\$) for Town, Solar, and Deed restricted properties	\$ 466,745	\$ 537,989	\$ 71,136

PROGRAM: **Sustainability**
 DEPARTMENT: Community Development
 DIVISION: Planning
 PROGRAM NO: 0631

PROGRAM DESCRIPTION:

The sustainability program administers the aid in meeting the sustainability goals of the Town led by Council, Leadership, and general staff.

PROGRAM EXPENDITURES:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
Personnel	96,486	120,988	120,988	120,595
Charges for Services	71,301	104,865	97,700	65,200
	<u>\$ 167,786</u>	<u>\$ 225,853</u>	<u>\$ 218,688</u>	<u>\$ 185,795</u>

GOALS:

Town Area of Focus

Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices

Develop cutting edge messaging/programs around responsible tourism and responsible citizenry (this extends beyond environmental issues)

Program Objective

Manage reusable bag program, offering reusable bags to local retailers

Educate the public on disposable bags and other environmental impacts

**REVENUE & EXPENDITURE
SUMMARY**

PUBLIC WORKS	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
REVENUE				
Administration	\$ 565,905	\$ 477,545	\$ 545,179	\$ 453,634
Streets	\$ 50,037	\$ 35,000	\$ 39,875	\$ 35,000
Parks	\$ 53,806	\$ 42,600	\$ 36,597	\$ 41,880
Facilities Maintenance	\$ 451,839	\$ 192,701	\$ 151,745	\$ 137,610
Engineering	\$ 11,150	\$ 18,000	\$ 16,500	\$ 22,500
General Tax Support	\$ 7,204,078	\$ 7,870,050	\$ 7,422,711	\$ 7,347,507
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL REVENUE	<u>\$ 8,336,814</u>	<u>\$ 8,635,896</u>	<u>\$ 8,212,607</u>	<u>\$ 8,038,131</u>
EXPENDITURES				
Personnel	\$ 3,682,930	\$ 3,979,830	\$ 3,758,857	\$ 3,903,819
Materials & Supplies	\$ 481,264	\$ 610,880	\$ 495,467	\$ 487,175
Charges for Services	\$ 2,564,199	\$ 2,186,416	\$ 2,134,467	\$ 1,795,318
Fixed Charges	\$ 1,608,421	\$ 1,858,770	\$ 1,823,816	\$ 1,851,819
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL EXPENDITURES	<u>\$ 8,336,814</u>	<u>\$ 8,635,896</u>	<u>\$ 8,212,607</u>	<u>\$ 8,038,131</u>
EXPENDITURES BY PROGRAM				
Administration	\$ 723,583	\$ 589,712	\$ 737,743	\$ 603,480
Streets	\$ 2,582,121	\$ 2,746,692	\$ 2,545,866	\$ 2,539,943
Parks	\$ 2,264,216	\$ 2,353,238	\$ 2,107,569	\$ 2,135,843
Facilities Maintenance	\$ 2,221,844	\$ 2,161,382	\$ 1,969,916	\$ 2,031,579
Engineering	\$ 545,049	\$ 784,872	\$ 851,513	\$ 727,286
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL EXPENDITURES	<u>\$ 8,336,814</u>	<u>\$ 8,635,896</u>	<u>\$ 8,212,607</u>	<u>\$ 8,038,131</u>

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

PROGRAM DESCRIPTION:

This program provides labor, supplies, and general services required to manage the various divisions of Public Works including Streets & Parks, Facilities, Fleet Maintenance, Water, Transit, and Engineering and provides customer service to internal and external customers. Personnel Services are those of the Director of Public Works, the Assistant Public Works Directors, the Administrative Services Manager, Administrative Services Coordinator, and Administrative Specialist.

PROGRAM EXPENDITURES:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
Personnel	527,956	480,637	475,879	493,351
Materials & Supplies	8,603	10,230	7,140	5,000
Charges for Services	124,178	35,812	199,332	23,436
Fixed Charges	62,846	63,033	55,392	81,693
	\$ 723,583	\$ 589,712	\$ 737,743	\$ 603,480

GOALS:

Town Area of Focus

Program Objective

Deliver balanced, year-round economy driven by destination tourism by 2024.

Attract and retain entry and mid-level workforce.

Continue to coordinate and support the accomplishment of Public Works Department goals and operations.

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.

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.

Continue to efficiently support internal and external customer service needs.

More boots & bikes, less cars

Parking & Transportation Comprehensive Plan Implementation

Manage special projects as identified in the 2021 budget year.

PERFORMANCE MEASURES:

	2017	2018	2019
Number of PW employees	109	104	117
Number of building permits processed by staff	160	92	82

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:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
Personnel	950,558	1,044,540	992,942	1,040,991
Materials & Supplies	194,089	251,450	191,300	169,300
Charges for Services	471,290	378,240	295,780	297,880
Capital Outlay	-	-	-	-
Fixed Charges	966,184	1,072,462	1,065,844	1,031,772
	<u>\$ 2,582,121</u>	<u>\$ 2,746,692</u>	<u>\$ 2,545,866</u>	<u>\$ 2,539,943</u>

GOALS:

Town Area of Focus

Program Objective

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.

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.

Continue to support and maintain Town infrastructure, support community needs

Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices

Implement action that further the Town's efforts towards suitability and reduction of our community's carbon footprint.

Use of alternative materials for snow and ice mitigation; de-icer

PERFORMANCE MEASURES:

	2017	2018	2019
Lane miles of streets maintained including but not limited to snow removal	122	122	122
	2017-2018 Season	2018-2019 Season	2019-2020 Season
Number of 24 yard loads of snow hauled from town	2,851	6,016	5,627

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:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
Personnel	951,149	1,016,622	912,554	928,076
Materials & Supplies	198,125	215,275	190,450	190,250
Charges for Services	831,573	778,954	665,333	662,450
Fixed Charges	283,370	342,387	339,232	355,067
	<u>\$ 2,264,216</u>	<u>\$ 2,353,238</u>	<u>\$ 2,107,569</u>	<u>\$ 2,135,843</u>

GOALS:

Town Area of Focus

Deliver balanced, year-round economy driven by destination tourism by 2024.

Program Objective

Continued hanging of seasonal banners in Hwy 9 median

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.

- Continued arborist maintenance of town trees
- Complete sod work at Carter Park Dog Park
- Continue to support and maintain Town infrastructure, support community needs
- Paint 1/5 of Town streetlights
- Painting of intersection traffic signal poles - French and Main, Ski Hill and Main
- Painting of hand railings throughout Town

Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices

Develop cutting edge messaging/programs around responsible tourism and responsible citizenry (this extends beyond environmental issues)

- Repair/replace signage on all Town trash and recycle barrels
- Install 15 recycle/trash bear proof cans

PERFORMANCE MEASURES:

	2017	2018	2019
Miles of sidewalks maintained	25	25	25
Number of Acres of turf maintained	7	7	7
Number of Sq. Ft. of Roundabout and Medians Maintained	250,000	250,000	250,000
Number of Acres of synthetic turf maintained	2	2	2
Number of Streetlights maintained	1,395	1,425	1,450
Number of Trash/Recycle barrels maintained	175	180	200

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, 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:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
Personnel	885,752	929,272	883,402	930,740
Materials & Supplies	78,901	132,000	105,577	122,625
Charges for Services	1,058,556	881,930	774,267	774,347
Fixed Charges	198,635	218,180	206,670	203,867
	\$ 2,221,844	\$ 2,161,382	\$ 1,969,916	\$ 2,031,579

GOALS:

Town Area of Focus

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel

Program Objective

and friendly atmosphere.

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

PERFORMANCE MEASURES:

	Town Hall	Riverwalk	Rec Center	Ice Rink	Arts	BGVCC	PW
Total Labor Hours per Building	1133.95	716.26	1881.88	1580.30	1055.54	586.58	1370.70
Total %	7.38%	4.66%	12.25%	10.29%	6.87%	3.82%	8.92%

Notable Labor Categories	% of Time Spent
Preventative Maintenance	13.40%
HVAC/Mech., Refrigeration, Boilers	5.47%
Plumbing	6.10%
Building Checks	22.50%
General Labor	4.30%

Hours Spent on Special Events	140
Biggest Events: Oktoberfest, Snow Sculptures, 4th of July	
Average Open WO's per Day	162

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, and Harris St. Building. Numerous other buildings include Dumpsters, Bus Stops, Parks, Historical, and storage buildings.

Building Square footage by Year	2017	2018	2019	2020
	388,597	415,429	421,189	423,789

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

PROGRAM DESCRIPTION:

The Engineering Division program funds supplies and labor including 3 engineers, GIS analyst, and Construction Inspector. The Division manages the Town's Capital Improvement Projects, development review , Building Permit reviews and final Certificate of Occupancy engineering inspections, ROW Permit administration and inspection.

PROGRAM EXPENDITURES:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
Personnel	367,515	508,759	494,080	510,661
Materials & Supplies	1,546	1,925	1,000	-
Charges for Services	78,602	111,480	199,755	37,205
Fixed Charges	97,387	162,708	156,678	179,420
	\$ 545,049	\$ 784,872	\$ 851,513	\$ 727,286

GOALS:

Town Area of Focus

Program Objective

Deliver balanced, year-round economy driven by destination tourism by 2024.

Continuation of the inspection of various Town and private development projects, update and utilize software applications for permitting, and continuing to respond to an anticipated +/-250 development and building permits applications.

More boots & bikes, less cars

Develop and implement a balanced parking and multi-modal transportation plan that preserves the character of the community.

Provide design, project management, and construction oversight of projects as detailed in the Capital Improvements Plan and Transportation capital projects.

PERFORMANCE MEASURES:

	2017	2018	2019
Private Development Building Permit Review			
No. of Building Permits Reviewed	160	92	82
No. of Building Permit CO's Inspections	80	55	47
CIP Projects			
Total amount of CIP spent	\$11.7 M	\$10.6M	\$13.6M

**REVENUE & EXPENDITURE
SUMMARY**

RECREATION	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
REVENUES				
Rec Programs	\$ 865,588	\$ 815,800	\$ 389,875	\$ 554,100
Rec Operations	\$ 1,860,173	\$ 1,812,484	\$ 529,477	\$ 949,079
Tennis Programs	\$ 190,267	\$ 200,441	\$ 134,000	\$ 141,526
Nordic Center	\$ 257,613	\$ 219,700	\$ 178,600	\$ 205,100
Ice Rink Operations	\$ 513,708	\$ 489,200	\$ 297,769	\$ 398,200
General Tax Support	\$ 1,834,388	\$ 2,438,795	\$ 3,500,555	\$ 3,083,543
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL REVENUES	<u>\$ 5,521,736</u>	<u>\$ 5,976,420</u>	<u>\$ 5,030,276</u>	<u>\$ 5,331,548</u>
<hr/>				
Personnel	\$ 3,256,667	\$ 3,508,997	\$ 3,037,619	\$ 3,142,495
Materials & Supplies	\$ 416,107	\$ 379,520	\$ 321,196	\$ 345,225
Charges for Services	\$ 1,027,875	\$ 1,221,661	\$ 844,576	\$ 1,010,575
Capital Outlay	\$ -	\$ -	\$ -	\$ -
Grants	\$ 0	\$ -	\$ -	\$ -
Fixed Charges	\$ 821,088	\$ 866,242	\$ 826,885	\$ 833,253
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL EXPENDITURES	<u>\$ 5,521,736</u>	<u>\$ 5,976,420</u>	<u>\$ 5,030,276</u>	<u>\$ 5,331,548</u>
<hr/>				
EXPENDITURES BY PROGRAM				
Administration	\$ 834,720	\$ 849,572	\$ 742,235	\$ 778,660
Recreation Programs	\$ 1,193,175	\$ 1,405,458	\$ 1,063,200	\$ 1,150,658
Recreation Operations	\$ 2,042,048	\$ 2,163,839	\$ 1,839,014	\$ 1,961,687
Tennis Programs	\$ 285,232	\$ 303,377	\$ 267,789	\$ 273,455
Nordic Operations	\$ 318,434	\$ 305,311	\$ 307,062	\$ 342,265
Ice Rink Operations	\$ 848,127	\$ 948,863	\$ 810,976	\$ 824,823
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL EXPENDITURES	<u>\$ 5,521,736</u>	<u>\$ 5,976,420</u>	<u>\$ 5,030,276</u>	<u>\$ 5,331,548</u>

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

PROGRAM DESCRIPTION:

The Recreation Administration division encompasses administrative staff and support, personnel administration and support, business systems, 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, Assistant Director, Administrative Manager, Recreation Coordinator/Administration, Recreation Coordinator/Admin & Marketing, and a Recreation Specialist.

PROGRAM EXPENDITURES:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
Personnel	538,076	564,943	548,516	567,644
Materials & Supplies	14,927	16,500	7,850	11,000
Charges for Services	100,254	95,320	38,220	48,095
Grants	0	-	-	-
Fixed Charges	181,462	172,809	147,649	151,921
	<u>\$ 834,720</u>	<u>\$ 849,572</u>	<u>\$ 742,235</u>	<u>\$ 778,660</u>

GOALS:

Town Area of Focus

Deliver balanced, year-round economy driven by destination tourism by 2024.

Attract and retain entry and mid-level workforce.

Program Objective

Conduct strategic recruitment tactics including signage, facility recruitment hubs/desks, electronic messaging, etc., to meet emerging needs as pandemic recovery allows operations to ramp up.

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.

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.

Provide leadership and support of long range departmental projects and adapt to pandemic recovery needs, such as community support, department initiatives, and emerging pandemic needs, etc.
Continue refinement of website and Active website pages with graphics, links and shortcuts to improve the customer experience. Utilize website and social media to tell the stories of Breckenridge and our local community.

PERFORMANCE MEASURES:

	2017	2018	2019
Number of page views on the website for the Rec Department Home page (most popular dept page):	47,125	73,412	80,146
Percentage of Online Revenue* (*computed from available online sales):	33%	29%	29%

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), fitness and ice programs. Positions include a manager, 5 programmers, and support staff.

PROGRAM EXPENDITURES:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
Personnel	1,002,638	1,140,743	897,082	962,597
Materials & Supplies	34,163	31,870	19,420	22,000
Charges for Services	142,277	202,856	117,959	135,586
Fixed Charges	14,097	29,989	28,739	30,475
	\$ 1,193,175	\$ 1,405,458	\$ 1,063,200	\$ 1,150,658

GOALS:

Town Area of Focus

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.

Ensure access to affordable quality childcare for local working families.

Program Objective

Continue offering diverse afterschool and full day childcare offerings. Work with community partners through the SCPPC to ensure comprehensive childcare offerings as we navigate potential school closures and changes.

Continue to expand the Town of Breckenridge scholarship program with updated metrics. Absorb afterschool CATCH funding from KSS to enable Free and Reduced Lunch qualified children can attend Rec Center programming at a reduced rate.

Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices

All Recreation department events are zero waste by 2024

Summit Trail Running Series and Breckenridge Ascent Series will be zero waste in 2021. Implement reusable timing technology as well as elimination of disposable cups. Revise check in/out process for identified recreation programs to an online database, resulting in a reduction/elimination of paper for these items.

PERFORMANCE MEASURES:

	2017	2018	2019
Number of Program Participant Visits	66,213	82,709	85,218
Net Promoter Score	71	53	79
Cost Recovery Rate	80%	75%	74%

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 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:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
Personnel	1,009,848	1,056,532	925,517	935,508
Materials & Supplies	187,572	180,500	144,101	164,050
Capital Outlay	-	-	-	-
Fixed Charges	391,627	416,061	416,061	420,983
	\$ 2,042,048	\$ 2,163,839	\$ 1,839,014	\$ 1,961,687

GOALS:

Town Area of Focus

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.

Program Objective

Continue to offer safe recreational opportunities for our community by providing leadership and support to our staff and patrons during the pandemic. Utilize adaptability, creativity and risk management to continue to operate in new and/or revised formats while adhering to Summit County, State and local health orders.

Develop and expand offerings to traditionally smaller user groups to service community needs and reach of underserved populations. Develop options for pickleball in gymnasium and develop stronger working relationship with local pickleball association. Expand swim offerings with a goal of creating a recreational competitive team that attends swim meets.

Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices

Improve current recycling programs, usage and education

Continue efforts to convert record keeping to digital processes and reduce paper consumption. Improve recycling signage throughout facility. Evaluate options and potential shift from paper punch passes and plastic membership cards to electronic check in.

PERFORMANCE MEASURES:

	2017	2018	2019
Number of Facility Participant Visits	194,805	219,092	223,278
Number of Rec Facility Permits Issued	443	485	528
Net Promoter Score	79	75	90
Cost recovery rate	99%	102%	92%

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

PROGRAM DESCRIPTION:

Tennis operations includes personnel, operating supplies, and charges for services required to operate and maintain the 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:

	ACTUAL	BUDGET	ESTIMATED	ADOPTED
Personnel	191,511	188,749	175,367	173,801
Materials & Supplies	18,847	18,850	15,625	16,825
Capital Outlay	-	-	-	-
Fixed Charges	23,729	24,551	24,551	24,943
	\$ 285,232	\$ 303,377	\$ 267,789	\$ 273,455

GOALS:

Town Area of Focus

Deliver balanced, year-round economy driven by destination tourism by 2024.

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.

Develop more family oriented programming and events

Program Objective

Host two tennis tournaments in 2021. NTRP tournament in June and Summit County Championships held in September.

Continue to refine youth tennis offerings to include private lessons, afterschool, Junior program and High School level clinics. Restructure summer tennis programs into smaller groups based on age with additional court availability.

Continue to grow tennis during pandemic by offering creative programming. Evaluate options to reintroduce mixed doubles leagues, create a new singles league and increase semi-private and private lesson offerings.

PERFORMANCE MEASURES:

	2018	2019
Number of indoor Facility Participant Visits	1,636	2035
Number of outdoor Facility Participant visits	1,621	2534
Number of Pickleball Facility Participant visits	634	1010
Program participant visits	8836	9066
Total visits	12727	14645
Cost recovery rate	68%	67%
Net Promoter		100%

2018 was the first year of operations for this program.

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

PROGRAM DESCRIPTION:

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

PROGRAM EXPENDITURES:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
Personnel	98,436	93,427	82,219	121,195
Materials & Supplies	83,290	47,800	69,800	56,300
Charges for Services	80,737	112,870	108,120	114,620
Capital Outlay	-	-	-	-
Fixed Charges	55,971	51,214	46,923	50,150
	<u>\$ 318,434</u>	<u>\$ 305,311</u>	<u>\$ 307,062</u>	<u>\$ 342,265</u>

GOALS:

Town Area of Focus

Program Objective

Deliver balanced, year-round economy driven by destination tourism by 2024.

Expand Nordic offerings, tours, and services and enhance GRNC's role for destination tourists.

Utilize snowmaking infrastructure and snow "farming" practices to ensure early season conditions and operations.

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.

Develop more family oriented programming and events

Promote additional winter activities to broaden family-friendly options during COVID recovery.

PERFORMANCE MEASURES:

	2017	2018	2019
Number of Participant Facility & Program Visits	7,064	12,503	8,711
Cost Recovery Rate	93%	76%	81%
Daily Trail Passes Sold**			2014

** New metric added in 2019

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

PROGRAM DESCRIPTION:

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

PROGRAM EXPENDITURES:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
Personnel	416,158	464,603	408,918	381,750
Materials & Supplies	77,307	84,000	64,400	75,050
Charges for Services	200,461	228,642	174,696	213,242
Capital Outlay	-	-	-	-
Fixed Charges	154,201	171,618	162,962	154,781
	<u>\$ 848,127</u>	<u>\$ 948,863</u>	<u>\$ 810,976</u>	<u>\$ 824,823</u>

GOALS:

Town Area of Focus

Deliver balanced, year-round economy driven by destination tourism by 2024.

Program Objective

Evaluate adding additional specialty hockey camps (i.e. goalies, AA and AAAA, women's only, etc.) that do not compete with existing camps.

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.

Develop more family friendly programming and events.

Provide additional programming and events during the summer on the turf field at the Ice Arena. Potentially provide access to the turf area to local childcare providers during inclement weather in July and August.

Continue to offer safe recreational opportunities for our community by providing leadership and support to our staff and patrons during the

PERFORMANCE MEASURES:

	2017	2018	2019
Number of Facility Visits	67,053	66,672	67,628
Number of Hours of Ice Rented to External User Groups	1,429	1,300	1352
Cost Recovery Rate	54%	55%	60%
Net Promoter Score	81	98	49

**REVENUE & EXPENDITURE
SUMMARY**

OTHER MISCELLANEOUS	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
REVENUE				
Nordic Loan Payments	\$75,232	\$57,563	\$57,563	\$46,768
BGVCC Naming Agreement	\$50,000	\$50,000	\$50,000	\$50,000
General Tax Support	\$411,325	\$0	\$1,549,734	\$2,995
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL REVENUE	<u>\$536,557</u>	<u>\$107,563</u>	<u>\$1,657,297</u>	<u>\$99,763</u>
EXPENDITURES				
Personnel	\$ -	\$ -	\$ 33,864	\$ 33,863
Materials & Supplies	\$ -	\$ -	\$ 30,732	\$ -
Charges for Services	\$ 536,557	\$ 70,000	\$ 48,266	\$ 65,900
Grants	\$ -	\$ -	\$ 1,544,435	\$ -
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL EXPENDITURES	<u>\$ 536,557</u>	<u>\$ 70,000</u>	<u>\$ 1,657,297</u>	<u>\$ 99,763</u>
EXPENDITURES BY PROGRAM				
Contingencies	\$ 372,745	\$ -	\$ 1,636,897	\$ 58,663
Committees	\$ 163,812	\$ 70,000	\$ 20,400	\$ 41,100
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL EXPENDITURES	<u>\$ 536,557</u>	<u>\$ 70,000</u>	<u>\$ 1,657,297</u>	<u>\$ 99,763</u>

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

PROGRAM DESCRIPTION:

This program budgets monies for contingencies.

PROGRAM EXPENDITURES:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
Personnel	-	-	33,864	33,863
Materials & Supplies	-	-	30,732	-
Charges for Services	372,745	-	27,866	24,800
Capital Outlay	-	-	-	-
Grants	-	-	1,544,435	-
Transfers	-	-	-	-
Totals	\$ 372,745	\$ -	\$ 1,636,897	\$ 58,663

PROGRAM COMMENTARY:

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

PROGRAM DESCRIPTION:

This program contains all Town committees.

PROGRAM EXPENDITURES:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
CHARGES FOR SERVICES	163,812	70,000	20,400	41,100
	<u>\$ 163,812</u>	<u>\$ 70,000</u>	<u>\$ 20,400</u>	<u>\$ 41,100</u>

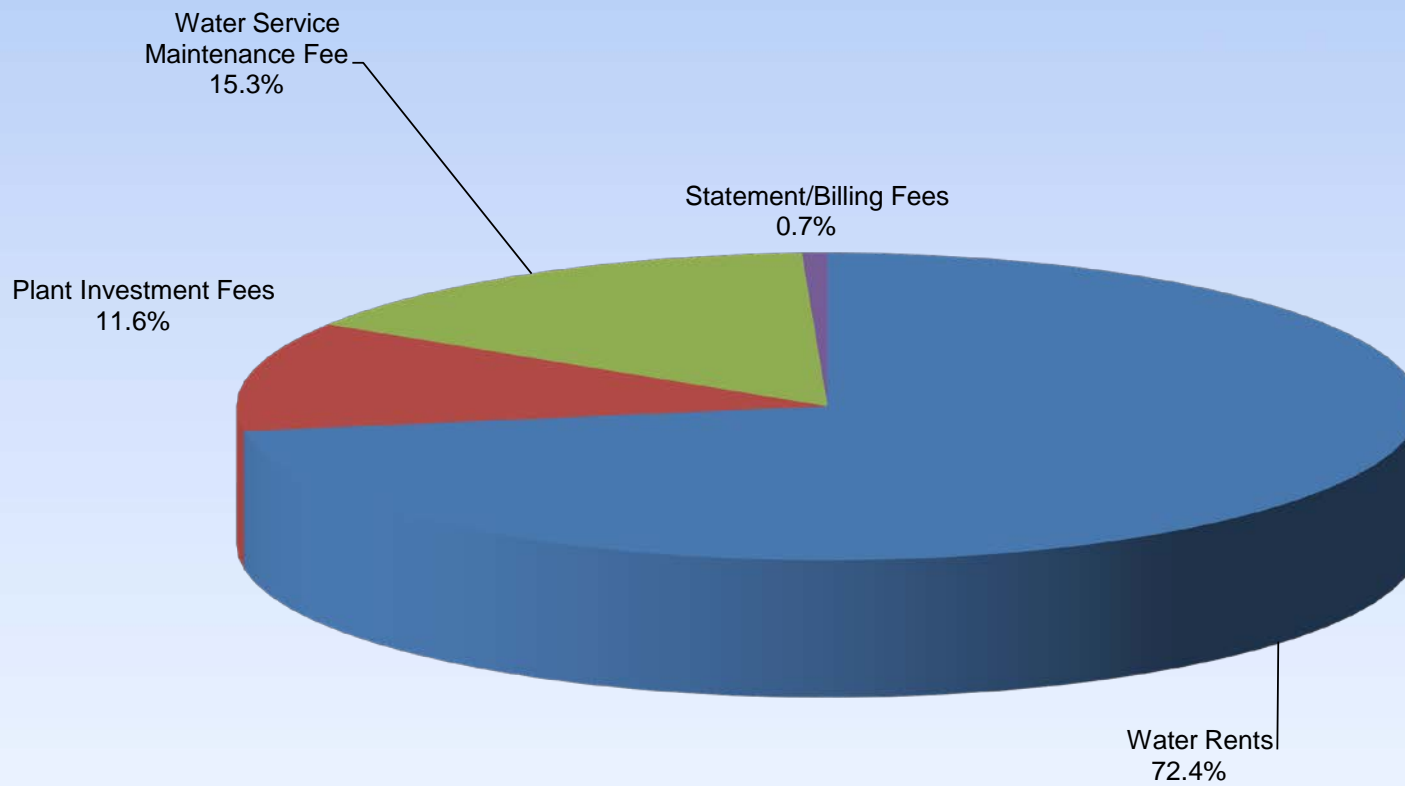
UTILITY FUND

January 1, 2019	FUND BALANCE	\$	43,702,436
	REVENUE	\$	6,645,905
	EXPENSES	\$	2,934,249
	ACTUAL GAIN / (REDUCTION)	\$	3,711,655
December 31, 2019	FUND BALANCE	\$	47,414,092
January 1, 2020	FUND BALANCE	\$	47,414,092
	PROJECTED REVENUE	\$	7,301,942
	PROJECTED EXPENSES	\$	13,345,138
	PROJECTED GAIN / (REDUCTION)	\$	(6,043,196)
December 31, 2020	FUND BALANCE	\$	41,370,896
January 1, 2021	FUND BALANCE	\$	41,370,896
	BUDGETED REVENUE	\$	6,544,979
	BUDGETED EXPENSES	\$	12,907,197
	ADOPTED GAIN / (REDUCTION)	\$	(6,362,218)
December 31, 2021	FUND BALANCE	\$	35,008,678
	RESTRICTED FOR CAPITAL ASSETS	\$	21,219,953
	BUDGETED NET FUND BALANCE	\$	13,788,725

**TOWN OF BRECKENRIDGE
2021 ANNUAL BUDGET
UTILITY FUND ANALYSIS**

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
FUND BALANCE, JANUARY 1	\$ 43,702,436	\$ 47,414,092	\$ 47,414,092	\$ 41,370,896
REVENUES				
Water Rents	\$ 3,922,895	\$ 3,820,567	\$ 3,820,567	\$ 4,009,624
Plant Investment Fees	\$ 1,051,652	\$ 3,635,125	\$ 420,000	\$ 640,000
Water Service Maintenance Fee	\$ 558,596	\$ 841,680	\$ 841,680	\$ 850,097
Statement/Billing Fees	\$ 38,400	\$ 41,890	\$ 38,405	\$ 38,405
Debt Proceeds	\$ -	\$ 3,875,000	\$ -	\$ -
Interest	\$ 11,299	\$ 54,400	\$ 244,089	\$ 244,089
Transfer from Affordable Housing	\$ -	\$ 1,600,000	\$ 1,600,000	\$ 235,000
Transfer from Open Space	\$ 16,391	\$ 16,883	\$ 16,883	\$ 17,389
Other Income	\$ 1,046,671	\$ 510,375	\$ 320,318	\$ 510,375
TOTAL REVENUES	\$ 6,645,905	\$ 14,395,920	\$ 7,301,942	\$ 6,544,979
TOTAL AVAILABLE	\$ 50,348,341	\$ 61,810,012	\$ 54,716,034	\$ 47,915,875
EXPENDITURES				
Personnel	\$ 939,315	\$ 1,063,707	\$ 1,045,024	\$ 1,097,249
Materials & Supplies	\$ 129,988	\$ 158,075	\$ 130,600	\$ 180,600
Charges for Services	\$ 666,786	\$ 938,952	\$ 854,363	\$ 1,101,614
Capital Outlay	\$ 869,259	\$ 4,388,000	\$ 7,776,115	\$ 1,293,000
Fixed Charges	\$ 229,741	\$ 217,052	\$ 208,679	\$ 187,430
Debt Service	\$ -	\$ 3,230,204	\$ 3,230,204	\$ 3,230,209
Transfers	\$ 99,161	\$ 100,153	\$ 100,153	\$ 101,154
Previously Appropriated Capital Projects	\$ -	\$ -	\$ -	\$ 5,715,941
TOTAL EXPENDITURES	\$ 2,934,249	\$ 10,096,143	\$ 13,345,138	\$ 12,907,197
EXPENDITURES				
General Services	\$ 1,964,921	\$ 2,379,939	\$ 2,220,069	\$ 2,556,047
Water Rights	\$ 100,069	\$ 116,000	\$ 136,750	\$ 130,000
Broadband Program	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ 3,230,204	\$ 3,230,204	\$ 3,230,209
Capital Projects	\$ 869,259	\$ 4,370,000	\$ 7,758,115	\$ 6,990,941
TOTAL EXPENDITURES	\$ 2,934,249	\$ 10,096,143	\$ 13,345,138	\$ 12,907,197
FUND BALANCE, DECEMBER 31	47,414,092	\$ 51,713,869	\$ 41,370,896	\$ 35,008,678
RESTRICTED FOR CAPITAL ASSETS	\$ 21,219,953	\$ 21,219,953	\$ 21,219,953	\$ 21,219,953
NET FUND BALANCE	\$ 26,194,139	\$ 30,493,916	\$ 20,150,943	\$ 13,788,725

TOWN OF BRECKENRIDGE UTILITY FUND REVENUES 2020



EXPENDITURE SUMMARY BY CATEGORY AND PROGRAM

WATER DIVISION	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
EXPENDITURES BY CATEGORY				
Personnel	\$ 939,315	\$ 1,063,707	\$ 1,045,024	\$ 1,097,249
Materials & Supplies	\$ 129,988	\$ 158,075	\$ 130,600	\$ 180,600
Charges for Services	\$ 666,786	\$ 938,952	\$ 854,363	\$ 1,101,614
Capital Outlay	\$ 869,259	\$ 4,388,000	\$ 7,776,115	\$ 1,293,000
Fixed Charges	\$ 229,741	\$ 217,052	\$ 208,679	\$ 187,430
Debt Service	\$ -	\$ 3,230,204	\$ 3,230,204	\$ 3,230,209
Transfers	\$ 99,161	\$ 100,153	\$ 100,153	\$ 101,154
Previously Appropriated Capital Projects	\$ -	\$ -	\$ -	\$ 5,715,941
TOTAL EXPENDITURES BY CATEGORY	\$ 2,934,249	\$ 10,096,143	\$ 13,345,138	\$ 7,191,256
EXPENDITURES BY PROGRAM				
General Services	\$ 1,964,921	\$ 2,379,939	\$ 2,220,069	\$ 2,556,047
Water Rights Management	\$ 100,069	\$ 116,000	\$ 136,750	\$ 130,000
Debt Service	\$ -	\$ 3,230,204	\$ 3,230,204	\$ 3,230,209
Capital Projects	\$ 869,259	\$ 4,370,000	\$ 7,758,115	\$ 6,990,941
TOTAL EXPENDITURES BY PROGRAM	\$ 2,934,249	\$ 10,096,143	\$ 13,345,138	\$ 12,907,197

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, notices/advertising, as well as 20% of the Public Works Director salary.

PROGRAM EXPENDITURES:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
PERSONNEL	939,315	1,063,707	1,045,024	1,097,249
MATERIALS & SUPPLIES	129,988	158,075	130,600	180,600
CHARGES FOR SERVICES	566,717	822,952	717,613	971,614
CAPITAL OUTLAY	-	18,000	18,000	18,000
FIXED CHARGES	229,741	217,052	208,679	187,430
TRANSFERS	99,161	100,153	100,153	101,154
	<u>\$ 1,964,921</u>	<u>\$ 2,379,939</u>	<u>\$ 2,220,069</u>	<u>\$ 2,556,047</u>

GOALS:

Town Area of Focus

Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices.

Develop cutting edge messaging/programs around responsible tourism and responsible citizenry (this extends beyond environmental issues)

Program Objective

- Replace 3 fire hydrants
- 2 main breaks (reduction due to Pk7 and Fairview main upgrade)
- Inspect 50% of fire hydrants
- No drinking water violations
- Finished turbidity average = 0.04ntu (AWWA & Town goal is 0.1ntu) (Maximum allowed is 0.3ntu)
- Efficiency of plant 90%
- Distribution loss 10% (national average)
- Continue to conduct backflow surveys and meet state required .90 compliance ratio
- perform 10 irrigation audits
- start annual valve exercising program

PERFORMANCE MEASURES:

	2017	2018	2019
Efficiency of plant (yield)	89%	86%	89%
Number of locates	1,682	2,216	2,773
Customer water usage (MG)*	555	575	546
Overall water plant production (MG)	613	695	817

*based on meter readings

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

PROGRAM DESCRIPTION:

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

PROGRAM EXPENDITURES:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
CHARGES FOR SERVICES	100,069	116,000	136,750	130,000
	\$ 100,069	\$ 116,000	\$ 136,750	\$ 130,000

GOALS:

Town Area of Focus

Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices.

Develop cutting edge messaging/programs around responsible tourism and responsible citizenry (this extends beyond environmental issues)

Program Objective

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

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

PROGRAM DESCRIPTION:

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

PROGRAM EXPENDITURES:

	2019	2020	2020	2021
	ACTUAL	BUDGET	ESTIMATED	ADOPTED
DEBT SERVICE	-	3,230,204	3,230,204	3,230,209
	\$ -	\$ 3,230,204	\$ 3,230,204	\$ 3,230,209

GOALS:

Town Area of Focus

Deliver balanced, year-round economy driven by destination tourism by 2024.

Program Objective

To appropriately administer the Town's debt service payments related to the construction of the 2nd water plant

PERFORMANCE MEASURES:

	2017	2018	2019
CWRPDA Loan Balance - 2nd water plant	\$ 56,990,796	\$ 54,804,129	\$ 51,572,827

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:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
CAPITAL OUTLAY	869,259	4,370,000	7,758,115	1,275,000
PREVIOUSLY APPROPRIATED CAPITAL PROJECTS	-	-	-	5,715,941
	<u>\$ 869,259</u>	<u>\$ 4,370,000</u>	<u>\$ 7,758,115</u>	<u>\$ 6,990,941</u>

GOALS:

Town Area of Focus

Deliver balanced, year-round economy driven by destination tourism by 2024.

Program Objective

- Finish construction of second water plant
- Start Tarn Dam repairs
- Repair/Rehabilitation of Shadows Tank
- Upgrade 3 PRVs

PERFORMANCE MEASURES:

	2017	2018	2019
Number of water main breaks	3	3	5
Number of miles maintained	100	100	100

CAPITAL PROJECTS FUND

January 1, 2019	FUND BALANCE	\$	15,040,628
	REVENUE	\$	13,566,166
	EXPENDITURES	\$	19,420,410
	ACTUAL GAIN / (REDUCTION)	\$	(5,854,244)
			9,186,384
December 31, 2019	FUND BALANCE	\$	9,186,384
			9,186,384
January 1, 2020	FUND BALANCE	\$	9,186,384
	PROJECTED REVENUE	\$	38,168,530
	PROJECTED EXPENDITURES	\$	38,247,523
	PROJECTED GAIN / (REDUCTION)	\$	(78,993)
January 1, 2021	FUND BALANCE	\$	9,107,391
	BUDGETED REVENUE	\$	25,675,312
	BUDGETED EXPENDITURES	\$	32,515,568
	PROPOSED GAIN / (REDUCTION)	\$	(6,840,256)
December 31, 2021	FUND BALANCE	\$	2,267,135
			2,267,135
	DISCRET. DEBT RESERVE	\$	937,440
	AVAILABLE FUND BALANCE	\$	1,329,695
			1,329,695

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

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
FUND BALANCE, JANUARY 1	\$ 3,332,139	\$ 9,186,384	\$ 9,186,384	\$ 9,107,391
REVENUES				
Other Financing Sources	\$ -	\$ 10,000,000	\$ 7,065,399	\$ -
McCain Rent/Rock Royalties	\$ 37,943	\$ 43,000	\$ 41,490	\$ 43,000
Fiber Network Lease	\$ -	\$ -	\$ 35,000	\$ 48,000
Transfer from Excise Tax	\$ 9,797,000	\$ 6,802,000	\$ 1,212,000	\$ 1,245,000
Transfer from Affordable Housing	\$ 560,190	\$ 3,294,000	\$ 2,210,000	\$ 4,600,000
Transfer from Open Space	\$ 447,934	\$ 1,131,085	\$ 1,943,540	\$ 723,411
Transfer from Conservation	\$ 50,000	\$ 65,000	\$ 65,000	\$ 55,000
Transfer from Parking & Transportation	\$ 2,528,730	\$ 50,587,500	\$ 25,500,000	\$ 18,900,000
Grants	\$ 35,200	\$ -	\$ 35,200	\$ -
Interest	\$ 109,170	\$ 167,260	\$ 60,901	\$ 60,901
TOTAL REVENUES	<u>\$ 13,566,166</u>	<u>\$ 72,089,845</u>	<u>\$ 38,168,530</u>	<u>\$ 25,675,312</u>
TOTAL AVAILABLE	<u>\$ 16,898,305</u>	<u>\$ 81,276,229</u>	<u>\$ 47,354,914</u>	<u>\$ 34,782,703</u>
EXPENDITURES				
General Government Capital Projects	\$ 15,889,375	\$ 16,715,000	\$ 8,820,500	\$ 1,745,000
Parking and Transportation Capital	\$ 2,670,851	\$ 50,987,500	\$ 25,500,000	\$ 550,000
Affordable Housing Capital	\$ 430,781	\$ 3,294,000	\$ 2,210,000	\$ 4,600,000
Open Space Capital	\$ 429,404	\$ 676,085	\$ 1,453,540	\$ 723,411
Debt Service	\$ -	\$ 650,000	\$ 263,483	\$ 471,157
Previous Spending Authority	\$ -	\$ -	\$ -	\$ 24,426,000
TOTAL EXPENDITURES	<u>\$ 19,420,410</u>	<u>\$ 72,322,585</u>	<u>\$ 38,247,523</u>	<u>\$ 32,515,568</u>
FUND BALANCE, DECEMBER 31	\$ 9,186,384	\$ 8,953,644	\$ 9,107,391	\$ 2,267,135

PROGRAM: **Capital Projects - Parking and Transportation**
 DEPARTMENT: Public Works
 DIVISION: Engineering
 PROGRAM NO: 0515

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:

	2019	2020	2020	2021
	ACTUAL	BUDGET	ESTIMATED	ADOPTED
CAPITAL OUTLAY	19,420,410	72,322,585	38,247,523	32,515,568
	<u>\$ 19,420,410</u>	<u>\$ 72,322,585</u>	<u>\$ 38,247,523</u>	<u>\$ 56,941,568</u>

GOALS:

Town Area of Focus

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere

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

More boots & bikes, less cars

Develop and implement a balanced parking and multi-modal transportation plan that preserves the character of the community.

Program Objective

Present & implement Capital Improvement Plan to Town Council, seeking public feedback, prior to budget adoption

Complete the construction of the new parking structure

PERFORMANCE MEASURES:

	2017	2018	2019
# of projects in process	5	9	10

PROGRAM: **Capital Projects - Housing**
 DEPARTMENT: COMMUNITY DEVELOPMENT
 DIVISION: Housing
 PROGRAM NO: 0928

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:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
CAPITAL OUTLAY	19,420,410	72,322,585	38,247,523	32,515,568
	<u>\$ 19,420,410</u>	<u>\$ 72,322,585</u>	<u>\$ 38,247,523</u>	<u>\$ 56,941,568</u>

GOALS:

Town Area of Focus

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere

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

Program Objective

Present & implement Capital Improvement Plan to Town Council, seeking public feedback, prior to budget adoption

PERFORMANCE MEASURES:

	2017	2018	2019
# of projects in process	10	3	2

PROGRAM: Capital Projects - Open Space
 DEPARTMENT: Recreation
 DIVISION: Open Space
 PROGRAM NO: 0935

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:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
CAPITAL OUTLAY	19,420,410	72,322,585	38,247,523	32,515,568
	<u>\$ 19,420,410</u>	<u>\$ 72,322,585</u>	<u>\$ 38,247,523</u>	<u>\$ 56,941,568</u>

GOALS:

Town Area of Focus

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere

Enhance and develop avenues for citizens to engage with the Town of

Program Objective

Present & implement Capital Improvement Plan to Town Council, seeking public feedback, prior to budget adoption

PERFORMANCE MEASURES:

	2017	2018	2019
# of projects in process	0	1	1

PROGRAM: **Capital Projects**
 DEPARTMENT: Public Works
 DIVISION: Engineering
 PROGRAM NO: 1000

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:

	2019	2020	2020	2021
	ACTUAL	BUDGET	ESTIMATED	ADOPTED
CAPITAL OUTLAY	19,420,410	72,322,585	38,247,523	32,515,568
	<u>\$ 19,420,410</u>	<u>\$ 72,322,585</u>	<u>\$ 38,247,523</u>	<u>\$ 56,941,568</u>

GOALS:

Town Area of Focus

Deliver balanced, year-round economy driven by destination tourism by 2024.

Provide reliable and Competitive Broadband services to citizens/businesses/visitors

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere

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

Program Objective

Move forward with fiber infrastructure construction

Present & implement Capital Improvement Plan to Town Council, seeking public feedback, prior to budget adoption

PERFORMANCE MEASURES:

	2017	2018	2019
# of projects in process	11	15	11

MARKETING FUND

January 1, 2019	FUND BALANCE	\$	913,836
	REVENUE	\$	5,058,839
	EXPENDITURES	\$	4,782,002
	ACTUAL GAIN / (REDUCTION)	\$	276,837
December 31, 2019	FUND BALANCE	\$	<u>1,190,673</u>
January 1, 2020	FUND BALANCE	\$	1,190,673
	PROJECTED REVENUE	\$	4,399,761
	PROJECTED EXPENDITURES	\$	4,044,377
	PROJECTED GAIN / (REDUCTION)	\$	355,384
December 31, 2020	FUND BALANCE	\$	<u>1,546,057</u>
January 1, 2021	FUND BALANCE	\$	1,546,057
	BUDGETED REVENUE	\$	3,994,808
	BUDGETED EXPENDITURES	\$	4,241,612
	PROPOSED GAIN / (REDUCTION)	\$	(246,804)
December 31, 2021	FUND BALANCE	\$	<u>1,299,253</u>
	RESERVED FUND BALANCE	\$	1,299,253

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

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
FUND BALANCE, JANUARY 1	\$ 913,836	\$ 1,190,673	\$ 1,190,673	\$ 1,546,057
<u>REVENUES</u>				
Business License	\$ 854,739	\$ 832,212	\$ 796,565	\$ 833,370
Accommodation Tax	\$ 2,731,308	\$ 2,608,600	\$ 2,369,865	\$ 2,069,273
Sales Tax	\$ 474,759	\$ 475,070	\$ 369,908	\$ 333,660
Interest Income	\$ 22,566	\$ 6,320	\$ 17,043	\$ 17,043
Transfer From Excise Fund (includes 0.5%)	\$ 975,467	\$ 931,600	\$ 846,380	\$ 741,462
TOTAL REVENUES	\$ 5,058,839	\$ 4,853,802	\$ 4,399,761	\$ 3,994,808
TOTAL AVAILABLE	\$ 5,972,675	\$ 6,044,475	\$ 5,590,434	\$ 5,540,865
<u>EXPENDITURES</u>				
Marketing-Community Fund	\$ 5,149	\$ 161,000	\$ 46,000	\$ 25,000
Charges for Services-DMO	\$ 4,768,008	\$ 4,768,008	\$ 3,991,207	\$ 4,200,000
Fixed Charges	\$ 8,846	\$ 7,363	\$ 7,170	\$ 16,612
TOTAL EXPENDITURES	\$ 4,782,002	\$ 4,936,371	\$ 4,044,377	\$ 4,241,612
FUND BALANCE, DECEMBER 31	\$ 1,190,673	\$ 1,108,102	\$ 1,546,057	\$ 1,299,253

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

PROGRAM DESCRIPTION:

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

PROGRAM EXPENDITURES:	2019	2020	2020	2021
	ACTUAL	BUDGET	ESTIMATED	ADOPTED
CHARGES FOR SERVICES-DMO	4,768,008	4,768,008	3,991,207	4,200,000
COMMUNITY FUND	5,149	161,000	46,000	25,000
FIXED CHARGES	8,846	7,363	7,170	16,612
	<u>\$ 4,782,002</u>	<u>\$ 4,936,371</u>	<u>\$ 4,044,377</u>	<u>\$ 4,241,612</u>

GOALS:

Town Area of Focus

Deliver balanced, year-round economy driven by destination tourism by 2024.

Ensure long-term economic viability irrespective of climate conditions by diversifying and amplifying arts, historic, culinary products and experiences on a year round basis

Program Objective

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).

PERFORMANCE MEASURES:

	2017	2018	2019
% change in annual Direct Marketing Organization funding (BTO)	15.32%	10.78%	4.34%

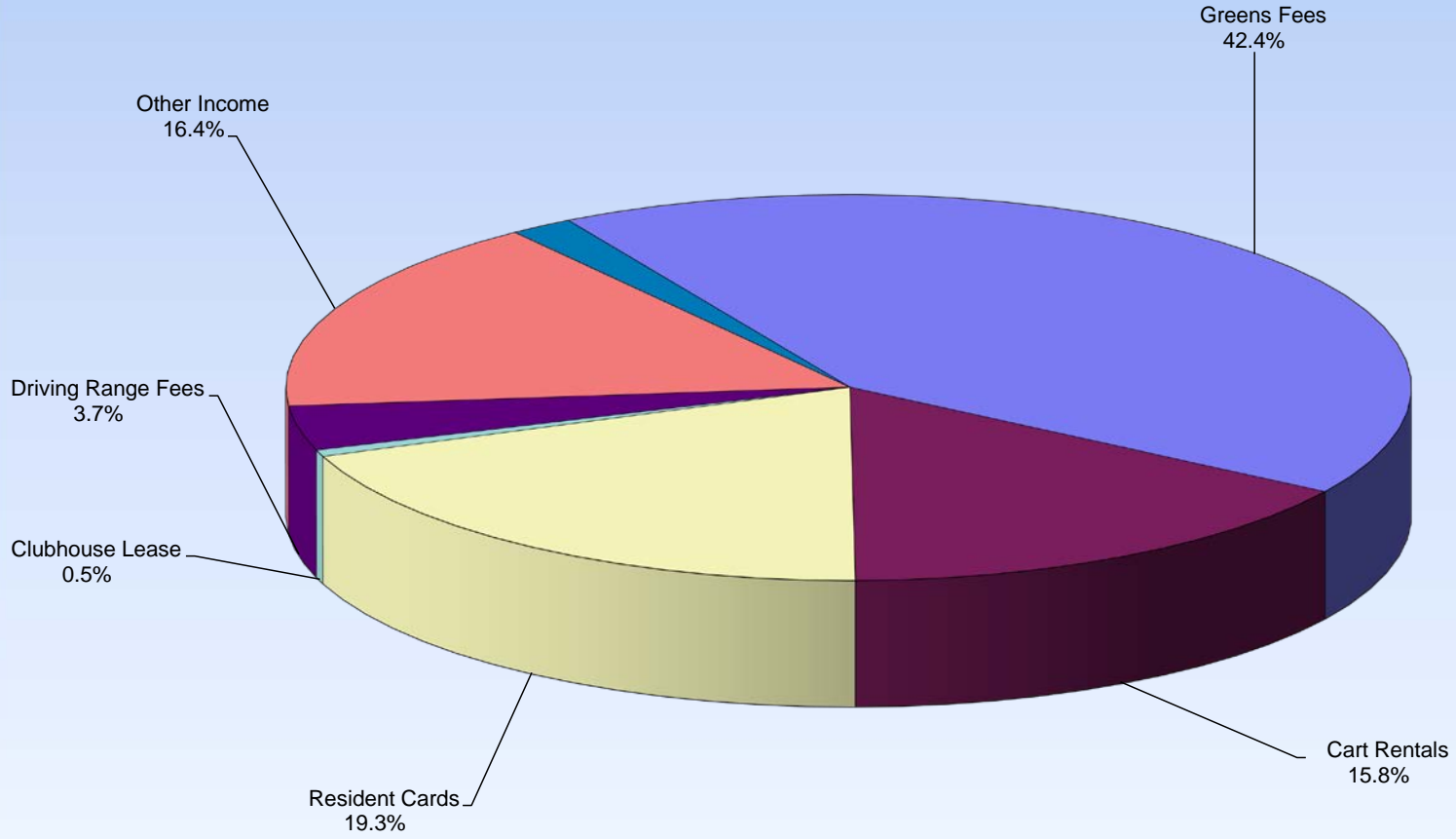
GOLF FUND

January 1, 2019	FUND BALANCE	\$	10,055,693
	REVENUE	\$	3,139,303
	EXPENSES	\$	2,729,422
	ACTUAL GAIN / (REDUCTION)	\$	409,882
<hr/>			
December 31, 2019	FUND BALANCE	\$	10,465,575
January 1, 2020	FUND BALANCE	\$	10,465,575
	PROJECTED REVENUE	\$	2,847,771
	PROJECTED EXPENSES	\$	2,306,355
	PROJECTED GAIN / (REDUCTION)	\$	541,416
<hr/>			
December 31, 2020	FUND BALANCE	\$	11,006,991
<hr/>			
January 1, 2021	FUND BALANCE	\$	11,006,991
	BUDGETED REVENUE	\$	2,760,421
	BUDGETED EXPENSES	\$	2,444,802
	BUDGETED GAIN / (REDUCTION)	\$	315,619
<hr/>			
December 31, 2021	FUND BALANCE	\$	11,322,610
	GOLF CART REPLACEMENT RESERVE	\$	413,000
	RESTRICTED FOR CAPITAL ASSETS	\$	8,644,984
	BUDGETED NET FUND BALANCE	\$	2,264,626
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**TOWN OF BRECKENRIDGE
ANNUAL BUDGET
GOLF FUND ANALYSIS**

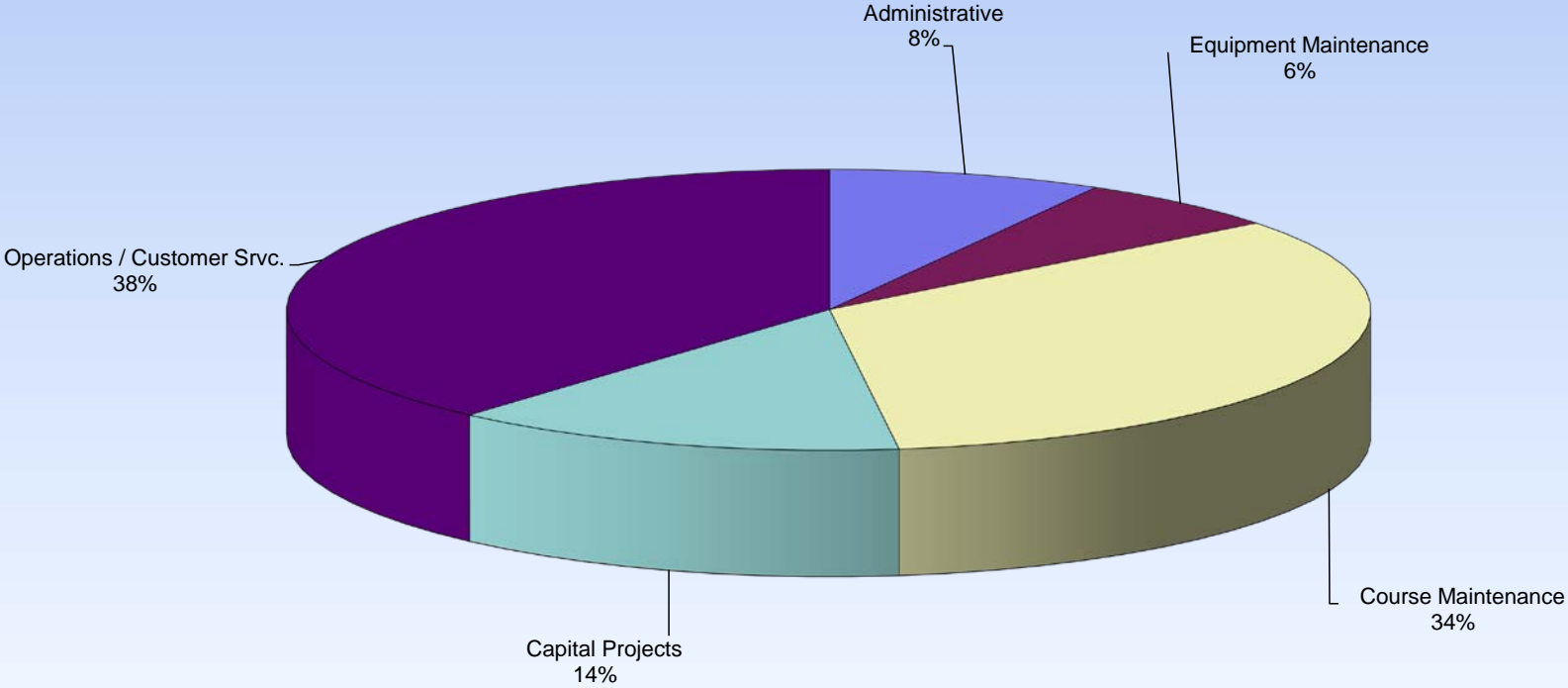
	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
FUND BALANCE, JANUARY 1	\$ 10,055,693	\$ 10,465,575	\$ 10,465,575	\$ 11,006,991
REVENUES				
Greens Fees	\$ 1,366,307	\$ 1,170,250	\$ 1,090,248	\$ 1,171,000
Cart Rentals	\$ 434,954	\$ 379,000	\$ 473,317	\$ 435,001
Resident Cards	\$ 584,373	\$ 538,315	\$ 613,411	\$ 533,315
Clubhouse Lease	\$ 12,000	\$ 15,006	\$ 15,006	\$ 15,006
Driving Range Fees	\$ 102,962	\$ 103,000	\$ 127,574	\$ 103,000
Other Income	\$ 555,839	\$ 445,000	\$ 479,948	\$ 453,099
Interest	\$ 82,869	\$ 10,065	\$ 48,267	\$ 50,000
TOTAL REVENUES	\$ 3,139,303	\$ 2,660,636	\$ 2,847,771	\$ 2,760,421
TOTAL AVAILABLE	\$ 13,194,997	\$ 13,126,211	\$ 13,313,346	\$ 13,767,412
EXPENDITURES				
Personnel	\$ 1,268,334	\$ 1,385,540	\$ 1,338,908	\$ 1,325,313
Materials & Supplies	\$ 421,670	\$ 456,100	\$ 458,014	\$ 462,500
Charges for Services	\$ 202,938	\$ 211,035	\$ 196,137	\$ 202,665
Capital Outlay	\$ -	\$ 312,645	\$ 187,892	\$ 316,347
Fixed Charges, including transfers	\$ 836,480	\$ 135,754	\$ 125,404	\$ 137,977
TOTAL EXPENDITURES	\$ 2,729,422	\$ 2,501,074	\$ 2,306,355	\$ 2,444,802
EXPENDITURES				
Administrative	\$ 213,154	\$ 213,363	\$ 194,204	\$ 199,848
Equipment Maintenance	\$ 127,558	\$ 152,827	\$ 151,323	\$ 152,854
Course Maintenance	\$ 755,510	\$ 840,841	\$ 793,350	\$ 819,805
Capital Projects	\$ 711,539	\$ 327,645	\$ 203,654	\$ 331,347
Operations / Customer Srvc.	\$ 921,661	\$ 966,398	\$ 963,824	\$ 940,948
TOTAL EXPENDITURES	\$ 2,729,422	\$ 2,501,074	\$ 2,306,355	\$ 2,444,802
FUND BALANCE, DECEMBER 31	\$ 10,465,575	\$ 10,625,137	\$ 11,006,991	\$ 11,322,610
RESTRICTED FOR CAPITAL ASSETS	\$ 8,644,984	\$ 8,644,984	\$ 8,748,234	\$ 8,644,984
GOLF CART REPLACEMENT RESERVE	\$ 206,500	\$ 309,750	\$ 309,750	\$ 413,000
AVAILABLE FUND BALANCE, DECEMBER 31	\$ 1,614,091	\$ 1,670,403	\$ 1,949,007	\$ 2,264,626

TOWN OF BRECKENRIDGE 2019 GOLF COURSE FUND REVENUES



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TOWN OF BRECKENRIDGE 2019 GOLF COURSE FUND EXPENSES



**GOLF COURSE FUND
EXPENDITURE SUMMARY**

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
EXPENDITURES BY CATEGORY				
Personnel	\$ 1,268,334	\$ 1,385,540	\$ 1,338,908	\$ 1,325,313
Materials & Supplies	\$ 421,670	\$ 456,100	\$ 458,014	\$ 462,500
Charges for Services	\$ 202,938	\$ 211,035	\$ 196,137	\$ 202,665
Capital Outlay	\$ -	\$ 312,645	\$ 187,892	\$ 316,347
Fixed Charges, including transfers	\$ 836,480	\$ 135,754	\$ 125,404	\$ 137,977
TOTAL EXPENDITURES BY CATEGORY	\$ 2,729,422	\$ 2,501,074	\$ 2,306,355	\$ 2,444,802
EXPENDITURES BY PROGRAM				
Administration	\$ 213,154	\$ 213,363	\$ 194,204	\$ 199,848
Equipment Maintenance	\$ 127,558	\$ 152,827	\$ 151,323	\$ 152,854
Course Maintenance	\$ 755,510	\$ 840,841	\$ 793,350	\$ 819,805
Debt Service	\$ -	\$ -	\$ -	\$ -
Capital Projects	\$ 711,539	\$ 327,645	\$ 203,654	\$ 331,347
Pro Shop	\$ 921,661	\$ 966,398	\$ 963,824	\$ 940,948
TOTAL EXPENDITURES BY PROGRAM	\$ 2,729,422	\$ 2,501,074	\$ 2,306,355	\$ 2,444,802

PROGRAM: **Administration**
 DEPARTMENT: Recreation
 DIVISION: Golf Course Maintenance
 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:

	2019	2020	2020	2021
	ACTUAL	BUDGET	ESTIMATED	ADOPTED
PERSONNEL	168,935	164,148	155,886	158,951
MATERIALS & SUPPLIES	1,145	1,300	800	500
CHARGES FOR SERVICES	7,130	9,345	4,105	5,735
FIXED CHARGES	35,944	38,570	33,413	34,662
	<u>\$ 213,154</u>	<u>\$ 213,363</u>	<u>\$ 194,204</u>	<u>\$ 199,848</u>

GOALS:

Town Area of Focus

Program Objective

Deliver balanced, year-round economy driven by destination tourism by 2024.

Continue to offer safe recreational opportunities for our community by providing administrative direction and support to GCM staff during the pandemic. Utilize adaptability, creativity and risk management to continue to operate in new and/or revised formats while adhering to Summit County, State and local health orders.

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.

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.

Continue to consider patron feedback obtained through surveys, comments, and focus groups when planning and prioritizing changes or improvements to the golf course and/or maintenance practices.

PERFORMANCE MEASURES:

	2017	2018	2019
# of FTEs	24.78	24.79	25.14

PROGRAM: **Equipment Maintenance**
 DEPARTMENT: Recreation
 DIVISION: Golf Course Maintenance
 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:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
PERSONNEL	65,435	89,227	87,639	89,854
MATERIALS & SUPPLIES	56,108	56,600	57,284	56,600
CHARGES FOR SERVICES	6,016	7,000	6,400	6,400
	<u>\$ 127,558</u>	<u>\$ 152,827</u>	<u>\$ 151,323</u>	<u>\$ 152,854</u>

GOALS:

Town Area of Focus

Deliver balanced, year-round economy driven by destination tourism by 2024.

Attract & Retain Entry and mid-level workforce

Program Objective

Continue to provide equipment that works properly and a safe clean, and organized maintenance facility for the GCM staff.
 Continue to maintain the GCM equipment inventory so that it is capable of producing excellent playing surfaces for our patrons.
 Continue to purchase supplies for repair and maintenance of GCM buildings.
 Continue to purchase fuel for equipment and energy to run the GCM facility.

PERFORMANCE MEASURES:

Type	2017	2018	2019
Pieces of equipment	109	109	109
Cost (parts, labor, & supplies)	\$ 128,694	\$ 128,317	\$ 136,932
Average cost to maintain each piece of equipment	\$ 1,181	\$ 1,177	\$ 1,256

PROGRAM: **Golf Maintenance**
 DEPARTMENT: Recreation
 DIVISION: Golf Course Maintenance
 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: PROGRAM EXPENDITURES:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
PERSONNEL	570,373	629,530	590,136	610,270
MATERIALS & SUPPLIES	120,930	129,800	128,745	132,500
CHARGES FOR SERVICES	53,853	63,600	56,558	57,800
FIXED CHARGES	10,354	17,911	17,911	19,235
	<u>\$ 755,510</u>	<u>\$ 840,841</u>	<u>\$ 793,350</u>	<u>\$ 819,805</u>

GOALS:

Town Area of Focus

Deliver balanced, year-round economy driven by destination tourism by 2024.

Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices.

Develop cutting edge messaging/programs around responsible tourism and responsible citizenry (this extends beyond environmental issues)

Identify and earn appropriate national sustainability certification (LEEDS, etc)

Program Objective

Continue to offer safe recreational opportunities for our community during the pandemic. Utilize adaptability and creativity to offer a world class golf facility adhering to local, Summit County, and State health orders.

Protect and enhance the natural environment within and adjacent to the golf course property.

Use Fertilizers and pesticides judiciously and conserve other resources such as water, fuel, and electricity.

Achieve recertification as a Cooperative Sanctuary by Audubon International.

PROGRAM: **Golf Course Capital Projects**
 DEPARTMENT: Golf Course
 DIVISION: Golf Course Operations
 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:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
MATERIALS & SUPPLIES	6,963	15,000	15,762	15,000
CAPITAL OUTLAY	-	312,645	187,892	316,347
FIXED CHARGES	704,576	-	-	-
	<u>\$ 711,539</u>	<u>\$ 327,645</u>	<u>\$ 203,654</u>	<u>\$ 331,347</u>

GOALS:

Town Area of Focus

Deliver balanced, year-round economy driven by destination tourism by 2024.

Program Objective

Continue to replace GCM equipment as needed.

PROGRAM: **Operations/Customer Service**
 DEPARTMENT: Golf Course
 DIVISION: Golf Course Operations
 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 w 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 operatic maintenance of the clubhouse facility and golf carts.

PROGRAM EXPENDITURES:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
PERSONNEL	463,590	502,635	505,247	466,238
MATERIALS & SUPPLIES	236,524	253,400	255,423	257,900
CHARGES FOR SERVICES	135,940	131,090	129,074	132,730
FIXED CHARGES	85,607	79,273	74,080	84,080
	<u>\$ 921,661</u>	<u>\$ 966,398</u>	<u>\$ 963,824</u>	<u>\$ 940,948</u>

GOALS:

Town Area of Focus

Deliver balanced, year-round economy driven by destination tourism by 2024.

Program Objective

- Add and/or delete programs so that we maximize usage
- Review and streamline administrative processes
- Look into software programs that have an online retail component and ability to collect prepaid golf rounds
- Provide high quality customer service
- Collaborate with Golf Maintenance to provide quality course conditions and identify long term goals

PERFORMANCE MEASURES:

	2017	2018	2019
Rounds Played/Year (18-hole equivalent)	25,896	26,583	28,643
Revenues for Green Fees, Cart, Pass Cards	2,051,137	2,079,226	2,268,103
Revenue /Round	79.21	78.22	79.19
Number of Days Open	133	136	141
Average Revenue/Day	15,422	15,266	16,086

EXCISE TAX FUND

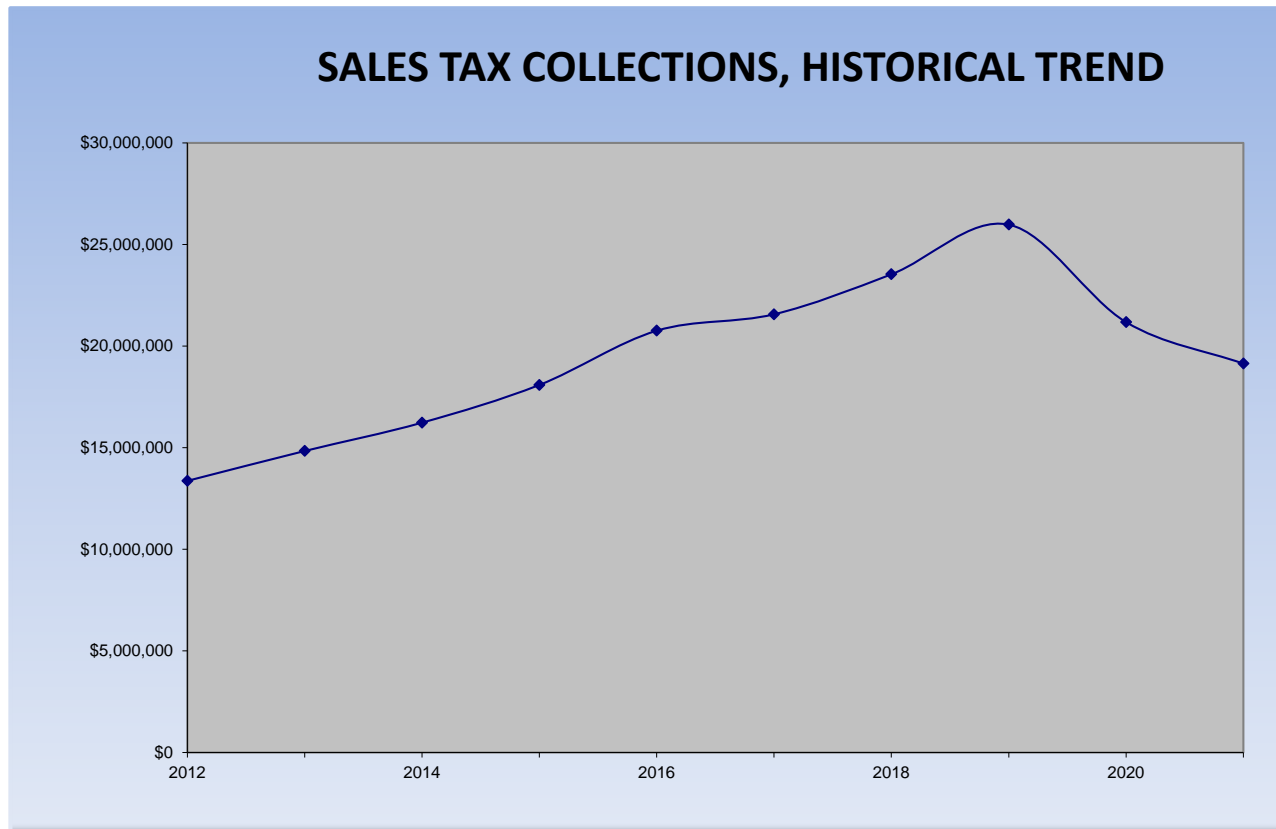
January 1, 2019	FUND BALANCE	\$ 6,773,037
	ACTUAL REVENUE	\$ 38,206,441
	ACTUAL EXPENDITURES	<u>\$ 31,481,761</u>
	PROJECTED GAIN / (REDUCTION)	\$ 6,724,681
December 31, 2019	FUND BALANCE	\$ 13,497,718
January 1, 2020	FUND BALANCE	\$ 13,497,718
	PROJECTED REVENUE	\$ 34,320,505
	PROJECTED EXPENDITURES (INCLUDING APPROPRIATIONS)	<u>\$ 21,715,188</u>
	PROJECTED GAIN / (REDUCTION)	\$ 12,605,317
December 31, 2020	FUND BALANCE	\$ 26,103,035
January 1, 2021	FUND BALANCE	\$ 26,103,035
	BUDGETED REVENUE	\$ 28,560,231
	BUDGETED EXPENDITURES	<u>\$ 20,182,062</u>
	BUDGETED GAIN / (REDUCTION)	\$ 8,378,169
December 31, 2021	FUND BALANCE BEFORE RESERVES	\$ 34,481,204
	DISCRETIONARY RESERVE FOR DEBT SERVICE	\$ 1,021,150
	DISCRETIONARY CAPITAL RESERVE	\$ 8,075,000
	BUDGETED NET FUND BALANCE	<u><u>\$ 25,385,054</u></u>

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

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
FUND BALANCE, JANUARY 1	\$ 6,773,037	\$ 13,497,718	\$ 13,497,718	\$ 26,103,035
REVENUES				
Sales Tax	\$ 25,979,792	\$ 25,345,100	\$ 21,180,864	\$ 19,136,853
Cigarette Tax	\$ 52,750	\$ 50,190	\$ 54,987	\$ 54,987
Franchise Taxes	\$ 815,317	\$ 805,270	\$ 767,389	\$ 799,102
Real Est. Trans. Taxes	\$ 7,166,614	\$ 5,700,000	\$ 6,993,823	\$ 5,500,000
Accommodation Tax	\$ 3,901,868	\$ 3,726,500	\$ 3,385,521	\$ 2,956,104
Other Financing Sources	\$ -	\$ -	\$ 1,824,736	\$ -
Investment Income	\$ 290,099	\$ 30,860	\$ 113,185	\$ 113,185
TOTAL REVENUES	\$ 38,206,441	\$ 35,657,920	\$ 34,320,505	\$ 28,560,231
TOTAL AVAILABLE	\$ 44,979,478	\$ 49,155,638	\$ 47,818,223	\$ 54,663,266
EXPENDITURES				
Transfer to General Fund	\$ 13,600,000	\$ 14,375,000	\$ 12,419,816	\$ 12,419,816
Transfer to Capital Projects	\$ 9,797,000	\$ 6,802,000	\$ 1,475,483	\$ 1,716,157
Transfer to Marketing Fund	\$ 975,467	\$ 931,600	\$ 803,869	\$ 698,950 *
Transfer to Special Projects Fund	\$ 3,806,290	\$ 4,382,539	\$ 2,927,210	\$ 2,490,249
Transfer to Parking & Transp. Fund	\$ 2,767,500	\$ 2,178,660	\$ 1,391,160	\$ 2,317,675
Transfer to Health Benefits Fund	\$ -	\$ -	\$ 250,000	\$ -
Debt Service	\$ 535,504	\$ 541,615	\$ 2,447,650	\$ 539,215
TOTAL EXPENDITURES	\$ 31,481,761	\$ 29,211,414	\$ 21,715,188	\$ 20,182,062
*This represents continuation of the additional 0.5% transfer to Marketing Fund per Council decision.				
FUND BALANCE, DECEMBER 31	\$ 13,497,718	\$ 19,944,224	\$ 26,103,035	\$ 34,481,204
RESERVED FOR DEBT SERVICE	\$ 200,054	\$ 200,054	\$ -	\$ -
DISCRET. RESERVE FOR DEBT	\$ 880,776	\$ 880,676	\$ 1,080,730	\$ 1,021,150
CAPITAL FUNDING RESERVE	\$ 12,006,372	\$ 23,598,587	\$ 6,190,000	\$ 8,075,000
NET FUND BALANCE	\$ 410,516	\$ (4,735,093)	\$ 18,832,305	\$ 25,385,054

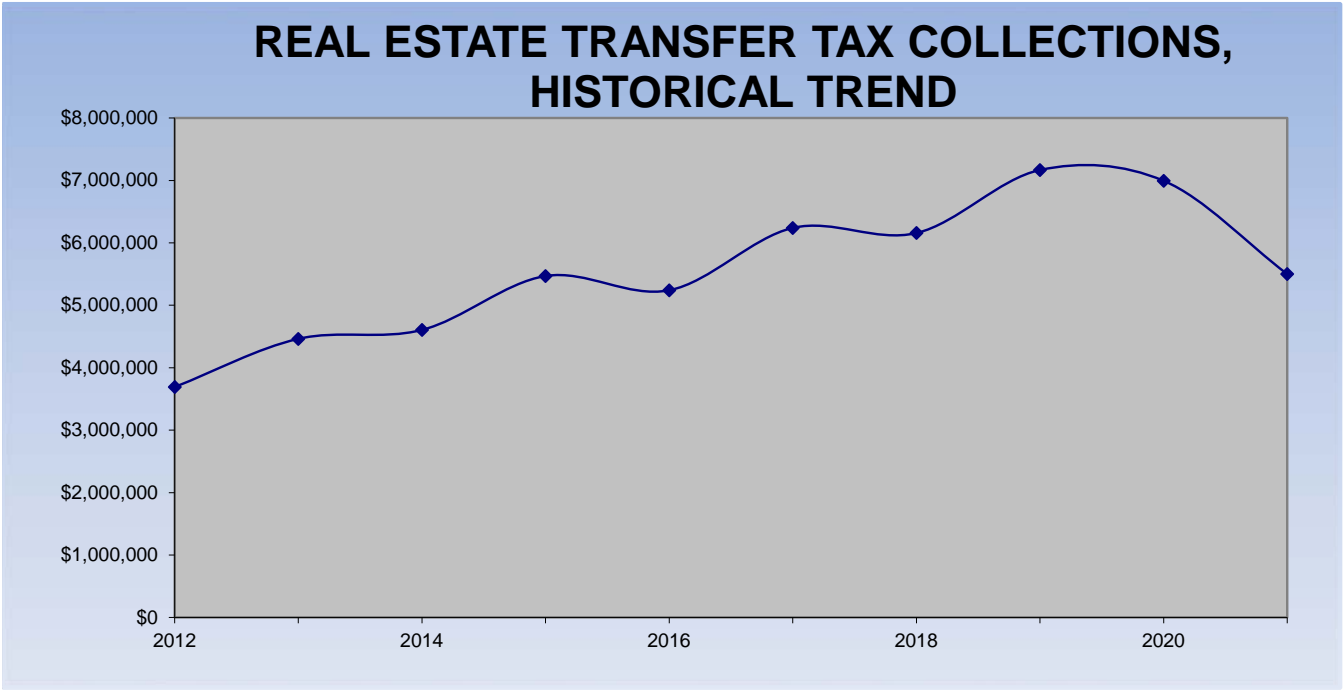
**TOWN OF BRECKENRIDGE
SALES TAX COLLECTIONS
2012 - 2021**

YEAR	COLLECTIONS	% CHANGE
2012	\$ 13,369,549	5.2%
2013	\$ 14,839,044	11.0%
2014	\$ 16,233,023	9.4%
2015	\$ 18,090,059	11.4%
2016	\$ 20,758,147	14.7%
2017	\$ 21,567,073	3.9%
2018	\$ 23,534,523	9.1%
2019	\$ 25,979,792	10.4%
2020	\$ 21,180,864 proj	-18.5%
2021	\$ 19,136,853 budg	-9.7%



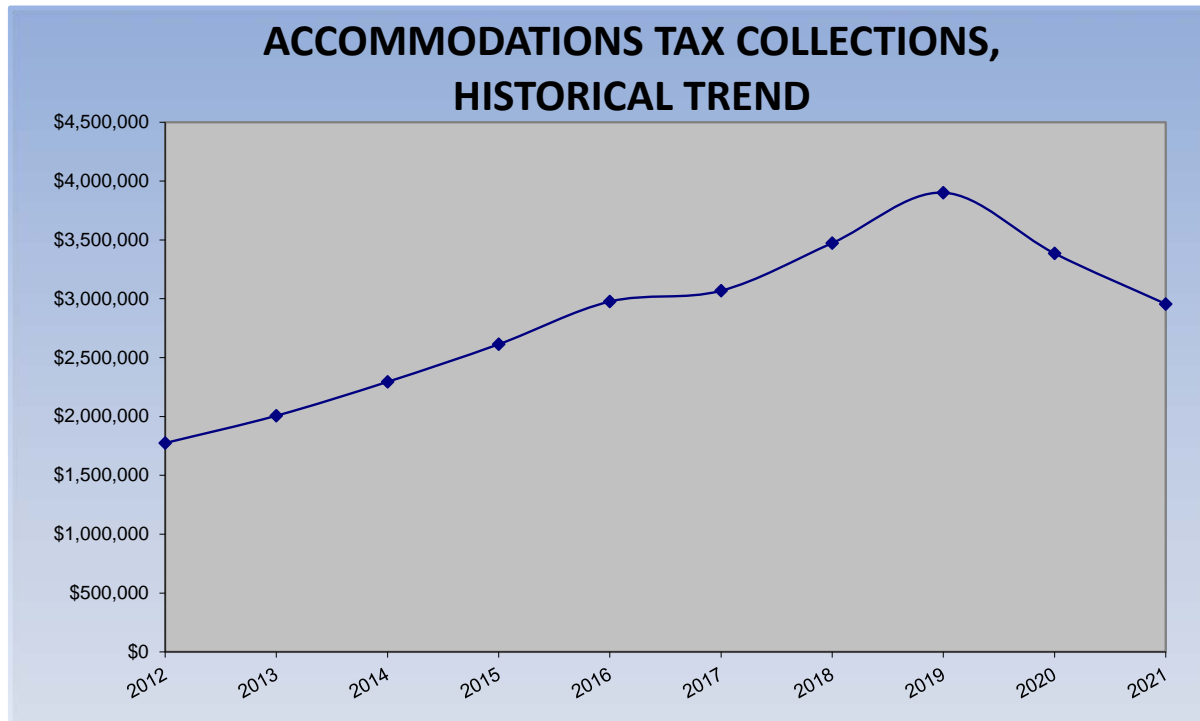
**TOWN OF BRECKENRIDGE
REAL ESTATE TRANSFER TAX COLLECTIONS
2012- 2021**

YEAR	COLLECTIONS	% CHANGE
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	\$ 6,239,221	19.1%
2018	\$ 6,156,677	-1.3%
2019	\$ 7,166,614	16.4%
2020	\$ 6,993,823 proj	-2.4%
2021	\$ 5,500,000 budg	-21.4%

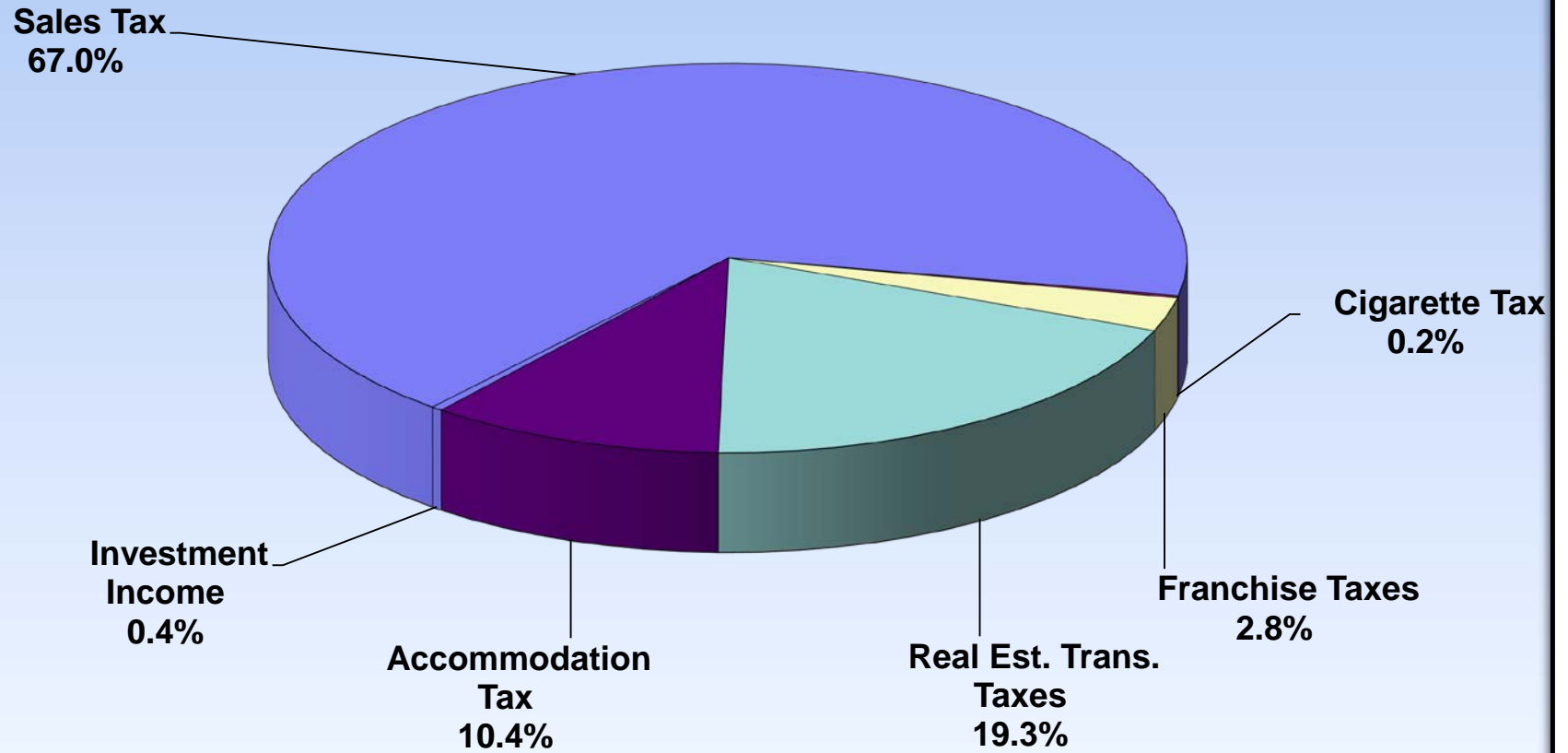


**TOWN OF BRECKENRIDGE
ACCOMMODATIONS TAX COLLECTIONS
2012 - 2021**

YEAR	COLLECTIONS	% CHANGE
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	\$ 2,976,739	13.9%
2017	\$ 3,068,530	3.1%
2018	\$ 3,473,823	13.2%
2019	\$ 3,901,868	12.3%
2020	\$ 3,385,521 proj	-13.2%
2021	\$ 2,956,104 budg	-12.7%



TOWN OF BRECKENRIDGE EXCISE TAX REVENUES - 2021



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

PROGRAM DESCRIPTION:

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

PROGRAM EXPENDITURES:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
DEBT SERVICE	535,504	541,615	2,408,150	539,215
	\$ 535,504	\$ 541,615	\$ 2,447,650	\$ 539,215

GOALS:

Town Area of Focus

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.

*Ensure access to affordable quality childcare for local working families
 A "to be determined" % (or other metric) of the Breckenridge workforce
 lives in Town and there is a diversity of housing types and prices for locals
 (sufficient to preserve the sense of community and support the local
 economy)*

Program Objective

This program is used to account for the accumulation of resources for, and the payment of general long-term debt principal, interest, and related costs for a childcare facility in 2007 (Timberline Learning Center) and a workforce housing project in 2016 (Huron Landing).

PERFORMANCE MEASURES:

Outstanding Balance - Certificates of Participation	2017	2018	2019
2007 COP'S - Childcare facility	\$ 2,170,000	\$ 1,990,000	\$ 1,805,000
2016 COP's - PD facility refinance / Huron Landing construction	1,890,000	1,675,000	1,455,000
	\$ 4,060,000	\$ 3,665,000	\$ 3,260,000

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

PROGRAM DESCRIPTION:

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

PROGRAM EXPENDITURES:

	2019	2020	2020	2021
	ACTUAL	BUDGET	ESTIMATED	ADOPTED
FIXED CHARGES	30,946,257	28,669,799	19,267,538	19,642,847
	\$ 30,946,257	\$ 28,669,799	\$ 19,267,538	\$ 19,642,847

GOALS:

Town Area of Focus

Program Objective

Deliver balanced, year-round economy driven by destination tourism by 2024.

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.

More boots & bikes, less cars

Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices.

To provide funding for Town operations and projects through the collection of excise taxes, aiding in attaining several Council goals that lack a dedicated revenue source.

PERFORMANCE MEASURES:

	2017	2018	2019
% change in excise tax collections	6.38%	7.17%	11.64%

AFFORDABLE HOUSING FUND

January 1, 2019	FUND BALANCE	\$	17,393,576
	REVENUE	\$	6,494,831
	EXPENSES	\$	2,247,936
	INCREASE/ (REDUCTION)	\$	<u>4,246,896</u>
December 31, 2019	FUND BALANCE	\$	<u>21,640,471</u>
January 1, 2020	FUND BALANCE	\$	21,640,471
	PROJECTED REVENUE	\$	4,704,444
	PROJECTED EXPENSES	\$	6,103,932
	PROJECTED INCREASE/ (REDUCTION)	\$	<u>(1,399,488)</u>
December 31, 2020	FUND BALANCE	\$	<u>20,240,983</u>
January 1, 2021	FUND BALANCE	\$	20,240,983
	BUDGETED REVENUE	\$	7,202,193
	BUDGETED EXPENSES	\$	11,312,936
	BUDGETED GAIN / (REDUCTION)	\$	<u>(4,110,743)</u>
December 31, 2021	FUND BALANCE	\$	<u>16,130,240</u>
	RESERVED FOR DEBT SERVICE	\$	1,168,950
	RESTRICTED FUND BALANCE	\$	9,442,622
	BUDGETED NET FUND BALANCE	\$	<u>5,518,668</u>

**TOWN OF BRECKENRIDGE
ANNUAL BUDGET
AFFORDABLE HOUSING FUND ANALYSIS**

AFFORDABLE HOUSING	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
FUND BALANCE, JANUARY 1	\$ 17,393,576	\$ 21,640,471	\$ 21,640,471	\$ 20,240,983
REVENUES				
Investment Income	\$ 399,902	\$ 32,960	\$ 105,163	\$ 105,163
Rental Income	\$ 486,330	\$ 292,518	\$ 352,066	\$ 285,000
Sale of Assets	\$ 159,542	\$ 2,100,000	\$ -	\$ 2,800,000
Mortgage Payments	\$ 5,552	\$ 6,000	\$ 11,000	\$ 6,000
Rental Assistance Payments	\$ 2,644	\$ 3,000	\$ 3,000	\$ 3,000
Sales Tax	\$ 4,230,899	\$ 3,510,500	\$ 3,462,383	\$ 3,123,902
Impact Fees	\$ 718,742	\$ 500,000	\$ 300,000	\$ 300,000
Partner Contributions	\$ 290,850	\$ 291,200	\$ 291,200	\$ 291,200
Misc. Income	\$ 381	\$ -	\$ -	\$ -
Corum Loan Payments	\$ 119,149	\$ 153,261	\$ 120,000	\$ 120,000
Pinewood (Loan, Lease Pmts, Tax Credit)	\$ 45,414	\$ 44,632	\$ 44,632	\$ 167,928
Refunds of Expenditures	\$ 35,426	\$ -	\$ 15,000	\$ -
TOTAL REVENUES	\$ 6,494,831	\$ 6,934,071	\$ 4,704,444	\$ 7,202,193
TOTAL AVAILABLE	\$ 23,888,407	\$ 28,574,542	\$ 26,344,915	\$ 27,443,176
EXPENDITURES				
Personnel	\$ 192,181	\$ 232,565	\$ 233,581	\$ 266,493
Materials and Supplies	\$ 8,605	\$ 55,000	\$ 65,000	\$ 60,000
Charges for Services	\$ 900,935	\$ 1,244,295	\$ 1,340,795	\$ 1,414,443
Capital Outlay	\$ -	\$ -	\$ 1,873,856	\$ 2,156,000
Debt Service	\$ 582,736	\$ 580,700	\$ 580,700	\$ 581,000
Grants	\$ 3,290	\$ -	\$ -	\$ -
Transfers	\$ 560,190	\$ 4,894,000	\$ 2,010,000	\$ 6,835,000
TOTAL EXPENDITURES	\$ 2,247,936	\$ 7,006,560	\$ 6,103,932	\$ 11,312,936
FUND BALANCE, DECEMBER 31	\$ 21,640,471	\$ 21,567,982	\$ 20,240,983	\$ 16,130,240
RESERVED FOR DEBT SERVICE	\$ 1,163,400	\$ 1,165,500	\$ 1,165,500	\$ 1,168,950
RESTRICTED FUND BALANCE	\$ 9,545,106	\$ 9,520,305	\$ 9,473,305	\$ 9,442,622
AVAILABLE FUND BALANCE DECEMBER 31	\$ 10,931,965	\$ 10,882,177	\$ 9,602,178	\$ 5,518,668

PROGRAM: **Affordable Housing**
DEPARTMENT: Community Development
DIVISION: Planning
PROGRAM NO: 0928

PROGRAM DESCRIPTION:

The Affordable Housing Program is intended to assure 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 support housing and capital outlay for land and construction of 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 deed restriction acquisition program (Housing Helps) and a housing "buy-down" program to purchase existing units, deed restricts those units to ensure long-term affordability, and resell the units at a discounted rate.

PROGRAM EXPENDITURES:

	2019	2020	2020	2021
	ACTUAL	BUDGET	ESTIMATED	ADOPTED
PERSONNEL	\$ 192,181	\$ 232,565	\$ 233,581	\$ 266,493
MATERIALS & SUPPLIES	8,605	55,000	65,000	60,000
CHARGES FOR SERVICES	900,935	1,244,295	1,340,795	1,414,443
CAPITAL OUTLAY	-	-	1,873,856	2,156,000
DEBT SERVICE	582,736	580,700	580,700	581,000
TRANSFERS TO OTHER FUNDS	560,190	4,894,000	2,010,000	6,835,000
	<u>\$ 2,247,936</u>	<u>\$ 7,006,560</u>	<u>\$ 6,103,932</u>	<u>\$ 11,312,936</u>

GOALS:

Town Area of Focus

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.

A "to be determined" % (or other metric) of the Breckenridge workforce lives in Town and there is a diversity of housing types and prices for locals (sufficient to preserve the sense of community and support the local economy)

Program Objective

A consolidated record keeping and data management system is in place to track deed restrictions and the status /history/performance of units
An appropriate metric to track workforce relative to jobs and housing location is in place
Workforce housing including a diversity of housing types and prices is available to preserve the sense of community and support the economy
Affordable housing guidelines are adopted to address policies for maintenance and appreciation
Construction of new housing by public and private sector continues (Alta Verde and Public Works)
Existing local housing and neighborhoods are preserved and STRs are discouraged through the Housing Helps program
The Buy Down program preserves existing inventory for locals
A strategic plan is developed for Town-own properties

PERFORMANCE MEASURES:

	2017	2018	2019
Total Inventory-deed restricted units	753	818	902
Units added by private sector	20	22	15
Units added public sector (Town land)	45	62	62
Town Buy downs	0	0	0
Total Units at Year-End	818	902	979
Cumulative Total			
Private Sector Units	656	678	693
Public Sector Units	160	222	284
Buy Downs	2	2	2

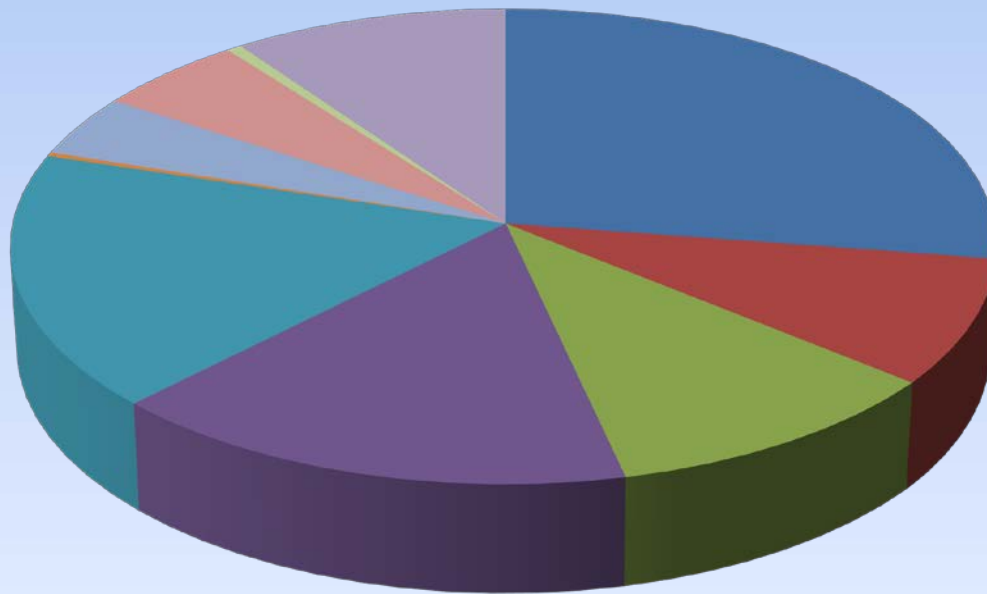
OPEN SPACE FUND

January 1, 2019	FUND BALANCE	\$	3,091,345
	REVENUE	\$	3,759,283
	EXPENDITURES	\$	1,770,448
	ACTUAL GAIN / (REDUCTION)	\$	1,988,836
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December 31, 2019	FUND BALANCE	\$	5,080,181
			<hr style="border-top: 3px double black;"/>
January 1, 2020	FUND BALANCE	\$	5,080,181
	PROJECTED REVENUE	\$	3,434,425
	PROJECTED EXPENDITURES	\$	3,145,498
	PROJECTED GAIN / (REDUCTION)	\$	288,927
			<hr style="border-top: 1px solid black;"/>
December 31, 2020	FUND BALANCE	\$	5,369,108
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January 1, 2021	FUND BALANCE	\$	5,369,108
	BUDGETED REVENUE	\$	2,584,969
	BUDGETED EXPENDITURES	\$	2,167,948
	PROPOSED GAIN / (REDUCTION)	\$	417,021
			<hr style="border-top: 1px solid black;"/>
December 31, 2021	FUND BALANCE	\$	5,786,129
RESERVED FOR WELLINGTON ORO PLANT REPLACEMENT		\$	(66,000)
DISCRETIONARY RESERVE FOR HOOSIER BIKE PATH		\$	(500,000)
	BUDGETED NET FUND BALANCE	\$	5,220,129
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**TOWN OF BRECKENRIDGE
ANNUAL BUDGET
OPEN SPACE FUND ANALYSIS**

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
FUND BALANCE, JANUARY 1	\$ 3,091,345	\$ 5,080,181	\$ 5,080,181	\$ 5,369,108
REVENUES				
Sales Tax	\$ 3,391,134	\$ 3,393,300	\$ 2,617,535	\$ 2,358,623
Interest Income	\$ 89,951	\$ 36,890	\$ 28,541	\$ 28,542
Grants	\$ 29,250	\$ 350,000	\$ 350,000	\$ -
Transfer of Density Rights	\$ 56,534	\$ 40,000	\$ 40,000	\$ 40,000
Misc. Income	\$ 63,375	\$ 37,380	\$ 277,056	\$ 32,873
Wellington Oro	\$ 129,040	\$ 121,293	\$ 121,293	\$ 124,931
TOTAL REVENUES	\$ 3,759,283	\$ 3,978,863	\$ 3,434,425	\$ 2,584,969
TOTAL AVAILABLE	\$ 6,850,629	\$ 9,059,044	\$ 8,514,606	\$ 7,954,077
EXPENDITURES				
Open Space Programs	\$ 1,731,076	\$ 1,643,146	\$ 1,241,339	\$ 1,427,148
Debt Service	\$ 39,372	\$ 9,567	\$ 433,736	\$ -
Transfers to Other Funds	\$ 464,325	\$ 1,610,423	\$ 1,470,423	\$ 740,800
TOTAL EXPENDITURES	\$ 1,770,448	\$ 3,263,136	\$ 3,145,498	\$ 2,167,948
FUND BALANCE, DECEMBER 31	\$ 5,080,181	\$ 5,795,908	\$ 5,369,108	\$ 5,786,129
Wellington Oro Plant Replacement Reserve	\$ 44,000	\$ 55,000	\$ 55,000	\$ 66,000
Hoosier Pass Bike Path Reserve	\$ 500,000	\$ 600,000	\$ 500,000	\$ 500,000
AVAILABLE FUND BALANCE, DECEMBER 31	\$ 4,536,181	\$ 5,140,908	\$ 4,814,108	\$ 5,220,129

2019 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 %)

CONSERVATION TRUST FUND

January 1, 2019	FUND BALANCE	\$	13,410
	REVENUE	\$	57,497
	EXPENDITURES	\$	50,000
	ACTUAL GAIN / (REDUCTION)	\$	7,497
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December 31, 2019	FUND BALANCE	\$	20,907
			<hr style="border-top: 3px double black;"/>
January 1, 2020	FUND BALANCE	\$	20,907
	PROJECTED REVENUE	\$	50,199
	PROJECTED EXPENDITURES	\$	65,000
	PROJECTED GAIN / (REDUCTION)	\$	(14,801)
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December 31, 2020	FUND BALANCE	\$	6,106
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January 1, 2021	FUND BALANCE	\$	6,106
	BUDGETED REVENUE	\$	55,100
	BUDGETED EXPENDITURES	\$	55,000
	PROPOSED GAIN / (REDUCTION)	\$	100
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December 31, 2021	FUND BALANCE	\$	6,206
			<hr style="border-top: 3px double black;"/>

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

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
FUND BALANCE, JANUARY 1	\$ 13,410	\$ 20,907	\$ 20,907	\$ 6,106
<u>REVENUES</u>				
Grants	\$ 56,135	\$ 55,000	\$ 50,000	\$ 55,000
Interest	\$ 1,362	\$ -	\$ 199	\$ 100
TOTAL REVENUES	<u>\$ 57,497</u>	<u>\$ 55,000</u>	<u>\$ 50,199</u>	<u>\$ 55,100</u>
TOTAL AVAILABLE	<u>\$ 70,907</u>	<u>\$ 75,907</u>	<u>\$ 71,106</u>	<u>\$ 61,206</u>
<u>EXPENDITURES</u>				
Transfer to Capital Fund	\$ 50,000	\$ 65,000	\$ 65,000	\$ 55,000
TOTAL EXPENDITURES	<u>\$ 50,000</u>	<u>\$ 65,000</u>	<u>\$ 65,000</u>	<u>\$ 55,000</u>
FUND BALANCE, DECEMBER 31	<u>\$ 20,907</u>	<u>\$ 10,907</u>	<u>\$ 6,106</u>	<u>\$ 6,206</u>

PROGRAM: Conservation Trust
 DEPARTMENT: Recreation
 DIVISION: Capital
 PROGRAM NO: 0927

PROGRAM DESCRIPTION:

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

PROGRAM EXPENDITURES:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
FIXED CHARGES	50,000	65,000	65,000	55,000
	\$ 50,000	\$ 65,000	\$ 65,000	\$ 55,000

GOALS:

Town Area of Focus

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.

Develop more family oriented programming and events

Program Objective

Maintain, improve, and develop public recreational facilities and amenities.

PERFORMANCE MEASURES:

	2017	2018	2019
Project funded	Recreation Center Improvements	Recreation Center Improvements	River Park
Total Project Cost	\$ 18,130,719	\$ 18,130,719	\$ 1,817,201

GARAGE FUND

January 1, 2019	FUND BALANCE	\$	8,326,869
	REVENUE	\$	4,180,314
	EXPENSES	\$	3,070,990
	ACTUAL GAIN / (REDUCTION)	\$	1,109,324
<hr/>			
December 31, 2019	FUND BALANCE	\$	9,436,192
<hr/> <hr/>			
January 1, 2020	FUND BALANCE	\$	9,436,192
	PROJECTED REVENUE	\$	3,490,439
	PROJECTED EXPENSES	\$	1,578,122
	PROJECTED GAIN / (REDUCTION)	\$	1,912,317
<hr/>			
December 31, 2020	FUND BALANCE	\$	11,348,509
<hr/> <hr/>			
January 1, 2021	FUND BALANCE	\$	11,348,509
	BUDGETED REVENUE	\$	3,544,591
	BUDGETED EXPENSES	\$	2,240,614
	PROPOSED GAIN / (REDUCTION)	\$	1,303,977
<hr/>			
December 31, 2021	FUND BALANCE	\$	12,652,486
	RESTRICTED FOR CAPITAL ASSETS	\$	7,466,176
	BUDGETED NET FUND BALANCE	\$	5,186,310
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**ANNUAL BUDGET
GARAGE FUND ANALYSIS**

	2019 ACTUAL	2020 BUDGET	2020 PROJECTED	2021 ADOPTED
FUND BALANCE, JANUARY 1	\$ 8,326,869	\$ 9,436,192	\$ 9,436,192	\$ 11,348,509
<u>REVENUES</u>				
Internal Service Revenue	\$ 2,776,229	\$ 3,263,611	\$ 3,263,611	\$ 3,204,896
Other Income	\$ 439,298	\$ 175,267	\$ 160,745	\$ 188,695
Grants	\$ 961,356	\$ -	\$ -	\$ -
Sale of Assets	\$ 3,431	\$ 128,000	\$ 66,083	\$ 151,000
TOTAL REVENUES	\$ 4,180,314	\$ 3,566,878	\$ 3,490,439	\$ 3,544,591
TOTAL AVAILABLE	\$ 12,507,182	\$ 13,003,070	\$ 12,926,631	\$ 14,893,100
<u>EXPENSES</u>				
Operations	\$ 3,063,209	\$ 1,748,038	\$ 1,362,468	\$ 1,683,614
Capital Outlay	\$ 7,781	\$ 1,716,913	\$ 215,654	\$ 557,000
TOTAL EXPENDITURES	\$ 3,070,990	\$ 3,464,951	\$ 1,578,122	\$ 2,240,614
FUND BALANCE, DECEMBER 31	\$ 9,436,192	\$ 9,538,119	\$ 11,348,509	\$ 12,652,486
RESTRICTED FOR CAPITAL ASSETS	\$ 7,466,176	\$ 7,466,176	\$ 7,466,176	\$ 7,466,176
AVAILABLE FUND BALANCE, DECEMBER 31	\$ 1,970,016	\$ 2,071,943	\$ 3,882,333	\$ 5,186,310

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 an 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:

	2019 ACTUAL	2020 BUDGET	2020 PROJECTED	2021 ADOPTED
PERSONNEL	562,538	610,663	573,896	626,301
MATERIALS & SUPPLIES	764,274	913,711	592,465	825,836
CHARGES FOR SERVICES	146,760	164,804	143,704	173,850
CAPITAL OUTLAY	-	-	-	-
FIXED CHARGES	1,589,637	58,860	52,403	57,627
	<u>\$ 3,063,209</u>	<u>\$ 1,748,038</u>	<u>\$ 1,362,468</u>	<u>\$ 1,683,614</u>

GOALS:

Town Area of Focus

Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices.

Implement action that further the Town's efforts towards suitability and reduction of our community's carbon footprint.

Program Objective

Continue to implement new Fleet software Pub Works.

Utilize asset, fuel, and telematics data for efficiencies and GHG reduction possibilities

Hybrid or Electric vehicles purchased for scheduled replacements where feasible and utilized to fullest extent possible
Continue progress towards the Town's sustainability goals

PERFORMANCE MEASURES:

	2017	2018	2019
Passenger (car and sub)	29	31	34
Pickup Trucks Class 1-3 (GVWR 1-14,000#)	40	37	41
Truck Medium Duty Class 4-6 (GVWR 14,001-26,000#)	0	1	1
Heavy Trucks Class 7-8 (GVWR 26,001# & over)	9	8	7
Bus (transit and 15 psgr van)	15	19	21
Light/Medium Equipment	44	29	28
Heavy Equipment (loaders, graders, sweepers, loader snowblowers)	5	6	8
Equipment-Attachments	0	59	63
Trailers	0	7	7
Total	142	197	210
Total Gallons of Fuel Used by Town	141,029	192,970	171,817

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:

	2019 ACTUAL	2020 BUDGET	2020 PROJECTED	2021 ADOPTED
CAPITAL OUTLAY	-	1,716,913	215,654	557,000
	\$ 7,781	\$ 1,716,913	\$ 215,654	\$ 557,000

GOALS:

Town Area of Focus

Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices.

*Develop cutting edge messaging/programs
 around responsible tourism and responsible
 citizenry (this extends
 beyond environmental issues)*

Program Objective

Continue to right size fleet based on current/forecasted future operations
 Manage fund to allow for cash purchases of fleet asset replacement (no financing required)
 Complete planned purchases of 3 vehicles - 1 EV passenger car, 1 plow truck Streets Division, 1 Loader Streets Division

PERFORMANCE MEASURES:

	2017	2018	2019
Average age of fleet	9	9	6

INFORMATION TECHNOLOGY FUND

January 1, 2019	FUND BALANCE	\$	1,037,933
	REVENUE	\$	1,290,416
	EXPENSES	\$	1,399,898
	ACTUAL GAIN / (REDUCTION)	\$	(109,482)
<hr style="border-top: 3px double #000;"/>			
December 31, 2019	FUND BALANCE	\$	928,451
<hr style="border-top: 3px double #000;"/>			
January 1, 2020	FUND BALANCE	\$	928,451
	PROJECTED REVENUE	\$	1,234,063
	PROJECTED EXPENSES	\$	1,283,088
	PROJECTED GAIN / (REDUCTION)	\$	(49,025)
<hr style="border-top: 3px double #000;"/>			
December 31, 2020	FUND BALANCE	\$	879,426
<hr style="border-top: 3px double #000;"/>			
January 1, 2021	FUND BALANCE	\$	879,426
	BUDGETED REVENUE	\$	1,219,209
	BUDGETED EXPENSES	\$	1,478,841
	PROPOSED GAIN / (REDUCTION)	\$	(259,632)
<hr style="border-top: 3px double #000;"/>			
December 31, 2021	FUND BALANCE	\$	619,794
	RESERVED FOR CAPITAL ASSETS	\$	8,153
	BUDGETED NET FUND BALANCE	\$	611,641
<hr style="border-top: 3px double #000;"/>			

**TOWN OF BRECKENRIDGE
ANNUAL BUDGET
INFORMATION TECHNOLOGY FUND ANALYSIS**

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
FUND BALANCE, JANUARY 1	\$ 1,037,933	\$ 928,451	\$ 928,451	\$ 879,426
<u>REVENUES</u>				
Internal Service Revenue	\$ 1,203,335	\$ 1,357,426	\$ 1,157,426	\$ 1,211,949
Miscellaneous Income	\$ 69,299	\$ 88,497	\$ 76,637	\$ 14,520
Interest	\$ 17,782	\$ (9,560)	\$ -	\$ (7,260)
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL REVENUES	\$ 1,290,416	\$ 1,436,363	\$ 1,234,063	\$ 1,219,209
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL AVAILABLE	\$ 2,328,349	\$ 2,364,814	\$ 2,162,514	\$ 2,098,635
<u>EXPENSES</u>				
Operations	\$ 1,399,898	\$ 1,556,126	\$ 1,283,088	\$ 1,478,841
TOTAL EXPENDITURES	\$ 1,399,898	\$ 1,556,126	\$ 1,283,088	\$ 1,478,841
	<hr/>	<hr/>	<hr/>	<hr/>
FUND BALANCE, DECEMBER 31	\$ 928,451	\$ 808,688	\$ 879,426	\$ 619,794
RESTRICTED FOR CAPITAL ASSETS	\$ 8,153	\$ 8,153	\$ 8,153	\$ 8,153
AVAILABLE FUND BALANCE, DECEMBER 31	<u>\$ 920,298</u>	<u>\$ 800,535</u>	<u>\$ 871,273</u>	<u>\$ 611,641</u>

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

PROGRAM DESCRIPTION:

The Information Technology program is responsible for all aspects of the Town's computerized information systems, telecommunications, audio-visual systems, and computerized security systems. Our primary goal is to improve accessibility, management, security, and accountability of all digital information assets. Responsibilities include 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:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
PERSONNEL	403,281	437,481	422,681	439,003
MATERIALS & SUPPLIES	312,466	459,250	236,750	343,500
CHARGES FOR SERVICES	671,594	648,418	612,984	681,420
FIXED CHARGES	12,557	10,977	10,673	14,918
	\$ 1,399,898	\$ 1,556,126	\$ 1,283,088	\$ 1,478,841

GOALS:

Town Area of Focus

Deliver balanced, year-round economy driven by destination tourism by 2024.

Attract and retain entry and mid-level workforce.

Program Objective

2021 will involve many infrastructure upgrades 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.

PERFORMANCE MEASURES:

	2017	2018	2019
# of Help Desk Requests Resolved	1,106	1,287	1,229
# of Applications Supported	167	170	175
# of Terminals Supported	221	224	227
# of Terminals Replaced	38	41	45
# of Users on System	253	260	265

FACILITIES FUND

January 1, 2019	FUND BALANCE	\$	3,246,338
	REVENUE	\$	900,197
	EXPENSES	\$	728,958
	ACTUAL GAIN / (REDUCTION)	\$	171,239
			<hr style="border-top: 3px double #000;"/>
December 31, 2019	FUND BALANCE	\$	3,417,577
			<hr style="border-top: 3px double #000;"/>
January 1, 2020	FUND BALANCE	\$	3,417,577
	PROJECTED REVENUE	\$	853,106
	PROJECTED EXPENSES	\$	710,027
	PROJECTED GAIN / (REDUCTION)	\$	143,079
			<hr style="border-top: 3px double #000;"/>
December 31, 2020	FUND BALANCE	\$	3,560,656
			<hr style="border-top: 3px double #000;"/>
January 1, 2021	FUND BALANCE	\$	3,560,656
	BUDGETED REVENUE	\$	879,566
	BUDGETED EXPENSES	\$	31,142
	PROPOSED GAIN / (REDUCTION)	\$	848,424
			<hr style="border-top: 3px double #000;"/>
December 31, 2021	FUND BALANCE	\$	4,409,080
	RESTRICTED FOR CAPITAL ASSETS	\$	65,633
	BUDGETED AVAILABLE FUND BALANCE	\$	4,343,447
			<hr style="border-top: 3px double #000;"/>

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

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
FUND BALANCE, JANUARY 1	\$ 3,246,338	\$ 3,417,577	\$ 3,417,577	\$ 3,560,656
<u>REVENUES</u>				
Internal Service Revenue	\$ 900,197	\$ 889,291	\$ 853,106	\$ 879,566
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL REVENUES	\$ 900,197	\$ 889,291	\$ 853,106	\$ 879,566
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL AVAILABLE	<u>\$ 4,146,535</u>	<u>\$ 4,306,868</u>	<u>\$ 4,270,683</u>	<u>\$ 4,440,222</u>
<u>EXPENSES</u>				
Operations	\$ 721,990	\$ 710,027	\$ 710,027	\$ 31,142
Capital Outlay	<u>\$ 6,968</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
TOTAL EXPENSES	<u>\$ 728,958</u>	<u>\$ 710,027</u>	<u>\$ 710,027</u>	<u>\$ 31,142</u>
FUND BALANCE, DECEMBER 31	<u>\$ 3,417,577</u>	<u>\$ 3,596,841</u>	<u>\$ 3,560,656</u>	<u>\$ 4,409,080</u>
RESTRICTED FOR CAPITAL ASSETS	\$ 65,633	\$ 65,633	\$ 65,633	\$ 65,633
NET FUND BALANCE	<u><u>\$ 3,351,944</u></u>	<u><u>\$ 3,531,208</u></u>	<u><u>\$ 3,495,023</u></u>	<u><u>\$ 4,343,447</u></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:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
Charges for Services	721,990	710,027	710,027	31,142
Capital Outlay	6,968	-	-	-
Totals	\$ 728,958	\$ 710,027	\$ 710,027	\$ 31,142

GOALS:

Town Area of Focus

Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices.

Develop cutting edge messaging/programs around responsible tourism and responsible citizenry (this extends beyond environmental issues)

Program Objective

Facilities Fund projects to be completed in 2021: Town Hall Roofing Replacement, Old Masonic Hall Painting

Assets deferred further were: PW Fleet Roof, PW Garage Doors, Ice Rink Indoor and Outdoor Chilling Plants, Ice Rink HVAC Pumps, Ice Rink Painting, Rec Center Translucent Lights, Rec Center Locker Room Remodel, Rec Center Cardio Equipment, Rec Center Stucco, Golf Course Clubhouse Deck and Roof, Golf Maint Roof, Valleybrook Roof, and Arts District Painting

Current projections show that the fund is solvent through the year 2050.

PERFORMANCE MEASURES:

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.

SPECIAL PROJECTS FUND

January 1, 2019	FUND BALANCE	\$	430,160
	REVENUE	\$	3,922,703
	EXPENDITURES	\$	3,747,483
	ACTUAL GAIN / (REDUCTION)	\$	175,220
			<hr style="border-top: 1px solid black;"/>
December 31, 2019	FUND BALANCE	\$	605,379
			<hr style="border-top: 3px double black;"/>
January 1, 2020	FUND BALANCE	\$	605,379
	PROJECTED REVENUE	\$	2,992,954
	PROJECTED EXPENDITURES	\$	3,237,332
	PROJECTED GAIN / (REDUCTION)	\$	(244,378)
			<hr style="border-top: 1px solid black;"/>
December 31, 2020	FUND BALANCE	\$	361,001
			<hr style="border-top: 3px double black;"/>
January 1, 2021	FUND BALANCE	\$	361,001
	BUDGETED REVENUE	\$	2,575,994
	BUDGETED EXPENDITURES	\$	2,655,695
	PROPOSED GAIN / (REDUCTION)	\$	(79,701)
			<hr style="border-top: 1px solid black;"/>
December 31, 2021	FUND BALANCE	\$	281,300
	BAG FEE RESERVED FUNDS	\$	100,874
	BHA CAPITAL RESERVED FUNDS	\$	-
			<hr style="border-top: 1px solid black;"/>
	BUDGETED AVAILABLE FUND BALANCE	\$	180,426
			<hr style="border-top: 3px double black;"/>

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

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
		2263290		
FUND BALANCE, JANUARY 1	\$ 430,160	\$ 605,379	\$ 605,379	\$ 361,001
<u>REVENUES</u>				
Transfer from Excise	\$ 3,806,290	\$ 4,382,539	\$ 2,927,210	\$ 2,490,249
Reusable Bag Program	\$ 108,470	\$ 72,000	\$ 52,000	\$ 72,000
Interest	\$ 7,568	\$ 570	\$ 13,744	\$ 13,745
Miscellaneous	\$ 375	\$ -	\$ -	\$ -
TOTAL REVENUES	<u>\$ 3,922,703</u>	<u>\$ 4,455,109</u>	<u>\$ 2,992,954</u>	<u>\$ 2,575,994</u>
TOTAL AVAILABLE	<u>\$ 4,352,862</u>	<u>\$ 5,060,488</u>	<u>\$ 3,598,333</u>	<u>\$ 2,936,995</u>
<u>EXPENDITURES</u>				
Breckenridge Heritage Alliance (BHA) Operations	\$ 545,000	\$ 585,000	\$ 470,058	\$ 526,500
BHA Capital Outlay	\$ 520,000	\$ 965,000	\$ 135,000	\$ -
BHA Reserve	\$ 10,000	\$ 50,000	\$ 50,000	\$ 50,000
Fire Mitigation	\$ -	\$ 25,000	\$ -	\$ -
Grants	\$ 375,175	\$ 2,263,290	\$ 393,000	\$ 269,000
Breckenridge Creative Arts Operations	\$ 2,263,290	\$ 2,263,290	\$ 2,036,961	\$ 1,700,000
Reusable Bag Program	\$ 34,018	\$ 2,365,603	\$ 152,313	\$ 110,195
TOTAL EXPENDITURES	<u>\$ 3,747,483</u>	<u>\$ 8,517,183</u>	<u>\$ 3,237,332</u>	<u>\$ 2,655,695</u>
FUND BALANCE, DECEMBER 31	<u>\$ 605,379</u>	<u>\$(3,456,695)</u>	<u>\$ 361,001</u>	<u>\$ 281,300</u>
RESERVED FOR BAG PROGRAM	\$ 239,382	\$(2,054,221)	\$ 139,069	\$ 100,874
RESERVED FOR BHA CAPITAL	\$ 380,000	\$ 345,000	\$ -	\$ -
AVAILABLE FUND BALANCE, DECEMBER 31	<u>\$ (14,003)</u>	<u>\$(1,747,474)</u>	<u>\$ 221,932</u>	<u>\$ 180,426</u>

PROGRAM: Breckenridge Creative Arts Operations
 DEPARTMENT: Special Projects
 DIVISION: Executive Management
 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:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
GRANTS	2,263,290	2,263,290	2,036,961	1,700,000
	\$ 2,263,290	\$ 2,263,290	\$ 2,036,961	\$ 1,700,000

GOALS:

Town Area of Focus

Deliver balanced, year-round economy driven by destination tourism by 2024.

Ensure long-term economic viability irrespective of climate conditions by diversifying and amplifying arts, historic, culinary products and experiences on a year round basis

Program Objective

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.

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.

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.

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

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

PROGRAM DESCRIPTION:

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

PROGRAM EXPENDITURES:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
CHARGES FOR SERVICES	14,384	75,000	125,000	75,000
TRANSFERS	19,634	27,313	27,313	35,195
	\$ 34,018	\$ 2,365,603	\$ 152,313	\$ 110,195

GOALS:

Town Area of Focus

Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices.

Implement action that further the Town's efforts towards suitability and reduction of our community's carbon footprint.

Program Objective

Reduction in the number of disposable bags issued by retail stores in 2019 compared to 2018, while also considering level of taxable sales, will indicate the relative use of disposable bags in the community.

Continue to implement a new marketing/outreach effort to increase visitor awareness

PERFORMANCE MEASURES:

	2017	2018	2019
Number of Disposable Bags Issued	937,353	980,642	1,032,900
% Change in Bags Issued	-4%	13%	5%
Taxable Sales	540,587,014	564,358,576	615,798,988
% Change in Taxable Sales	9%	4%	9%

PROGRAM: OPERATIONS
 DEPARTMENT: Special Projects
 DIVISION: Executive Management
 PROGRAM NO: 1441

PROGRAM DESCRIPTION:

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

PROGRAM EXPENDITURES:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
CHARGES FOR SERVICES	545,000	610,000	470,058	526,500
CAPITAL OUTLAY	520,000	965,000	135,000	-
GRANTS	375,175	2,263,290	393,000	269,000
BHA CAPITAL RESERVE	10,000	50,000	50,000	50,000
	<u>\$ 1,450,175</u>	<u>\$ 3,888,290</u>	<u>\$ 1,048,058</u>	<u>\$ 845,500</u>

GOALS:

Town Area of Focus

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.

Protect cultural heritage and National Historic Designation

Program Objective

\$526,000 Breckenridge Heritage Association operations

Capital Outlay: BHA Capital:

No New 2021 Capital Spending

MARIJUANA FUND

January 1, 2019	FUND BALANCE	\$	(101,800)
	REVENUE	\$	646,480
	EXPENDITURES	\$	455,787
	ACTUAL GAIN / (REDUCTION)	\$	190,693
December 31, 2019	FUND BALANCE	\$	88,893
January 1, 2020	FUND BALANCE	\$	88,893
	PROJECTED REVENUE	\$	623,586
	PROJECTED EXPENDITURES	\$	683,825
	PROJECTED GAIN / (REDUCTION)	\$	(60,239)
December 31, 2020	FUND BALANCE	\$	28,654
January 1, 2021	FUND BALANCE	\$	28,654
	BUDGETED REVENUE	\$	546,679
	BUDGETED EXPENDITURES	\$	538,854
	PROPOSED GAIN / (REDUCTION)	\$	7,825
December 31, 2021	FUND BALANCE	\$	36,479

MARIJUANA FUND ANALYSIS

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
FUND BALANCE, JANUARY 1	\$ (101,800)	\$ 88,893	\$ 88,893	\$ 28,654
<u>REVENUES</u>				
Medical Marijuana Tax	\$ 15,050	\$ 2,151	\$ 22,653	\$ 2,400
Retail Marijuana Tax	\$ 618,975	\$ 653,300	\$ 587,449	\$ 532,295
Marijuana Licensing	\$ 10,756	\$ 9,660	\$ 11,500	\$ 10,000
Interest	\$ 1,699	\$ 10	\$ 1,984	\$ 1,984
TOTAL REVENUES	<u>\$ 646,480</u>	<u>\$ 665,121</u>	<u>\$ 623,586</u>	<u>\$ 546,679</u>
TOTAL AVAILABLE	<u>\$ 544,680</u>	<u>\$ 754,014</u>	<u>\$ 712,479</u>	<u>\$ 575,333</u>
<u>EXPENDITURES</u>				
Personnel	\$ 31,322	\$ 113,259	\$ 110,363	\$ 114,354
Materials and Supplies	\$ 596	\$ 600	\$ 600	\$ -
Charges for Services	\$ 103,869	\$ 204,862	\$ 197,862	\$ 4,500
Transfer to Child Care Fund	\$ 320,000	\$ 375,000	\$ 375,000	\$ 420,000
TOTAL EXPENDITURES	<u>\$ 455,787</u>	<u>\$ 693,721</u>	<u>\$ 683,825</u>	<u>\$ 538,854</u>
FUND BALANCE, DECEMBER 31	<u>\$ 88,893</u>	<u>\$ 60,293</u>	<u>\$ 28,654</u>	<u>\$ 36,479</u>

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

PROGRAM DESCRIPTION:

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

PROGRAM EXPENDITURES:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
PERSONNEL	31,322	113,259	110,363	114,354
MATERIALS & SUPPLIES	596	600	600	-
CHARGES FOR SERVICES	103,869	204,862	197,862	4,500
	\$ 455,787	\$ 693,721	\$ 683,825	\$ 538,854

GOALS:

Town Area of Focus

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.

Program Objective

- Continue to develop working relations with other municipalities that have similar compliance laws and expectations along with state and federal marijuana/illegal narcotics agencies.
- Train patrol officers regarding marijuana laws and enforcement as well as conducting public outreach providing marijuana safety education to the community.
- Work with stakeholders throughout the community to develop a plan for disposing of unwanted or found marijuana products.
- Monitor best practices across the state regarding marijuana business compliance regulations and changes in state and federal laws pertaining to marijuana compliance.

PERFORMANCE MEASURES:

	2017	2018	2019
Identification Checks	186	149	185

CEMETERY FUND

January 1, 2019	FUND BALANCE	\$	76,146
	REVENUE	\$	34,194
	EXPENSES	\$	-
	ACTUAL GAIN / (REDUCTION)	\$	34,194
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December 31, 2019	FUND BALANCE	\$	110,341
			<hr style="border-top: 3px double black;"/>
January 1, 2020	FUND BALANCE	\$	110,341
	PROJECTED REVENUE	\$	31,859
	PROJECTED EXPENSES	\$	20,000
	PROJECTED GAIN / (REDUCTION)	\$	11,859
			<hr style="border-top: 3px double black;"/>
December 31, 2020	FUND BALANCE	\$	122,200
			<hr style="border-top: 3px double black;"/>
January 1, 2021	FUND BALANCE	\$	122,200
	BUDGETED REVENUE	\$	15,609
	BUDGETED EXPENSES	\$	7,500
	PROPOSED GAIN / (REDUCTION)	\$	8,109
			<hr style="border-top: 3px double black;"/>
December 31, 2021	FUND BALANCE	\$	130,309
			<hr style="border-top: 3px double black;"/>

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

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
FUND BALANCE, JANUARY 1	\$ 76,146	\$ 110,341	\$ 110,341	\$ 122,200
<u>REVENUES</u>				
Lot Sales	\$ 10,500	\$ 5,000	\$ 12,000	\$ 5,000
Burial Fees	\$ 6,975	\$ 3,500	\$ 3,500	\$ 3,500
Maintenance Fees	\$ 14,600	\$ 6,600	\$ 15,850	\$ 6,600
Other	\$ 2,119	\$ 800	\$ 509	\$ 509
TOTAL REVENUES	<u>\$ 34,194</u>	<u>\$ 15,900</u>	<u>\$ 31,859</u>	<u>\$ 15,609</u>
TOTAL AVAILABLE	<u>\$ 110,341</u>	<u>\$ 126,241</u>	<u>\$ 142,200</u>	<u>\$ 137,809</u>
<u>EXPENSES</u>				
Charges for Services	<u>\$ -</u>	<u>\$ 20,000</u>	<u>\$ 20,000</u>	<u>\$ 7,500</u>
TOTAL EXPENSES	<u>\$ -</u>	<u>\$ 20,000</u>	<u>\$ 20,000</u>	<u>\$ 7,500</u>
FUND BALANCE, DECEMBER 31	<u>\$ 110,341</u>	<u>\$ 106,241</u>	<u>\$ 122,200</u>	<u>\$ 130,309</u>

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

PROGRAM DESCRIPTION:

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

PROGRAM EXPENSES:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
CHARGES FOR SERVICES	-	20,000	20,000	7,500
	\$ -	\$ 20,000	\$ 20,000	\$ 7,500

GOALS:

Town Area of Focus

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.

Program Objective

- New digital GIS Map that allows for accurate, computer-based recording of space ownership and burials.
- Cemetery clean up as part of Make a Difference Day.
- Continue to map results from GPR surveys.

PERFORMANCE MEASURES:

	2017	2018	2019
Number of Cemetery Space Purchases	12	8	18
Cemetery Burials	8	2	9

CHILD CARE FUND

January 1, 2019	FUND BALANCE	\$	2,626,287
	REVENUE	\$	391,178
	EXPENDITURES	\$	871,443
	ACTUAL GAIN / (REDUCTION)	\$	(480,265)
			2,146,022
December 31, 2019	FUND BALANCE	\$	2,146,022
January 1, 2020	FUND BALANCE	\$	2,146,022
	PROJECTED REVENUE	\$	408,845
	PROJECTED EXPENDITURES	\$	947,873
	PROJECTED GAIN / (REDUCTION)	\$	(539,028)
			1,606,994
December 31, 2020	FUND BALANCE	\$	1,606,994
January 1, 2021	FUND BALANCE	\$	1,606,994
	BUDGETED REVENUE	\$	461,345
	BUDGETED EXPENDITURES	\$	859,642
	PROPOSED GAIN / (REDUCTION)	\$	(398,297)
			1,208,697
December 31, 2021	FUND BALANCE	\$	1,208,697

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

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
FUND BALANCE, JANUARY 1	\$ 2,626,287	\$ 2,146,022	\$ 2,146,022	\$ 1,606,994
<u>REVENUES</u>				
Transfer from Marijuana	\$ 320,000	\$ 375,000	\$ 375,000	\$ 420,000
Investment Income	\$ 41,178	\$ 20,840	\$ 11,345	\$ 11,345
Rental Income	\$ 30,000	\$ 30,000	\$ 22,500	\$ 30,000
TOTAL REVENUES	<u>\$ 391,178</u>	<u>\$ 425,840</u>	<u>\$ 408,845</u>	<u>\$ 461,345</u>
TOTAL AVAILABLE	<u>\$ 3,017,465</u>	<u>\$ 2,571,862</u>	<u>\$ 2,554,867</u>	<u>\$ 2,068,339</u>
<u>EXPENDITURES</u>				
Personnel	\$ 78,195	\$ 51,014	\$ 49,289	\$ 50,113
Charges for Services	\$ 191,926	\$ 186,232	\$ 192,840	\$ 179,844
Grants	\$ 594,855	\$ 600,000	\$ 700,000	\$ 624,000
Fixed Charges	\$ 6,467	\$ 5,744	\$ 5,744	\$ 5,685
TOTAL EXPENDITURES	<u>\$ 871,443</u>	<u>\$ 842,990</u>	<u>\$ 947,873</u>	<u>\$ 859,642</u>
FUND BALANCE, DECEMBER 31	<u>\$ 2,146,022</u>	<u>\$ 1,728,872</u>	<u>\$ 1,606,994</u>	<u>\$ 1,208,697</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:

	2019	2020	2020	2021
	ACTUAL	BUDGET	ESTIMATED	ADOPTED
PERSONNEL	78,195	51,014	49,289	50,113
CHARGES FOR SERVICES	191,926	186,232	192,840	179,844
GRANTS	594,855	600,000	700,000	624,000
FIXED CHARGES	6,467	5,744	5,744	5,685
	\$ 871,443	\$ 842,990	\$ 947,873	\$ 859,642

GOALS:

Town Area of Focus

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.

Ensure access to affordable quality childcare for local working families

Program Objective

Sustainable budgets at local centers that includes capital reserve budgets & annual updates to provider agreements
 Evaluate opportunities to increase capacity at existing centers to address the long wait list for child care in our community (250+) through a capacity analysis study.

Update the Tuition Assistance Program Internal Policies document. Most recent update was 2/10/16
 Create a document / packet with a 10-year review of child care data organized into a format for public use (2010 - 2020)
 Continue to provide the assistance necessary for local families to afford the high cost of quality child care.
 End of Year statement / letter to all participating families
 Mid-year income confirmation letter to families

PERFORMANCE MEASURES:

	2017	2018	2019
Number of Children (w/ scholarship)	149	149	106 First Full year of SPK
Percent of Children in Care Receiving Scholarship	60%	60%	50%
Average Award-Scholarship (monthly)	\$463	\$495	\$629
Total Scholarship Program Expense	\$715,911	\$807,224	\$594,855

PARKING AND TRANSPORTATION FUND

January 1, 2019	FUND BALANCE	\$	2,574,947
	REVENUE	\$	9,750,354
	EXPENDITURES	\$	8,007,040
	ACTUAL GAIN / (REDUCTION)	\$	1,743,315
			<hr/>
December 31, 2019	FUND BALANCE	\$	4,318,261
			<hr/> <hr/>
January 1, 2020	FUND BALANCE	\$	4,318,261
	PROJECTED REVENUE	\$	49,641,710
	PROJECTED EXPENDITURES	\$	32,873,175
	PROJECTED GAIN / (REDUCTION)	\$	16,768,535
			<hr/>
December 31, 2020	FUND BALANCE	\$	21,086,796
			<hr/> <hr/>
January 1, 2021	FUND BALANCE	\$	21,086,796
	BUDGETED REVENUE	\$	9,240,147
	BUDGETED EXPENDITURES	\$	26,961,872
	PROPOSED GAIN / (REDUCTION)	\$	(17,721,725)
			<hr/>
December 31, 2021	FUND BALANCE	\$	3,365,071
			<hr/> <hr/>
DISCRETIONARY RESERVE FOR DEBT SERVICE		\$	4,636,950
	BUDGETED NET FUND BALANCE	\$	(1,271,879)
			<hr/> <hr/>

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

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
FUND BALANCE, JANUARY 1	\$ 2,574,947	\$ 4,318,261	\$ 4,318,261	\$ 21,086,796
<u>REVENUES</u>				
Transfer from Excise	\$ 2,767,500	\$ 2,178,660	\$ 1,391,160	\$ 2,317,675
Lift Ticket Revenue	\$ 3,591,637	\$ 3,731,200	\$ 3,512,721	\$ 4,018,894
Transit Programs	\$ 691,373	\$ 4,439,627	\$ 1,308,768	\$ 1,208,640
Parking Management	\$ 2,454,572	\$ 2,186,000	\$ 1,517,900	\$ 1,659,500
Investment Income	\$ 106,401	\$ 44,710	\$ 35,438	\$ 35,438
Miscellaneous Income	\$ 138,872	\$ 46,268,800	\$ 41,875,723	\$ -
TOTAL REVENUES	<u>\$ 9,750,354</u>	<u>\$ 58,848,997</u>	<u>\$ 49,641,710</u>	<u>\$ 9,240,147</u>
TOTAL AVAILABLE	<u>\$ 12,325,301</u>	<u>\$ 63,167,258</u>	<u>\$ 53,959,971</u>	<u>\$ 30,326,943</u>
<u>EXPENDITURES</u>				
Personnel	\$ 3,000,832	\$ 3,321,130	\$ 2,835,152	\$ 2,671,821
Materials and Supplies	\$ 32,342	\$ 51,425	\$ 8,800	\$ 16,500
Charges for Services	\$ 1,040,330	\$ 1,311,724	\$ 1,407,278	\$ 1,221,124
Debt Service	\$ -	\$ 1,591,160	\$ 1,284,625	\$ 2,317,675
Fixed Charges	\$ 3,933,536	\$ 52,430,736	\$ 27,337,320	\$ 20,734,752
Previous Spending Authority	\$ -	\$ 1,317,289	\$ -	\$ -
TOTAL EXPENDITURES	<u>\$ 8,007,040</u>	<u>\$ 60,023,464</u>	<u>\$ 32,873,175</u>	<u>\$ 26,961,872</u>
<u>EXPENDITURES BY PROGRAM</u>				
Transit Administration	\$ 315,536	\$ 530,138	\$ 401,612	\$ 404,966
Transit Services	\$ 4,549,941	\$ 4,889,289	\$ 4,353,173	\$ 4,261,956
Parking	\$ 555,661	\$ 1,108,088	\$ 1,333,730	\$ 1,077,275
Capital Projects	\$ 2,547,791	\$ 53,495,949	\$ 26,784,660	\$ 21,217,675
General Administration	\$ 38,111	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	<u>\$ 8,007,040</u>	<u>\$ 60,023,464</u>	<u>\$ 32,873,175</u>	<u>\$ 26,961,872</u>
FUND BALANCE, DECEMBER 31	<u>\$ 4,318,261</u>	<u>\$ 3,143,794</u>	<u>\$ 21,086,796</u>	<u>\$ 3,365,071</u>
DISCRET. RESERVE FOR DEBT	\$ -	\$ -	\$ 4,636,350	\$ 4,636,950
NET FUND BALANCE	<u>\$ 4,318,261</u>	<u>\$ 3,143,794</u>	<u>\$ 16,450,446</u>	<u>\$ (1,271,879)</u>

EXPENDITURE SUMMARY BY CATEGORY AND PROGRAM

PARKING AND TRANSPORTATION	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
EXPENDITURES BY CATEGORY				
Personnel	\$ 3,000,832	\$ 3,321,130	\$ 2,835,152	\$ 2,671,821
Materials & Supplies	\$ 32,342	\$ 51,425	\$ 8,800	\$ 16,500
Charges for Services	\$ 1,040,330	\$ 1,311,724	\$ 1,407,278	\$ 1,221,124
Fixed Charges	\$ 3,933,536	\$52,430,736	\$27,337,320	\$20,734,752
Debt Service	\$ -	\$ 1,591,160	\$ 1,284,625	\$ 2,317,675
Previous Spending Authority	\$ -	\$ 1,317,289	\$ -	\$ -
TOTAL EXPENDITURES BY CATEGORY	\$ 8,007,040	\$60,023,464	\$32,873,175	\$26,961,872
EXPENDITURES BY PROGRAM				
Transit Administration	\$ 315,536	\$ 530,138	\$ 401,612	\$ 404,966
Transit Services	\$ 4,549,941	\$ 4,889,289	\$ 4,353,173	\$ 4,261,956
Parking	\$ 555,661	\$ 1,108,088	\$ 1,333,730	\$ 1,077,275
Capital Projects	\$ 2,547,791	\$53,495,949	\$26,784,660	\$21,217,675
General Administration	\$ 38,111	\$ -	\$ -	\$ -
TOTAL EXPENDITURES BY PROGRAM	\$ 8,007,040	\$60,023,464	\$32,873,175	\$26,961,872

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

PROGRAM DESCRIPTION:

This program is responsible for developing and implementing strategies for improved Transit Operations management. This includes responsibility for the Free Ride Transit System administration and operations.

PROGRAM EXPENDITURES:	2019	2020	2020	2021
	ACTUAL	BUDGET	ESTIMATED	ADOPTED
PERSONNEL	204,710	364,007	248,952	237,148
MATERIALS & SUPPLIES	-	500	-	-
CHARGES FOR SERVICES	3,725	15,754	8,734	9,874
FIXED CHARGES	107,100	149,877	143,926	157,944
	<u>\$ 315,536</u>	<u>\$ 530,138</u>	<u>\$ 401,612</u>	<u>\$ 404,966</u>

GOALS:

Town Area of Focus

More boots & bikes, less cars

Develop and implement a balanced parking and multi-modal transportation plan that preserves the character of

Reduce visitor and resident car traffic by 10% (Nelson/Nygaard)

Program Objective

- Grant writing
- Participation in the statewide Transit Coalition
- Long term strategic planning, ensuring DOT and FTA Compliance
- Transportation operations recommendations and management

PERFORMANCE MEASURES:

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

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

PROGRAM DESCRIPTION:

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

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

PROGRAM EXPENDITURES:

	2019	2020	2020	2021
	ACTUAL	BUDGET	ESTIMATED	ADOPTED
PERSONNEL	2,772,127	2,935,335	2,564,412	2,412,898
MATERIALS & SUPPLIES	32,342	25,925	7,800	14,000
CHARGES FOR SERVICES	447,382	334,670	187,602	258,250
FIXED CHARGES	1,298,090	1,593,359	1,593,359	1,576,808
	\$ 4,549,941	\$ 4,889,289	\$ 4,353,173	\$ 4,261,956

GOALS:

Town Area of Focus

More boots & bikes, less cars

Increase public transportation use and buses

Program Objective

To service the community of Breckenridge in the most efficient manner and to transport the maximum number of passengers utilizing our current route structure. Below are the most updated passenger counts for the last completed year (2019).

Annual Passenger Trips	1,373,116
Annual Service Hours	50,613
Annual Route Miles	502,316
On-Time Performance	96%

PERFORMANCE MEASURES:

	2017	2018	2019
Annual Passenger Trips	885,508	1,009,179	1,177,164
Annual Service Hours	36,089	48,141	52,224
Annual Route Miles	335,060	504,820	498,839
Cost Per Trip	\$ 2.84	\$ 3.04	\$ 3.53
Cost Per Hour	\$ 69.71	\$ 63.67	\$ 79.67
Cost Per Mile	\$ 7.51	\$ 6.07	\$ 8.34
On-Time Performance	95%	95%	96%

Ridership increased 14% in 2017

2017's ridership was the third year in a row that Transit experienced a double digit ridership increase.

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:

	2019	2020	2020	2021
	ACTUAL	BUDGET	ESTIMATED	ADOPTED
PERSONNEL	23,994	21,788	21,788	21,775
MATERIALS & SUPPLIES	-	25,000	1,000	2,500
CHARGES FOR SERVICES	531,666	961,300	1,210,942	953,000
FIXED CHARGES	-	100,000	100,000	100,000
	<u>\$ 555,661</u>	<u>\$ 1,108,088</u>	<u>\$ 1,333,730</u>	<u>\$ 1,077,275</u>

GOALS:

Town Area of Focus

More boots & bikes, less cars

Develop and implement a balanced parking and multi-modal transportation plan that preserves the character of the community.

Program Objective

In the coming year, the parking division will continue to look for ways to decrease merchant fees. Staff will also look for ways to continue to promote pay parking through the Passport Parking app with a goal to increase usage from 42 to 50%.

PERFORMANCE MEASURES:

	2017	2018	2019
Parking Enforcement			
Parking Citations	7,764	17,307	7,175
Cites Excluding Voids, Warnings	2,744	4,126	3,976
Collection Rate	78%	75%	66%
Permits Sold	1,196	1,460	1,448
Pay Parking Revenue			
Pay Parking	\$524,856	\$1,338,460	\$1,866,530
Citations	\$125,400	\$85,710	\$115,879
Permits	\$124,887	\$116,830	\$127,362

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

PROGRAM DESCRIPTION:

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

PROGRAM EXPENDITURES:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
CHARGES FOR SERVICES	19,446	-	-	-
DEBT SERVICE	-	1,591,160	1,284,625	2,317,675
FIXED CHARGES	2,528,346	50,587,500	25,500,035	18,900,000
PREVIOUS SPENDING AUTHORITY	-	1,317,289	-	-
	<u>\$ 2,547,791</u>	<u>\$ 53,495,949</u>	<u>\$ 26,784,660</u>	<u>\$ 21,217,675</u>

GOALS:

Town Area of Focus

More boots & bikes, less cars

Develop and implement a balanced parking and multi-modal transportation plan that preserves the character of the community.

Program Objective

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

Please see the CIP Plan for detail of 2021 projects

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

PROGRAM DESCRIPTION:

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

PROGRAM EXPENDITURES:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
CHARGES FOR SERVICES	38,111	-	-	-
	\$ 38,111	\$ -	\$ -	\$ -

GOALS:

Town Area of Focus

More boots & bikes, less cars

Develop and implement a balanced parking and multi-modal transportation plan that preserves the character of the community.

Program Objective

Goals for this fund include the planning and implementation of innovative and efficient parking, transit, pedestrian, and other improvements to our Town's infrastructure.

HEALTH BENEFITS FUND

January 1, 2019	FUND BALANCE	\$	333,281
	REVENUE	\$	4,057,327
	EXPENDITURES	\$	4,316,153
	ACTUAL GAIN / (REDUCTION)	\$	(258,826)
December 31, 2019	FUND BALANCE	\$	<u>74,455</u>
January 1, 2020	FUND BALANCE	\$	74,455
	PROJECTED REVENUE	\$	3,866,500
	PROJECTED EXPENDITURES	\$	3,669,955
	PROJECTED GAIN / (REDUCTION)	\$	196,545
December 31, 2020	FUND BALANCE	\$	<u>271,000</u>
January 1, 2021	FUND BALANCE	\$	271,000
	BUDGETED REVENUE	\$	3,650,500
	BUDGETED EXPENDITURES	\$	3,668,161
	PROPOSED GAIN / (REDUCTION)	\$	(17,661)
December 31, 2021	FUND BALANCE	\$	<u>253,339</u>

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

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
FUND BALANCE, JANUARY 1	\$ 333,281	\$ 74,455	\$ 74,455	\$ 271,000
REVENUES				
Transfer from Excise Fund	\$ -	\$ -	\$ 250,000	\$ -
Internal Service Revenue	\$ 2,613,432	\$ 2,954,000	\$ 2,954,000	\$ 2,988,000
Employee Paid Premiums	\$ 735,512	\$ 431,800	\$ 456,100	\$ 456,100
Investment Income	\$ 9,286	\$ 6,240	\$ 6,400	\$ 6,400
Refunds of Expenditures	\$ 699,098	\$ 200,000	\$ 200,000	\$ 200,000
TOTAL REVENUES	\$ 4,057,327	\$ 3,592,040	\$ 3,866,500	\$ 3,650,500
TOTAL AVAILABLE	\$ 4,390,608	\$ 3,666,495	\$ 3,940,955	\$ 3,921,500
EXPENDITURES				
Health Program - Fixed Costs	\$ 957,265	\$ 1,227,790	\$ 1,227,790	\$ 1,004,009
Health Program - Variable Costs	\$ 3,358,887	\$ 2,430,571	\$ 2,442,165	\$ 2,664,152
TOTAL EXPENDITURES	\$ 4,316,153	\$ 3,658,361	\$ 3,669,955	\$ 3,668,161
FUND BALANCE, DECEMBER 31	\$ 74,455	\$ 8,134	\$ 271,000	\$ 253,339

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

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:

	2019 ACTUAL	2020 BUDGET	2020 ESTIMATED	2021 ADOPTED
PERSONNEL	4,316,153	3,658,361	3,669,955	3,668,161
	\$ 4,316,153	\$ 3,658,361	\$ 3,669,955	\$ 3,668,161

GOALS:

Town Area of Focus

Deliver balanced, year-round economy driven by destination tourism by 2024.

Attract and retain entry and mid-level workforce.

Program Objective

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.

APPENDIX



TOWN OF
BRECKENRIDGE

ACCOUNT CLASSIFICATIONS

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

CAPITAL IMPROVEMENT PLAN 2021-2025

**For the Year Ending
December 31, 2021**

**Presented To:
Breckenridge Town Council**

Eric Mamula, Mayor

**Dennis Kuhn
Carol Saade
Erin Gigliello**

**Dick Carleton
Jeffrey Bergeron
Kelly Owens**

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

Capital Improvement Plan Summary for 2021

	"A" List			"B" List	
	Capital Fund	Other Funding	Total cost	Capital Fund	Total cost
Public Works					
Fiber Infrastructure					
Repaving Wellington Neighborhood		500,000	500,000		
Repaving Remainder of 2019 Work				600,000	600,000
Carter Dog Park Drainage	200,000	-	200,000		
Roadway Resurfacing	1,000,000	-	1,000,000		
TOTAL	1,200,000	500,000	1,700,000	600,000	600,000

Capital Funding Sources	Capital Fund	Other Funding	Total Costs
Excise	1,245,000	-	1,245,000
Prior Year Spending Authority (Fiber)		500,000	500,000
Other Funding (Blue River Rehabilitation)		-	-
TOTAL	1,245,000	500,000	1,745,000

Parking and Transportation	P&T Fund	Other Funding	Total cost
Riverwalk & Ped Connection (Phase 3)	300,000	-	300,000
E-Bike Grant Match (Design)	50,000	-	50,000
Sidewalk Master Plan Implementation			0
Ski Hill Rd Sidewalk and Crosswalk	200,000	-	200,000
TOTAL	550,000	0	550,000

P&T Funding Sources	P&T Fund	Other Funding	Total Funds
Excise Fund Transfer	550,000	-	550,000
TOTAL	550,000	-	550,000

Five Year Capital Improvement Plan Summary 2021 to 2025

Capital Fund Projects

Recreation	2021	2022	2023	2024	2025	TOTAL
						-
Total	-	-	-	-	-	-

Public Works

McCain Property Improvements- School Parcel	-	-	-	-	4,700,000	4,700,000
Coyne Valley Bike Underpass	-	600,000	-	-	-	600,000
Blue River Crossing at Coyne Valley Road	-	2,900,000	-	-	-	2,900,000
Blue River Rehabilitation	-	4,500,000	-	-	-	4,500,000
Fiber Infrastructure						
Repaving Wellington Neighborhood	500,000					500,000
Repaving Remainder 2019 Work ("B" List)	600,000					600,000
Repaving 2020 Work & Riverwalk		750,000				750,000
Childcare Facility	-	-	-	200,000	-	200,000
Carter Dog Park Drainage	200,000	-	-	-	-	200,000
Airport Road Improvements	-	-	-	-	7,500,000	7,500,000
Undergrounding of Overhead Utilities	-	-	200,000	-	200,000	400,000
Roadway Resurfacing	1,000,000	1,000,000	1,000,000	1,000,000	850,000	4,850,000
Infrastructure Improvements- Culverts	-	350,000	350,000	350,000	350,000	1,400,000
Total	1,700,000	10,100,000	1,550,000	1,550,000	13,600,000	28,500,000

100% Renewable Energy

Town Facilities Energy Upgrades	-	100,000	100,000	100,000	100,000	400,000
Solar/Renewable Implementation	45,000	90,000	90,000	90,000	90,000	405,000
Total	45,000	190,000	190,000	190,000	190,000	805,000
GRAND TOTAL	1,745,000	10,290,000	1,740,000	1,740,000	13,790,000	29,305,000

Capital Funding Sources

Excise	1,245,000	5,725,000	1,675,000	1,675,000	9,932,000	20,252,000
McCain Rents	-	-	-	-	43,000	43,000
Other Funding (Blue River Rehabilitation)	-	4,500,000	-	-	-	4,500,000
Housing Fund (50% for Airport Rd. Improvements)	-	-	-	-	3,750,000	3,750,000
Prior Year Spending Authority (Fiber)	500,000	-	-	-	-	500,000
Conservation Trust Transfer	-	65,000	65,000	65,000	65,000	260,000
Total	1,745,000	10,290,000	1,740,000	1,740,000	13,790,000	29,305,000

Parking and Transportation Fund Projects

Watson Roundabout (Phase 2)	-	4,000,000	-	-	-	4,000,000
Riverwalk & Ped Connection (Phase 3)	300,000	-	3,000,000	-	-	3,300,000
E-Bike Grant Match (Design)	50,000					50,000
Wayfinding Phase 2	-	-	-	-	1,000,000	1,000,000
S.Park Ave & Main Street Roundabout	-	-	-	250,000	250,000	500,000
F-Lot Pedestrian and Parking Lot Improvements	-	-	-	-	2,000,000	2,000,000
River Walk Improvements	-	-	-	-	137,500	137,500
Pedestrian Corridor Lighting	-	-	-	-	100,000	100,000
Sidewalk Master Plan Implementation		-	-	-	250,000	250,000
Ski Hill Rd Sidewalk and Crosswalk	200,000	-	-	-	-	200,000
Four O'clock Pedestrian Improvements	-	-	-	-	1,400,000	1,400,000
Village Road Pedestrian Improvements	-	-	-	-	300,000	300,000
Transit Center	-	-	-	-	5,000,000	5,000,000
Total	550,000	4,000,000	3,000,000	250,000	10,437,500	18,237,500

Parking and Transportation Funding Sources

Excise Fund Transfer	550,000	4,000,000	3,000,000	250,000	10,437,500	18,237,500
Total	550,000	4,000,000	3,000,000	250,000	10,437,500	18,237,500

Project Name McCain Property Improvements- School Parcel
Department: Public Works

Description:
 This project will establish a roadway and utilities to the School District parcel.

Project Funding	2021	2022	2023	2024	2025	Total
Town Funds	0	0	0	0	4,657,000	4,657,000
Rents	0	0	0	0	43,000	43,000
Total	0	0	0	0	4,700,000	4,700,000

Project Costs	2020	2021	2022	2023	2024	Total
Construction	0	0	0	0	4,700,000	4,700,000
Total	0	0	0	0	4,700,000	4,700,000

Operational cost considerations:
 Operational costs will be detailed once the project scope and design are progressed. There will be a cost increase for snow removal and maintenance of infrastructure.

Project Name Coyne Valley Bike Underpass
Department: Engineering

Description:

This project will design and construct an underpass for the Rec Path crossing at Coyne Valley Rd. The work will be included in the Blue River Crossing project.

Project Funding	2021	2022	2023	2024	2025	Total
Town Funds	0	600,000	0	0	0	600,000
Total	0	600,000	0	0	0	600,000

Project Costs	2021	2022	2023	2024	2025	Total
Design						0
Construction		600,000	0	0	0	600,000
Total	0	600,000	0	0	0	600,000

Operational cost considerations:

This is not expected to have significant impact on operational costs.

Project Name Blue River Crossing at Coyne Valley Road
Department: Public Works

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. 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	2021	2022	2023	2024	2025	Total
Town Funds	0	2,900,000	0	0	0	2,900,000
Total	0	2,900,000	0	0	0	2,900,000

Project Costs	2021	2022	2023	2024	2025	Total
Construction	;;;	2,900,000	0	0	0	2,900,000
Total	0	2,900,000	0	0	0	2,900,000

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 Rehabilitation
Department: Public Works

Description:

The Blue River reclamation project completed in 2016 experienced significant erosion during the 2019 spring run-off. This project is to reconstruct the damaged section of river north of Coyne Valley Road.

Project Funding	2021	2022	2023	2024	2025	Total
Other Funding	0	4,500,000	0	0	0	4,500,000
Total	0	4,500,000	0	0	0	4,500,000

Project Costs	2021	2022	2023	2024	2025	Total
Construction	0	4,500,000	0	0	0	4,500,000
Total	0	4,500,000	0	0	0	4,500,000

Operational cost considerations:

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

Project Name Fiber Infrastructure
Department: Public Works

Description:

This project is the installation of infrastructure to support Town-wide access to fiber broadband service. As proposed, 2021 and 2022 work is to repair the roadways where fiber was installed in previous years. No new construction is currently proposed.

-2021: Wellington Neighborhood, Wellington Rd, French St, Adams Ave, Watson Ave, French Gulch, Lincoln Ave

Project Funding	2021	2022	2023	2024	2025	Total
Excise Fund	600,000	750,000	0	0	0	1,350,000
Prior Spending Authority	500,000	0	0	0	0	500,000
Total	1,100,000	750,000	0	0	0	1,850,000

Project Costs	2021	2022	2023	2024	2025	Total
Design	0	0	0	0	0	0
Construction	1,100,000	750,000	0	0	0	1,850,000
Total	1,100,000	750,000	0	0	0	1,850,000

Operational cost considerations:

Operational costs will include annual maintenance and repairs.

Project Name Childcare Facility
Department: Planning

Description:

Based on the current childcare assessment, an additional facility is needed in Breckenridge. This is a place holder to provide funds for the design of a future facility.

Project Funding	2021	2022	2023	2024	2025	Total
Town Funds	-	-	-	200,000	-	200,000
Total	-	-	-	200,000	-	200,000
Project Costs	2021	2022	2023	2024	2025	Total
Design	-	-	-	200,000	-	200,000
Construction	-	-	-	-	0	-
Total	-	-	-	200,000	0	200,000

Operational cost considerations:

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

Project Name Carter Dog Park Drainage
Department: Public Works

Description:

This project is the design and construction of drainage improvements to the existing dog park.

Project Funding	2021	2022	2023	2024	2025	Total
CIP Funds	200,000	0	0	0	0	200,000
Total	200,000	0	0	0	0	200,000

Project Costs	2021	2022	2023	2024	2025	Total
Design	0	0	0	0	0	0
Construction	200,000		0	0	0	200,000
Total	200,000	0	0	0	0	200,000

Operational cost considerations:

This is not expected to have significant impact on operational costs.

Project Name Airport Road Improvements
Department: Public Works

Description:

This project is to design and implement roadway improvements as recommended in the 2018 Traffic Study for Airport Road.

Project Funding	2021	2022	2023	2024	2025	Total
CIP Funds	0	0	0	0	3,750,000	3,750,000
Housing Funds	0	0	0	0	3,750,000	3,750,000
Total	0	0	0	0	7,500,000	7,500,000

Project Costs	2021	2022	2023	2024	2025	Total
Design	0	0	0	0	0	0
Construction	0	0	0	0	7,500,000	7,500,000
Total	0	0	0	0	7,500,000	7,500,000

Operational cost considerations:

Operational costs will be detailed once the project scope and design are progressed.
 There will be a cost increase for snow removal and maintenance of infrastructure.

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	2021	2022	2023	2024	2025	Total
Town Funds	0	0	200,000	0	200,000	400,000
Total	0	0	200,000	0	200,000	400,000

Project Costs	2021	2022	2023	2024	2025	Total
Construction	0		200,000	0	200,000	400,000
Total	0	0	200,000	0	200,000	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	2020	2021	2022	2023	2024	Total
Town Funds	1,000,000	1,000,000	1,000,000	850,000	85,000	3,935,000
Total	1,000,000	1,000,000	1,000,000	850,000	85,000	3,935,000

Project Costs	2021	2022	2023	2024	2025	Total
Construction	1,000,000	1,000,000	1,000,000	850,000	85,000	3,935,000
Total	1,000,000	1,000,000	1,000,000	850,000	85,000	3,935,000

Operational cost considerations:

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

Project Name Infrastructure Improvements- Culverts
Department: Engineering

Description:
 This project is to repair or replace aging culverts throughout Town.

Project Funding	2021	2022	2023	2024	2025	Total
Town Funds	0	350,000	350,000	350,000	350,000	1,400,000
Total	0	350,000	350,000	350,000	350,000	1,400,000

Project Costs	2021	2022	2023	2024	2025	Total
Design						
Construction		350,000	350,000	350,000	350,000	1,400,000
Total	0	350,000	350,000	350,000	350,000	1,400,000

Operational cost considerations:

This is not expected to have an ongoing operational cost to the Town since the culverts are existing.

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	2021	2022	2023	2024	2025	Total
Town Funds	0	100,000	100,000	100,000	100,000	400,000
Total	0	100,000	100,000	100,000	100,000	400,000

Project Costs	2021	2022	2023	2024	2025	Total
Design	0	0	0	0	0	0
Construction	0	100,000	100,000	100,000	100,000	400,000
Total	0	100,000	100,000	100,000	100,000	400,000

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

Project Name EV Charger Implementation
Department: Community Development

Description:
 This project is to install electric vehicle charging stations in town owned parking lots.

Project Funding	2021	2022	2023	2024	2025	Total
Town Funds	0	0	0	0	0	0
Total	0	0	0	0	0	0

Project Costs	2021	2022	2023	2024	2025	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:
 This project will not impact our current operational costs.

Project Name Solar/Renewable Implementation
Department: Community Development

Description:
This project is to pursue options and strategies for renewable energy in Town.

Project Funding	2021	2022	2023	2024	2025	Total
Town Funds	45,000	90,000	90,000	90,000	90,000	405,000
Total	45,000	90,000	90,000	90,000	90,000	405,000

Project Costs	2021	2022	2023	2024	2025	Total
Design	0	0	0	0	0	0
Construction	45,000	90,000	90,000	90,000	90,000	405,000
Total	45,000	90,000	90,000	90,000	90,000	405,000

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

Project Name Watson Roundabout (Phase 2)
Department: Parking and Transportation

Description:

This project is to evaluate, design and construct roundabouts and associated corridor improvements that were recommended by the 2016 DTJ/Nelson Nygaard study. A new roundabout at Watson Avenue is the priority location as part of the S. Gondola Parking Structure CDOT Access Permit.

Project Funding	2021	2022	2023	2024	2025	Total
Town Funds		4,000,000	0			4,000,000
Prior Project Funding	0	0	0	0	0	0
Total	0	4,000,000	0	0	0	4,000,000

Project Costs	2021	2022	2023	2024	2025	Total
Design	0	0	0	0	0	0
Construction	0	4,000,000	0	0	0	4,000,000
Total	0	4,000,000	0	0	0	4,000,000

Operational cost considerations:

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

Project Name Riverwalk & Ped Connection (Phase 3)
Department: Parking and Transportation

Description:

This project is for pedestrian connections to Main Street from the S. Gondola Parking Structure. The project is contemplated to include a new pedestrian bridge, riverbank improvements, and pedestrian pathways to downtown.

Project Funding	2021	2022	2023	2024	2025	Total
Town Funds	300,000	0	3,000,000	0	0	3,300,000
Total	300,000	0	3,000,000	0	0	3,300,000

Project Costs	2021	2022	2023	2024	2025	Total
Design	300,000	0	0	0	0	300,000
Construction	0	0	3,000,000	0	0	3,000,000
Total	300,000	0	3,000,000	0	0	3,300,000

Operational cost considerations:

Operational cost will be developed as the design progresses.

Project Name Wayfinding Phase 2
Department: Parking and Transportation

Description:

This project is for the installation of updated pedestrian and vehicular wayfinding signage throughout town.

Project Funding	2021	2022	2023	2024	2025	Total
Town Funds	0	0	0	0	#####	1,000,000
Total	0	0	0	0	#####	1,000,000

Project Costs	2021	2022	2023	2024	2025	Total
Design	0	0	0	0	0	0
Construction	0	0	0	0	#####	1,000,000
Total	0	0	0	0	#####	1,000,000

Operational cost considerations:

This project is not expected to have operational impacts.

Project Name S.Park Ave & Main Street Roundabout
Department: Parking and Transportation

Description:

This project is to evaluate, design and construct the S.Park Ave/Main St. roundabout and associated corridor improvements that were recommended by the 2016 DTJ/Nelson Nygaard study. The 2022 project is a feasibility study of both intersection improvements and alternative pedestrian crossing locations, followed by preliminary design in 2023. This study will include a large public outreach effort and involvement of stakeholders.

Project Funding	2021	2022	2023	2024	2025	Total
Town Funds	0	0	0	250,000	250,000	500,000
Total	0	0	0	250,000	250,000	500,000

Project Costs	2021	2022	2023	2024	2025	Total
Design	0	0	0	250,000	250,000	500,000
Construction	0	0	0	0	0	0
Total	0	0	0	250,000	250,000	500,000

Operational cost considerations:

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

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

Description:

This project includes improving the pedestrian pathway between Park Avenue and Adams Avenue and reconfiguring the F-Lot layout increase parking.

Project Funding	2021	2022	2023	2024	2025	Total
Town Funds	0	0	0	0	2,000,000	0
Total	0	0	0	0	2,000,000	0

Project Costs	2021	2022	2023	2024	2025	Total
Design	0	0	0	0	0	0
Construction	0	0	0	0	2,000,000	2,000,000
Total	0	0	0	0	2,000,000	2,000,000

Operational cost considerations:

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

Project Name River Walk Improvements
Department: Public Works

Description:

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

Project Funding	2021	2022	2023	2024	2025	Total
Town Funds	0	0	0	0	137,500	137,500
Total	0	0	0	0	137,500	137,500

Project Costs	2021	2022	2023	2024	2025	Total
Design	0	0	0	0	0	0
Construction	0	0	0	0	137,500	137,500
Total	0	0	0	0	137,500	137,500

Operational cost considerations:

This project will not impact our current operational costs.

Project Name Pedestrian Corridor Lighting
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	2021	2022	2023	2024	2025	Total
Town Funds	0	0	0	0	100,000	0
Total	0	0	0	0	100,000	0

Project Costs	2021	2022	2023	2024	2025	Total
Design and Construction	0	0	0	0	100,000	0
Total	0	0	0	0	100,000	0

Operational cost considerations:

Project Name Sidewalk Master Plan Implementation
Department: Public Works

Description:

In 2020 sidewalk was planned be constructed on Ski Hill Rd near Christie Heights and started in Warrior's Mark, but was delayed due to COVID 19. As presented below, the Ski Hill Rd sidewalk has been budgeted for 2021, with Warrior's Mark pushed to future years. The \$250,000 placeholder for future work assumes new sidewalk, curb and gutter at approximately 1,000 linear feet per year.

Project Funding	2021	2022	2023	2024	2025	Total
Town Funds	200,000	0	0	0	250,000	450,000
Total	200,000	0	0	0	250,000	450,000

Project Costs	2021	2022	2023	2024	2025	Total
Design	0	0	0	0	0	0
Construction	200,000	0	0	0	250,000	450,000
Total	200,000	0	0	0	250,000	450,000

Operational cost considerations:

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

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

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

Project Funding	2021	2022	2023	2024	2025	Total
Town Funds	0	0	0	0	1,400,000	1,400,000
Total	0	0	0	0	1,400,000	1,400,000

Project Costs	2021	2022	2023	2024	2025	Total
Construction	0	0	0	0	1,400,000	1,400,000
Total	0	0	0	0	1,400,000	1,400,000

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.

Project Funding	2021	2022	2023	2024	2025	Total
Town Funds	0	0	0	0	300,000	0
Total	0	0	0	0	300,000	0

Project Costs	2021	2022	2023	2024	2025	Total
Design	0	0	0	0	300,000	300,000
Construction	0	0	0	0	0	0
Total	0	0	0	0	300,000	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 Transit Center
Department: Parking and Transportation

Description:
This project is to design and construct a new Breckenridge Station.

Project Funding	2021	2022	2023	2024	2025	Total
Town Funds	0	0	0	0	5,000,000	5,000,000
Total	0	0	0	0	5,000,000	5,000,000

Project Costs	2021	2022	2023	2024	2025	Total
Construction	0	0	0	0	5,000,000	5,000,000
Total	0	0	0	0	5,000,000	5,000,000

Operational cost considerations:
Operational costs will be detailed once the project scope and design are progressed. There will be a cost increase for utilities, maintenance, and cleaning fees.

Goal 1. Deliver balanced, year-round economy driven by destination tourism by 2024.

(TOB leads, BTO executes)

- Ensure long-term economic viability irrespective of climate conditions by diversifying and amplifying arts, historic, culinary products and experiences on a year round basis
 - **BTO Messaging; BCA/Arts**
- Attract and retain entry and mid-level workforce.
 - **Partnership – BTO (business services)/TOB HR/Breckenridge Chamber/HR Leader group**
- Fill in need periods
 - Metrics: sales tax revenue, occupancy, visitor mix ratios – more level across 12 months
- Provide reliable and Competitive Broadband services to citizens/businesses/visitors
 - **TOB Fiber9600 project**

Goal 2. Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.

(TOB leads)

- Protect cultural heritage and National Historic Designation
 - **TOB – Community Development**
- Develop more robust peak day management strategy
 - Augment transit services (public and private), increase messaging regarding not using cars in town, reconsider parking fee structure for peak season **(TOB – Parking and Transportation)**
- Develop more family oriented programming and events
 - **BTO/BEC**
- A “to be determined” % (or other metric) of the Breckenridge workforce lives in Town and there is a diversity of housing types and prices for locals (sufficient to preserve the sense of community and support the local economy)
 - **TOB – Community Development/Housing**
 - Further short-term rental regulation, Build out employee housing and rental units/programs
- Ensure access to affordable quality childcare for local working families
 - **TOB – Community Development/Childcare**
- 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
 - **TOB Marketing & Communication leads, partnership with BTO**
 - Create more town hall type events on topical issues for residents, especially targeting young entrepreneurs

Goal 3. More boots & bikes, less cars

(TOB – Parking & Transportation)

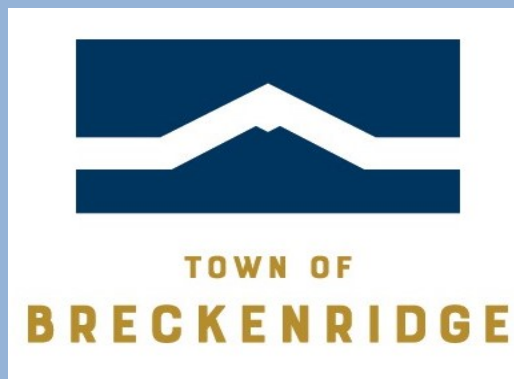
- Improve pedestrian access, lighting, safety and use of crosswalks (Nelson/Nygaard)
- Increase public transportation use and busses
- Reduce visitor and resident car traffic by 10% (Nelson/Nygaard)
- Develop and implement a balanced parking and multi- modal transportation plan that preserves the character of the community.

Goal 4. Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices.

(TOB – Community Development/Sustainability/Green Team; partnership w/BTO)

- Develop cutting edge messaging/programs around responsible tourism and responsible citizenry (this extends beyond environmental issues)
 - **TOB – Community Development/Sustainability, TOB – Marketing & Communication, BTO**
- Improve current recycling programs, usage and education
 - **TOB – Community Development/Sustainability, TOB – Public Works**
- All major events are zero waste by 2024
 - **TOB – Community Development/Sustainability/BTO-SEPA/BEC**
- Identify and earn appropriate national sustainability certification (LEEDS, etc)
 - **TOB – Community Development/Sustainability**
- Implement action that further the Town’s efforts towards suitability and reduction of our community’s carbon footprint.
 - **TOB – Community Development/Sustainability**
 - Pursue additional energy efficiency requirement for new construction
 - **TOB – Community Development/Sustainability/Housing**

THREE - YEAR
FINANCIAL
FORECAST
2021-2023



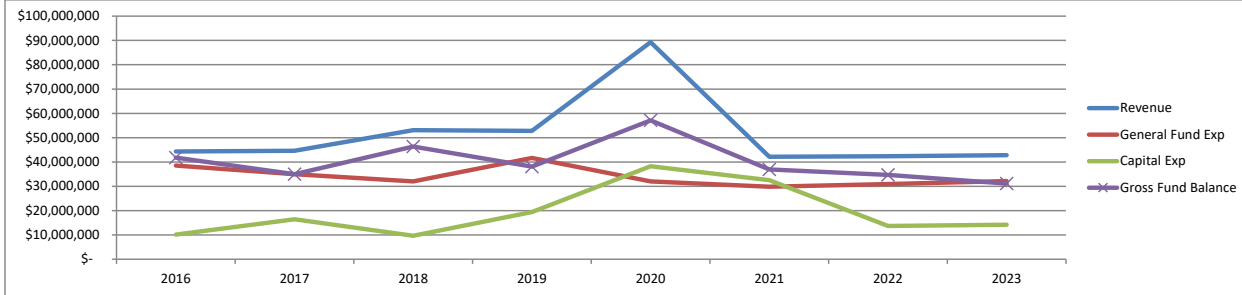
Town of Breckenridge
Fund Balance Forecast 2020-22
Introduction

In an effort to assist Breckenridge Town Council and Senior Staff with our strategic budgeting responsibilities, the Finance Department is presenting the updated Fund Balance Forecast for 2021-23. 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 detailed 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.

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 -



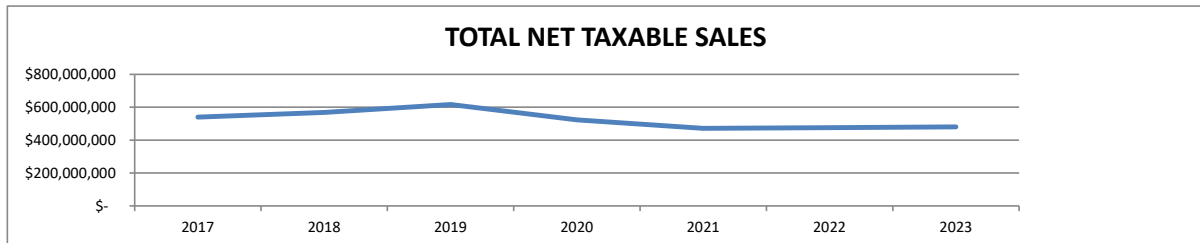
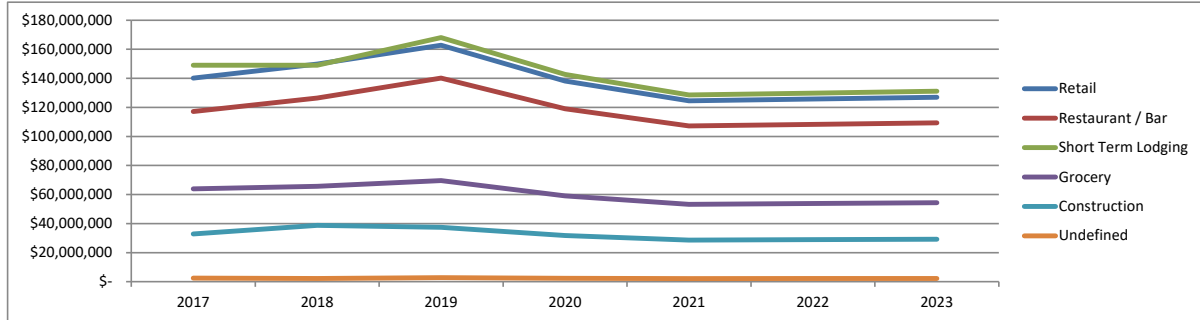
	Actual	Actual	Actual	Actual	Proj.	Budget	Proj.	Proj.
	2016	2017	2018	2019	2020	2021	2022	2023
REVENUES								
Sales	\$ 20,758,147	\$ 21,567,073	\$ 23,534,523	\$ 25,979,792	\$ 21,180,864	\$ 19,136,853	\$ 19,136,853	\$ 19,328,222
RETT	5,240,098	6,239,221	6,156,677	7,166,614	7,838,092	5,500,000	5,555,000	5,610,550
Accommodation	2,244,723	2,301,397	2,605,367	2,926,401	2,581,652	2,257,154	2,279,726	2,302,523
Property Tax	2,555,594	2,600,807	2,793,906	2,861,766	3,474,499	3,496,910	3,531,879	3,570,205
Fees/Other	13,495,489	11,882,759	18,006,306	13,839,564	54,206,465	11,759,663	11,877,260	11,996,032
Total Rev	\$ 44,294,050	\$ 44,591,258	\$ 53,096,778	\$ 52,774,138	\$ 89,281,572	\$ 42,150,580	\$ 42,380,717	\$ 42,807,531
EXPENSES								
GenFund	23,129,820	24,222,598	21,502,361	29,832,190	24,163,472	23,618,202	24,607,203	25,639,897
Excise	12,167,660	7,261,760	7,057,622	8,084,761	4,582,557	3,555,840	3,591,398	3,627,312
Special Projects	3,237,470	3,523,166	3,468,481	3,747,483	3,237,332	2,655,695	2,761,923	2,872,400
	\$ 38,534,949	\$ 35,007,524	\$ 32,028,463	\$ 41,664,434	\$ 31,983,361	\$ 29,829,737	\$ 30,960,524	\$ 32,139,609
Capital	\$ 10,168,013	\$ 16,412,113	\$ 9,653,096	\$ 19,420,410	\$ 38,247,523	\$ 32,515,568	\$ 13,678,000	\$ 14,225,120
Total Exp	48,702,962	51,419,638	41,681,559	61,084,844	70,230,884	62,345,305	44,638,524	46,364,729
Change	\$ (4,408,912)	\$ (6,828,380)	\$ 11,415,219	\$ (8,310,706)	\$ 19,050,688	\$ (20,194,725)	\$ (2,257,807)	\$ (3,557,198)
Fund Balance	\$ 41,794,061	\$ 34,965,681	\$ 46,380,900	\$ 38,070,194	\$ 57,120,882	\$ 36,926,157	\$ 34,668,350	\$ 31,111,152

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 expense amounts. The impacts of the increase in capital spending for 2019 & 2020 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. The \$50M capital expense for the parking structure in 2020, is offset by revenue received from financing sources to be repaid in future years. This is the reason for the 2020 revenue spike visible in the above graph.

Please see the Budget Message, General Fund, Capital Fund, and Parking and Transportation Fund pages for more details.

- sales activity forecast -

	Actual 2017	Actual 2018	Actual 2019	Proj. 2020	Budget 2021	Proj. 2022	Proj. 2023
Retail	\$ 140,107,524	\$ 149,806,924	\$ 162,799,696	\$ 138,205,318	\$ 124,534,817	\$ 125,780,165	\$ 127,037,967
Weedtail	9,192,345	9,714,804	9,976,918	8,469,691	7,631,916	7,708,235	7,785,318
Restaurant / Bar	117,197,410	126,504,293	140,183,514	119,005,794	107,234,403	108,306,747	109,389,815
Short Term Lodging	149,022,502	149,001,919	168,074,723	142,683,439	128,569,987	129,855,687	131,154,244
Grocery	63,972,513	65,647,028	69,598,900	59,084,497	53,240,187	53,772,589	54,310,315
Construction	32,850,937	38,764,838	37,410,990	31,759,260	28,617,810	28,903,989	29,193,028
Utilities	25,836,403	27,097,607	25,859,918	21,953,224	19,781,734	19,979,551	20,179,346
Undefined	2,411,305	2,122,054	2,763,220	2,345,776	2,113,745	2,134,883	2,156,232
TOTAL NET TAXABLE SALES	\$ 540,590,938	\$ 568,659,468	\$ 616,667,878	\$ 523,507,000	\$ 471,724,600	\$ 476,441,846	\$ 481,206,264
Change	N/A	5.2%	8.4%	-15.1%	-9.9%	1.0%	1.0%



Sales tax is by far the Town's largest revenue source, accounting for 34% of Town wide revenues.

What we see on this page is the steady increase of this revenue source from 2017 - 2019. The COVID-19 pandemic has been predicted to hit our economy hard due to travel and occupancy restrictions. The projected effect of the pandemic is visible in the 2020 projection, 2021 budget, & forecast of recovery in future years.

The chart above shows dollar sales activity 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 modest recovery in the sales tax category in 2022 and 2023. This approach is conservative, and does not necessarily match our recent trends.

-real estate transfer tax (RETT) revenue forecast-

	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Budget 2021	Proj. 2022	Proj. 2023
Commercial	\$ 165,512	\$ 139,645	\$ 62,098	\$ 524,879	\$ 368,308	\$ 371,991	\$ 375,711
Condos	1,388,212	1,598,638	1,539,728	1,589,836	1,115,590	1,126,746	1,138,014
Timeshare	1,073,092	1,069,469	1,253,245	1,429,072	1,002,781	1,012,809	1,022,937
Single Family	1,942,173	2,507,631	2,298,712	2,828,521	1,984,777	2,004,625	2,024,671
Townhome	405,817	623,406	701,892	616,763	432,783	437,111	441,482
Vacant	265,293	198,378	300,999	177,547	124,585	125,831	127,089
Unknown	999,122	19,511	1,009,941	671,474	471,175	475,886	480,645
TOTAL RETT	\$ 6,239,221	\$ 6,156,677	\$ 7,166,614	\$ 7,838,092	\$ 5,500,000	\$ 5,555,000	\$ 5,610,550

Change	N/A	-1.3%	16.4%	9.4%	-29.8%	1.0%	1.0%
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2019

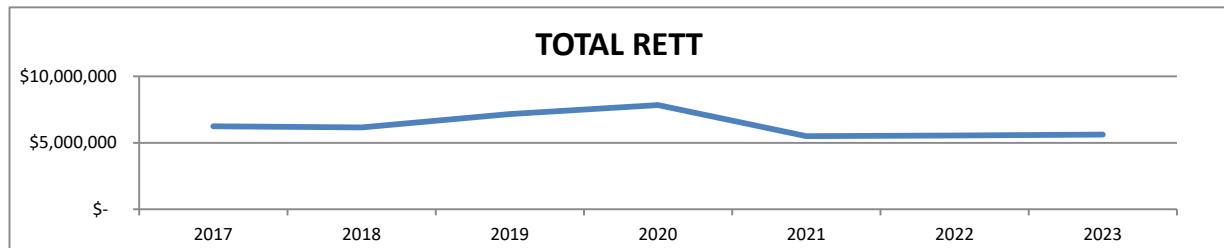
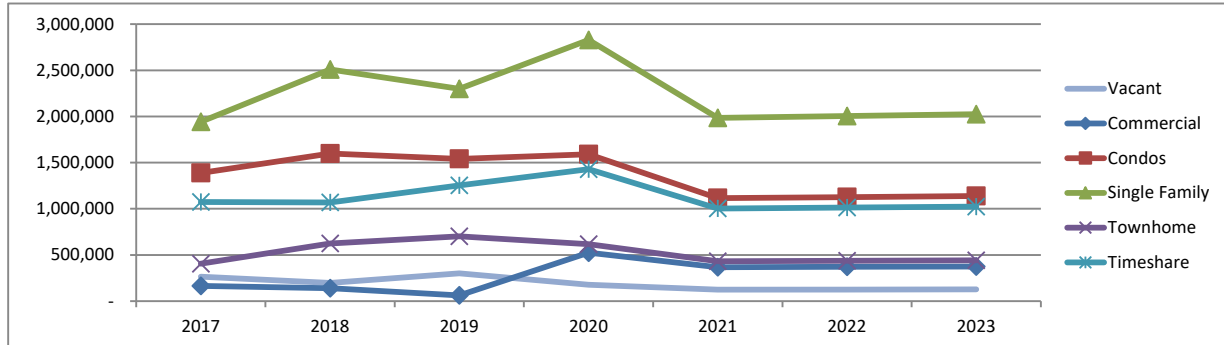
RETT experienced a significant increase from 2019. This appears to be attributed to an increase in home sales volume and prices throughout the pandemic. With remote work and school opportunities, many households decided to relocate to Breckenridge. Only time will tell if this is a temporary or permanent change.

2021

Budgeting approximately the average churn RETT (excludes new construction) from the past 3 years.

2022-23

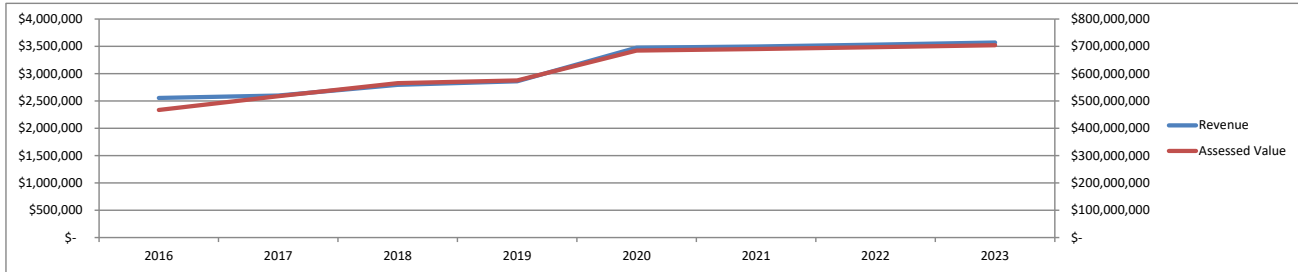
Projecting similar levels to 2020, as no projects are known at this time.



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 2020, we had record home sales that had an upward influence on RETT revenues, but cannot be expected to continue. Churn has been forecast to be fairly stable for 2022-2023. These steps, combined with our overall conservative approach to budgeting, yields the \$5.5M dollar forecast above for 2021.

- property tax -									
	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Proj. 2020	Budget 2021	Proj. 2022	Proj. 2023	
Mill Rate	5.07	5.07	5.07	5.07	5.07	5.07	5.07	5.07	5.07
Property Tax Rev.	\$ 2,555,594	\$ 2,600,807	\$ 2,793,906	\$ 2,861,766	\$ 3,474,499	\$ 3,496,910	\$ 3,531,879	\$ 3,570,205	
Change	-	2%	7%	2%	21%	1%	1%	1%	
Assessed Value	\$ 467,130,440	\$ 517,252,300	\$ 565,153,160	\$ 575,060,770	\$ 684,873,880	\$ 690,307,190	\$ 697,210,262	\$ 704,182,365	
Change	-	11%	9%	2%	19%	1%	1%	1%	

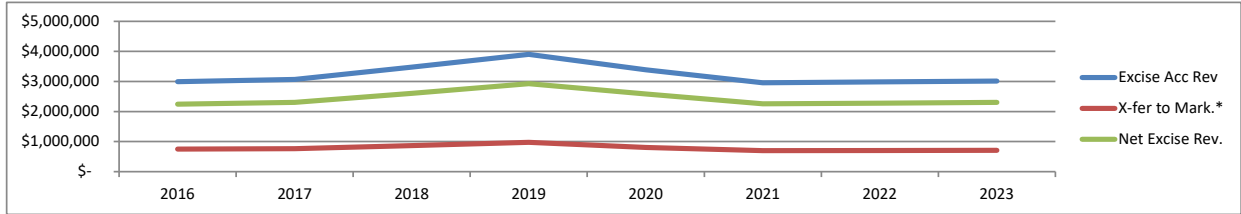
* - Denotes Assessment Year



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

The most recent assessment increased our property tax revenue along with our in-Town property value amounts. We are anticipating continued strength in the real estate market and economy in general.

-accommodations tax -								
	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Proj. 2020	Budget 2021	Proj. 2022	Proj. 2023
Acc. Tax Revenue	\$ 2,992,963	\$ 3,068,530	\$ 3,473,823	\$ 3,901,868	\$ 3,385,521	\$ 2,956,104	\$ 2,985,665	\$ 3,015,522
Change	-	2.5%	13.2%	12.3%	-13.2%	-12.7%	1.0%	1.0%
X-fer to Mark.*	748,241	767,132	868,456	975,467	803,869	698,950	705,940	712,999
Net Excise Rev.	\$ 2,244,723	\$ 2,301,397	\$ 2,605,367	\$ 2,926,401	\$ 2,581,652	\$ 2,257,154	\$ 2,279,726	\$ 2,302,523



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. That agreement was extended indefinitely in 2015. 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).

The COVID-19 pandemic has been predicted to hit our economy hard due to travel and occupancy restrictions. The projected effect of the pandemic is visible in the 2020 projection, 2021 budget, & forecast of recovery in future years.

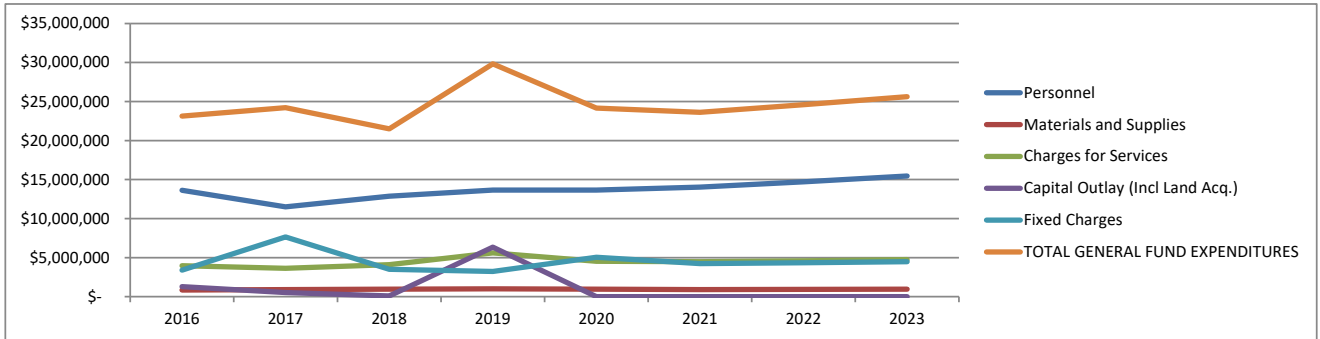
We are forecasting modest revenue growth in the accommodations tax category for the next three years. This approach is conservative, and does not necessarily match our recent trends.

- general fund expenditure forecast -

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Proj. 2020	Budget 2021	Proj. 2022	Proj. 2023
Personnel	\$ 13,643,042	\$ 11,506,251	\$ 12,861,023	\$ 13,656,309	13,646,742	14,022,753	14,723,891	15,460,085
Materials and Supplies	844,149	908,142	956,345	1,000,808	954,181	906,000	933,180	961,175
Charges for Services	3,963,800	3,631,258	4,103,270	5,606,136	4,518,627	4,464,471	4,598,405	4,736,357
Capital Outlay (Incl Land Acq.)	1,293,089	527,169	86,548	6,341,575	-	-	-	-
Fixed Charges	3,385,740	7,649,778	3,495,175	3,227,362	5,043,922	4,224,978	4,351,727	4,482,279
TOTAL GENERAL FUND EXPENDITURES	\$ 23,129,820	\$ 24,222,598	\$ 21,502,361	\$ 29,832,190	\$ 24,163,472	\$ 23,618,202	\$ 24,607,203	\$ 25,639,897

TOTAL G.F. EXPENDITURE CHANGE	-6.0%	4.7%	-11.2%	38.7%	-19.0%	-2.26%	3.00%	3.00%
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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 \$5.5M was scheduled for the Affordable Housing Fund to supplement construction projects 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.

In 2019, a large capital purchase was made, acquiring the Breckenridge Professional Building; an office building adjacent to Town Hall), and also on the incoming transfer from the Excise fund.

In 2020, we experienced the COVID-19 pandemic. Anticipating a decline in revenue related to pandemic, Staff identified budget cuts - including reduction of recreation programs, a hiring freeze, and merit freeze. These cuts carry over to the 2021 budget and into 2022 - 2023 forecasts.

DEBT SCHEDULE BY YEAR

Primary Source / Fund	Year	Principal	Interest	Total
Utility Fund				
2018 Colorado Water Resources and Power Development Authority (CWRPDA)	2021	2,295,776	934,433	3,230,209
	2022	2,343,516	888,183	3,231,699
	2023	2,365,634	861,033	3,226,667
	2024	2,410,399	816,783	3,227,182
2nd Water Treatment Plant	2025	2,454,376	774,033	3,228,409
	2026-2030	12,794,605	3,355,276	16,149,881
	2031-2035	13,516,241	2,634,923	16,151,164
	2036-2039	12,163,642	752,083	12,915,725
Utility Total		\$ 50,344,189	\$ 11,016,745	\$ 61,360,934
Capital Fund				
2020A COPs	2021	310,000	161,157	471,157
Fiber Infrastructure	2022	310,000	157,917	467,917
	2023	315,000	154,523	469,523
	2024	320,000	150,825	470,825
	2025	325,000	146,543	471,543
	2026-2030	1,715,000	630,754	2,345,754
	2031-2035	1,925,000	416,662	2,341,662
	2036-2040	1,740,000	136,909	1,876,909
Capital Total		\$ 6,960,000	\$ 1,955,290	\$ 8,915,290
Excise Fund				
2020B COPs	2021	175,000	60,125	235,125
Refunding of 2007 COP for Childcare Facility	2022	185,000	53,125	238,125
	2023	195,000	45,725	240,725
	2024	205,000	35,975	240,975
	2025	215,000	25,725	240,725
	2026-2027	450,000	34,000	484,000
		\$ 1,425,000	\$ 254,675	\$ 1,679,675
2016 COPs	2021	235,000	36,950	271,950
2005 COP retirement- Police	2022	240,000	32,250	272,250
	2023	245,000	25,050	270,050
	2024	250,000	17,700	267,700
	2025	255,000	10,200	265,200
		\$ 1,225,000	\$ 122,150	\$ 1,347,150
Excise Total		\$ 2,650,000	\$ 376,825	\$ 3,026,825
Affordable Housing Fund				
2016 COPs	2021	325,000	256,000	581,000
Huron Landing Housing project	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
	2026-2030	2,050,000	861,250	2,911,250
	2031-2035	2,525,000	391,250	2,916,250
Affordable Housing Total		\$ 6,300,000	\$ 2,445,000	\$ 8,745,000
Parking & Transportation Fund				
2020B COPs	2021	850,000	1,467,675	2,317,675
Gondola Parking Structure	2022	885,000	1,433,675	2,318,675
	2023	920,000	1,398,275	2,318,275
	2024	965,000	1,352,275	2,317,275
	2025	1,015,000	1,304,025	2,319,025
	2026-2030	5,685,000	5,903,000	11,588,000
	2031-2035	7,210,000	4,376,950	11,586,950
	2036-2040	8,820,000	2,767,800	11,587,800
	2041-2044	8,410,000	857,600	9,267,600
Parking & Transportation Total		\$ 34,760,000	\$ 20,861,275	\$ 55,621,275
GRAND TOTAL		\$ 101,014,189	\$ 36,655,135	\$ 137,669,324

Town of Breckenridge Staffing Summary				
All Funds	2019 ACTUAL FTE	2020 BUDGET FTE	2020 PROJECTED FTE (Yr End)	2021 PROPOSED FTE
<i>(2021 FINAL for Budget Book)</i>				
TOTAL FTE	275.02	278.83	252.51	253.21
Full Time Regular Staff	190.00	192.00	180.33	179.50
Part-Time/Seasonal Staff	85.02	86.83	72.18	73.71
General Government FTE	3.10	3.10	3.10	3.10
Full Time Regular Staff	1.10	1.10	1.10	1.10
Appointed & Elected Positions	2.00	2.00	2.00	2.00
Administrative Management FTE	3.00	3.00	3.00	3.00
Full Time Regular Staff	3.00	3.00	3.00	3.00
Human Resources FTE	5.00	5.00	4.00	4.00
Full Time Regular Staff	5.00	5.00	4.00	4.00
Municipal Services FTE	3.90	3.90	2.90	2.90
Full Time Regular Staff	3.90	3.90	2.90	2.90
Finance FTE ¹	7.75	7.75	7.75	7.75
Full Time Regular Staff	7.75	7.75	7.75	7.75
Public Safety FTE ⁵	27.00	27.00	26.00	26.00
Full Time Regular Staff	27.00	27.00	26.00	26.00
Community Development FTE ^{2,6}	15.49	15.87	14.33	14.63
Full Time Regular Staff	13.20	13.20	12.20	12.50
Part-Time/Seasonal Staff	0.54	0.92	0.38	0.38
Appointed & Elected Positions	1.75	1.75	1.75	1.75
Public Works FTE ^{3,7}	49.88	49.88	43.84	47.28
Full Time Regular Staff	38.50	38.50	36.50	37.50
Part-Time/Seasonal Staff	11.38	11.38	7.34	9.78
Recreation Division FTE ^{4,8}	56.04	56.61	48.39	48.23
Full Time Regular Staff	25.00	25.10	23.28	24.95
Part-Time/Seasonal Staff	31.04	31.51	25.11	23.28
Utility Fund FTE	11.80	11.80	11.80	11.80
Full Time Regular Staff	11.00	11.00	11.00	11.00
Part-Time/Seasonal Staff	0.80	0.80	0.80	0.80
Golf Fund FTE	25.05	25.05	24.49	24.93
Full Time Regular Staff	5.00	5.00	5.00	5.00
Part-Time/Seasonal Staff	20.05	20.05	19.49	19.93
Affordable Housing Fund FTE	2.25	2.25	2.25	2.45
Full Time Regular Staff	2.25	2.25	2.25	2.45
Open Space FTE	7.96	9.82	8.49	8.97
Full Time Regular Staff	2.00	2.90	2.05	2.05
Part-Time/Seasonal Staff	4.21	5.17	4.69	5.17
Appointed & Elected Positions	1.75	1.75	1.75	1.75
Garage Fund FTE	7.00	7.00	7.00	7.00
Full Time Regular Staff	7.00	7.00	7.00	7.00
Information Technology Fund FTE	3.25	3.25	3.25	3.25
Full Time Regular Staff	3.25	3.25	3.25	3.25

Town of Breckenridge Staffing Summary					
All Funds	2019 ACTUAL FTE	2020 BUDGET FTE	2020 PROJECTED FTE (Yr End)	2021 PROPOSED FTE	
<i>(2021 FINAL for Budget Book)</i>					
Marijuana Fund FTE	1.00	1.00	1.00	1.00	1.00
Full Time Regular Staff	1.00	1.00	1.00	1.00	1.00
Child Care Fund FTE	0.55	0.55	0.55	0.55	0.55
Full Time Regular Staff	0.55	0.55	0.55	0.55	0.55
Parking & Transportation Fund FTE ^{5,9}	45.00	46.00	40.37		36.37
Full Time Regular Staff	33.50	34.50	31.50		27.50
Part-Time/Seasonal Staff	11.50	11.50	8.87		8.87
<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>					
2020-2021 Key Changes					
Positions frozen for 2020/2021 in the following departments: Human Resources, Municipal Services, Police, Rec-OST, PW-Parks, PW-Transit					
Community Development: One Building Inspector position frozen for 2020, .5 FTE added in 2021; PTYR Admin Asst frozen for 2020/2021					
Public Works: Streets:Removed SS Streets Tech position; Parks: One Sr Operator frozen for 2020/2021; Facilities: One Sr Operator frozen for 2020, filling in 2021;					
Engineering: Seasonal Intern frozen; Transit: Transit & Parking Mgr frozen for 2020/2021, Senior Operators down by 2 FTE in 2020 and down by 6 in 2021 - filling with seasonal Operators					
Recreation: OST Coordinator frozen for 2020/2021; Operations: Rec Lead not filled for 2020; Nordic: Seasonal Nordic Attendant position added; Ice: Ice Lead not filled for 2020					
2019-2020 Key Changes					
Community Development: Sr Planner reclassified to Planning Manager, Planner I (Housing) reclassified to Planner II; New Sustainability Intern (Seasonal position) created in 2020; Childcare & Housing Administrator position was retitled and is split between 007-0928 (50%) & 016-0930 (50%).					
Public Works: Construction Inspector position moved in 2019. It will now be split 50% to 001-0711 & 50% to 001-0801. Parking & Transportation Fund: New Transit Administrative Specialist position added. Transit Manager position changed to include Parking (Transit & parking Manager) in 2019.					
Recreation: New OST Coordinator for 2020--Position split 008-0935 (85%) & 001-0855 (15%). Other OST positions retitled. One additional FTE added for OST Technicians					



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

LAW & POLICY MAKING Cost Center: 001-0411 (2021 FINAL for Budget Book)	2019 ACTUAL FTE	2020 BUDGET FTE	2020 PROJECTED FTE (Yr End)	2021 PROPOSED FTE
STAFFING PLAN				
Mayor ¹	0.25	0.25	0.25	0.25
Town Council ¹	1.50	1.50	1.50	1.50
APPOINTED & ELECTED POSITIONS ¹	1.75	1.75	1.75	1.75
TOTAL FTE¹	1.75	1.75	1.75	1.75

¹ Edited to reflect .25 FTE per each elected or appointed official.

MUNICIPAL COURT Cost Center: 001-0421	2019 ACTUAL FTE	2020 BUDGET FTE	2020 PROJECTED FTE (Yr End)	2021 PROPOSED FTE
STAFFING PLAN				
Municipal Clerk ¹	0.10	0.10	0.10	0.10
Municipal Court Administrator	1.00	1.00	1.00	1.00
Municipal Judge ²	0.25	0.25	0.25	0.25
APPOINTED & ELECTED POSITIONS ²	0.25	0.25	0.25	0.25
FULL TIME REGULAR STAFF	1.10	1.10	1.10	1.10
TOTAL FTE	1.35	1.35	1.35	1.35

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

² Edited to reflect .25 FTE per each elected or appointed official.

GENERAL GOV'T TOTAL STAFFING				
APPOINTED & ELECTED POSITIONS ¹	2.00	2.00	2.00	2.00
FULL TIME REGULAR STAFF	1.10	1.10	1.10	1.10

¹ Edited to reflect .25 FTE per each elected or appointed official.

FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)

ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.

Regular positions are counted as one (1) FTE



Administrative Management: Cost Center 001-0442

ADMINISTRATIVE MANAGEMENT Cost Center: 001-0442 (2021 FINAL for Budget Book)	2019 ACTUAL FTE	2020 BUDGET FTE	2020 PROJECTED FTE (Yr End)	2021 PROPOSED FTE
STAFFING PLAN				
Town Manager	1.00	1.00	1.00	1.00
Assistant Town Manager	1.00	1.00	1.00	1.00
Executive Administrative Assistant	1.00	1.00	1.00	1.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	3.00	3.00	3.00	3.00
TOTAL FTE	3.00	3.00	3.00	3.00

ADMINISTRATIVE MANAGEMENT TOTAL STAFFING

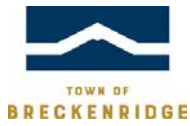
FULL TIME REGULAR STAFF (FTE positions budgeted)	3.00	3.00	3.00	3.00
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FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)
 ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.
 Regular positions are counted as one (1) FTE



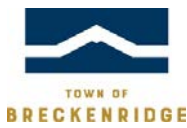
Human Resources: Cost Center 001-0443

HUMAN RESOURCES Cost Center: 001-0443 (2021 FINAL for Budget Book)	2019 ACTUAL FTE	2020 BUDGET FTE	2020 PROJECTED FTE (Yr End)	2021 PROPOSED FTE
STAFFING PLAN				
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	2.00	2.00	2.00	2.00
Human Resources Analyst	1.00	1.00	0.00	0.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	5.00	5.00	4.00	4.00
TOTAL FTE	5.00	5.00	4.00	4.00
HUMAN RESOURCES TOTAL STAFFING				
FULL TIME REGULAR STAFF (FTE positions budgeted)	5.00	5.00	4.00	4.00
<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>				



Municipal Services-Cost Center: 001-0451

CLERK & MUNI SERVICES ADMIN Cost Center: 001-0451 (2021 FINAL for Budget Book)	2019 ACTUAL FTE	2020 BUDGET FTE	2020 PROJECTED FTE (Yr End)	2021 PROPOSED FTE
STAFFING PLAN				
Municipal Clerk ¹	0.90	0.90	0.90	0.90
Deputy Municipal Clerk	1.00	1.00	1.00	1.00
Communications & Marketing Coordinator	1.00	1.00	1.00	1.00
Administrative Specialist	1.00	1.00	0.00	0.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	3.90	3.90	2.90	2.90
TOTAL FTE	3.90	3.90	2.90	2.90
¹ Municipal Clerk wages are split 90% to 001-0451 & 10% to 001-0421				
MUNICIPAL SERVICES TOTAL STAFFING				
FULL TIME REGULAR STAFF (FTE positions budgeted)	3.90	3.90	2.90	2.90
<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>				



Finance-Cost Centers: 001-0461; 001-0462; 001-0463

FINANCE ADMIN	2019	2020	2020	2021
Cost Center: 001-0461 (2021 FINAL for Budget Book)	ACTUAL	BUDGET	PROJECTED	PROPOSED
	FTE	FTE	FTE (Yr End)	FTE
STAFFING PLAN				
Financial Services & IT Director ¹	0.75	0.75	0.75	0.75
FULL TIME REGULAR STAFF (FTE positions budgeted)	0.75	0.75	0.75	0.75
TOTAL FTE	0.75	0.75	0.75	0.75
¹ Fin Svcs & IT Dir wage is split between 001-0461 (75%) & 011-1464 (25%)				
ACCOUNTING	2019	2020	2020	2021
Cost Center: 001-0462	ACTUAL	BUDGET	PROJECTED	PROPOSED
	FTE	FTE	FTE (Yr End)	FTE
STAFFING PLAN				
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
TOTAL FTE	6.00	6.00	6.00	6.00
ACCOMMODATIONS UNIT COMPLIANCE	2019	2020	2020	2021
Cost Center: 001-0463	ACTUAL	BUDGET	PROJECTED	PROPOSED
	FTE	FTE	FTE (Yr End)	FTE
STAFFING PLAN				
Accommodations Compliance Administrator	1.00	1.00	1.00	1.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	1.00	1.00	1.00	1.00
FINANCE TOTAL STAFFING				
FULL TIME REGULAR STAFF (FTE positions budgeted)	7.75	7.75	7.75	7.75

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	2019	2020	2020	2021
Cost Center: 001-0511 (2021 FINAL for Budget Book)	ACTUAL	BUDGET	PROJECTED	PROPOSED
	FTE	FTE	FTE (Yr End)	FTE
STAFFING PLAN				
Chief of Police	1.00	1.00	1.00	1.00
Assistant Chief of Police	1.00	1.00	1.00	1.00
Sergeant (Administrative)	1.00	1.00	1.00	1.00
Administrative Supervisor - Records	1.00	1.00	1.00	1.00
Administrative Specialist - Records	1.00	1.00	1.00	1.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	5.00	5.00	5.00	5.00
TOTAL FTE	5.00	5.00	5.00	5.00
PATROL SERVICES	2019	2020	2020	2021
Cost Center: 001-0513	ACTUAL	BUDGET	PROJECTED	PROPOSED
	FTE	FTE	FTE (Yr End)	FTE
STAFFING PLAN				
Sergeant (Patrol)	4.00	4.00	4.00	4.00
Detective	1.00	1.00	1.00	1.00
Police Officer I or II	15.00	15.00	14.00	14.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	20.00	20.00	19.00	19.00
TOTAL FTE	20.00	20.00	19.00	19.00
COMMUNITY SERVICES	2019	2020	2020	2021
Cost Center: 001-0515	ACTUAL	BUDGET	PROJECTED	PROPOSED
	FTE	FTE	FTE (Yr End)	FTE
STAFFING PLAN				
Community Service Officer	2.00	2.00	2.00	2.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	2.00	2.00	2.00	2.00
TOTAL FTE	2.00	2.00	2.00	2.00
PUBLIC SAFETY-POLICE TOTAL STAFFING				
FULL TIME REGULAR STAFF (FTE positions budgeted)	27.00	27.00	26.00	26.00

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



COMMUNITY DEVELOPMENT: Cost Centers 001-0611; 001-0621; 001-0631

PLANNING SERVICES	2019	2020	2020	2021
Cost Center: 001-0611 (2021 FINAL for Budget Book)	ACTUAL	BUDGET	PROJECTED	PROPOSED
	FTE	FTE	FTE (Yr End)	FTE
STAFFING PLAN				
Dir. of Community Development	1.00	1.00	1.00	1.00
Assistant Director	1.00	1.00	1.00	1.00
Planning Manager ¹	0.00	0.20	0.20	0.00
Senior Planner ¹	1.20	1.00	1.00	1.00
Planner I or II	3.00	3.00	3.00	3.00
Administrative Supervisor	1.00	1.00	1.00	1.00
Administrative Assistant (PTYR) ²	0.04	0.04	0.00	0.00
Planning Commission ³	1.75	1.75	1.75	1.75
APPOINTED & ELECTED POSITIONS ³	1.75	1.75	1.75	1.75
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	0.04	0.04	0.00	0.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	7.20	7.20	7.20	7.00
TOTAL FTE	8.99	8.99	8.95	8.75
¹ Sr Planner promoted/reclassified to Planning Manager. Planning Manager position is split between 007-0928 (75%) 001-0611 (20%) & 016-0930 (5%) For 2020. For 2021 split between 007-0928 (95%) & 016-0930 (5%)				
³ Edited to reflect .25 FTE per each elected or appointed official.				
BUILDING SERVICES	2019	2020	2020	2021
Cost Center: 001-0621	ACTUAL	BUDGET	PROJECTED	PROPOSED
	FTE	FTE	FTE (Yr End)	FTE
STAFFING PLAN				
Chief Building Official	1.00	1.00	1.00	1.00
Building Inspector I	0.00	0.00	0.00	0.00
Building Inspector II ¹	2.00	2.00	1.00	1.50
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) ²	0.50	0.50	0.00	0.00
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	0.50	0.50	0.00	0.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	5.00	5.00	4.00	4.50
TOTAL FTE	5.50	5.50	4.00	4.50
¹ One Building Inspector position frozen until at least mid-year 2021				

SUSTAINABILITY PROGRAMS	2019 ACTUAL FTE	2020 BUDGET FTE	2020 PROJECTED FTE (Yr End)	2021 PROPOSED FTE
Cost Center: 001-0631 ¹				
STAFFING PLAN				
Sustainability Coordinator ²	1.00	1.00	1.00	1.00
Sustainability Intern (Seasonal)	0.00	0.38	0.38	0.38
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)				
	0.00	0.38	0.38	0.38
FULL TIME REGULAR STAFF (FTE positions budgeted)				
	1.00	1.00	1.00	1.00
TOTAL FTE	1.00	1.38	1.38	1.38
¹ New cost center (001-0631) created for 2019				
² New Sustainability Coord position created in 2018. Position moved from 001-0611 to 001-0631 in 2019				
³ New Sustainability Intern position created for 2020				
COMMUNITY DEVELOPMENT TOTAL STAFFING				
APPOINTED & ELECTED POSITIONS ¹	1.75	1.75	1.75	1.75
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	0.54	0.92	0.38	0.38
FULL TIME REGULAR STAFF (FTE positions budgeted)	13.20	13.20	12.20	12.50
¹ Edited to reflect .25 FTE per each elected or appointed official.				
FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)				
ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.				
Regular positions are counted as one (1) FTE				



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

PUBLIC WORKS ADMIN	2019	2020	2020	2021
Cost Center: 001-0701	ACTUAL	BUDGET	PROJECTED	PROPOSED
(2021 FINAL for Budget Book)	FTE	FTE	FTE (Yr End)	FTE
STAFFING PLAN				
Director of Public Works ¹	0.80	0.80	0.80	0.80
Assistant Directors of Public Works ²	1.50	1.50	1.50	1.50
Administrative Services Manager	1.00	1.00	1.00	1.00
GIS Analyst ³	1.00	0.00	0.00	0.00
Administrative Specialist ⁴	0.20	0.20	0.20	0.20
FULL TIME REGULAR STAFF (FTE positions budgeted)	4.50	3.50	3.50	3.50
TOTAL FTE	4.50	3.50	3.50	3.50
¹ Wages for PW Director are split 20% to 002-1531 & 80% to 001-0701.				
² Second Asst Director of PW wages will be split (50% 001-0701 & 50% 017-0481)				
³ New title in 2019. Position moves from Admin 001-0701 to Engineering 001-0801 in 2020				
⁴ Admin Specialist position allocated 80% to 002-1531 & 20% to 001-0701				
STREET MAINTENANCE	2019	2020	2020	2021
Cost Center: 001-0711	ACTUAL	BUDGET	PROJECTED	PROPOSED
	FTE	FTE	FTE (Yr End)	FTE
STAFFING PLAN				
Streets & Parks Manager	1.00	1.00	1.00	1.00
Streets Assistant Manager	1.00	1.00	1.00	1.00
Streets Supervisor	1.00	1.00	1.00	1.00
Construction Inspector ¹	0.50	0.50	0.50	0.50
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) ^{1,2}	0.68	0.68	0.00	0.00
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	3.91	3.91	3.23	3.23
FULL TIME REGULAR STAFF (FTE positions budgeted)	10.50	10.50	10.50	10.50
TOTAL FTE	14.41	14.41	13.73	13.73
¹ Construction Inspector position will be split 50% to 001-0711 & 50% to 001-0801. Incumbent will work in a Sr Streets Operator role for the Winter season & Engineering in the Summer.				
² Not filling the Summer Seasonal Streets Technician position moving forward				
PARKS MAINTENANCE	2019	2020	2020	2021
Cost Center: 001-0721	ACTUAL	BUDGET	PROJECTED	PROPOSED
	FTE	FTE	FTE (Yr End)	FTE
STAFFING PLAN				
Parks Assistant Manager	1.00	1.00	1.00	1.00
Parks Supervisor	1.00	1.00	1.00	1.00
Senior Parks Operator	8.00	8.00	7.00	7.00
Parks Maintenance Crew (SS) ²	5.77	5.77	3.04	5.10
Parks Snow Technician (WS) ³	0.00	0.00	0.00	0.38
Parks Technician (SS & WS) ²	1.47	1.47	1.07	1.45
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	7.24	7.24	4.11	6.55
FULL TIME REGULAR STAFF (FTE positions budgeted)	10.00	10.00	9.00	9.00
TOTAL FTE	17.24	17.24	13.11	15.55
¹ New title for 2020.				
² Additional seasonal FTE's added for Parks Worker & Parks Tech positions in 2019.				
³ New WS position added for 2021.				

FACILITIES MAINTENANCE	2019	2020	2020	2021
Cost Center: 001-0731	ACTUAL	BUDGET	PROJECTED	PROPOSED
	FTE	FTE	FTE (Yr End)	FTE
STAFFING PLAN				
Fac. Maintenance Manager	1.00	1.00	1.00	1.00
Fac. Assistant Manager	1.00	1.00	1.00	1.00
Fac. Maintenance Supvr.	1.00	1.00	1.00	1.00
Fac. Maintenance Op.	7.00	7.00	6.00	7.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	10.00	10.00	9.00	10.00
TOTAL FTE	10.00	10.00	9.00	10.00
ENGINEERING				
Cost Center: 001-0801	ACTUAL	BUDGET	PROJECTED	PROPOSED
	FTE	FTE	FTE (Yr End)	FTE
STAFFING PLAN				
Town Engineer	1.00	1.00	1.00	1.00
Construction Inspector ¹	0.50	0.50	0.50	0.50
GIS Analyst ²	0.00	1.00	1.00	1.00
Civil Engineer I	1.00	1.00	1.00	1.00
Civil Engineer III ³	1.00	0.00	0.00	0.00
Civil Engineer IV ³	0.00	1.00	1.00	1.00
Engineering Interns (Seasonal) ⁴	0.23	0.23	0.00	0.00
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	0.23	0.23	0.00	0.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	3.50	4.50	4.50	4.50
TOTAL FTE	3.73	4.73	4.50	4.50
¹ Construction Inspector position will be split 50% to 001-0711 & 50% to 001-0801. Incumbent will work in a Sr Streets Operator role for the Winter season & Engineering in the Summer.				
² New title in 2019. Position moves from Admin 001-0701 to Engineering 001-0801 in 2020				
³ New Civil Eng IV position created for 2020. Civil Eng III promoted to Civil Eng IV in 2020.				
⁴ Engineering Interns reduced from 2 seasonal positions to 1 seasonal position in 2019.				
PUBLIC WORKS TOTAL STAFFING				
PART TIME & SEASONAL FTE Count (FTE Hours budgeted)	11.38	11.38	7.34	9.78
FULL TIME REGULAR STAFF (FTE positions budgeted)	38.50	38.50	36.50	37.50
<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	2019	2020	2020	2021
Cost Center: 001-0851 (2021 FINAL for Budget Book)	ACTUAL	BUDGET	PROJECTED	PROPOSED
	FTE	FTE	FTE (Yr End)	FTE
STAFFING PLAN				
Director of Recreation ¹	0.85	0.85	0.85	0.85
Assistant Director of Recreation ²	0.30	0.30	0.30	0.30
Administrative Services Manager	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
FULL TIME REGULAR STAFF (FTE positions budgeted)	5.15	5.15	5.15	5.15
TOTAL FTE	5.15	5.15	5.15	5.15
¹ Recreation Director wages split between 001-0851 (85%) & 008-0935 (15%)				
² Wages for position are split between (50%) in 001-0853, (30%) in 001-0851 & (20%) in 001-0852				
RECREATION PROGRAMS	2019	2020	2020	2021
Cost Center: 001-0852	ACTUAL	BUDGET	PROJECTED	PROPOSED
	FTE	FTE	FTE (Yr End)	FTE
STAFFING PLAN				
Assistant Director of Recreation ¹	0.20	0.20	0.20	0.20
Programs Manager	1.00	1.00	1.00	1.00
Fitness Coordinator	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
Youth Coordinator	1.00	1.00	1.00	1.00
Ice Officials (Non-Certified)	0.09	0.09	0.04	0.04
Group Hockey Instructors (Non-Certified)	0.01	0.01	0.01	0.02
Ice Officials (Certified)	0.80	0.80	0.29	0.58
Group Instructors	0.27	0.27	0.10	0.23
Private Skating Instructor	0.18	0.18	0.14	0.18
Ice Programs Lead (PTYR)	0.32	0.32	0.12	0.12
Outdoor Recreation Instructors (Seasonal & PTYR)	1.88	1.88	1.21	1.20
Programs Intern (Seasonal)	0.24	0.24	0.24	0.24
Sports Instructors	0.13	0.38	0.37	0.05
Sports Officials	0.19	0.19	0.11	0.10
Sports and Events Lead (PTYR)	0.25	0.25	0.00	0.00
Personal Trainers	1.20	1.20	1.20	0.96
Fitness Instructors-Spec I (Seasonal & PTYR)	0.46	0.46	0.46	0.46
Fitness Instructors-Spec II (Seasonal & PTYR)	1.10	1.10	0.48	0.48
Youth-Therapeutic Rec Aide (PTYR)	0.79	0.79	0.23	0.48
Youth Lead (Seasonal & PTYR)	0.51	0.73	0.73	0.73
Youth Attendants (Seasonal & PTYR)	4.59	4.59	4.59	2.89
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	13.01	13.48	10.32	8.76
FULL TIME REGULAR STAFF (FTE positions budgeted)	6.20	6.20	6.20	6.20
TOTAL FTE	19.21	19.68	16.52	14.96
¹ Wages for position are split between (50%) in 001-0853, (30%) in 001-0851 & (20%) in 001-0852				

RECREATION CENTER OPERATIONS	2019	2020	2020	2021
Cost Center: 001-0853	ACTUAL	BUDGET	PROJECTED	PROPOSED
	FTE	FTE	FTE (Yr End)	FTE
STAFFING PLAN				
Assistant Director of Recreation ¹	0.50	0.50	0.50	0.50
Rec Operations Manager ²	0.60	0.60	0.60	0.60
Aquatics Coordinator	1.00	1.00	1.00	1.00
RC Guest Services Coordinator	1.00	1.00	1.00	1.00
Aquatics Lead	3.00	3.00	3.00	3.00
RC Guest Services Lead	3.00	3.00	1.58	3.00
Lifeguards	4.64	4.64	2.88	2.88
Aquatics Instructors	0.38	0.38	0.33	0.29
Facility Supervisor	0.76	0.76	0.65	0.76
Rec Guest Services Attendant	3.52	3.52	3.11	2.13
RC Guest Services Lead (PTYR/Seasonal)	0.50	0.50	0.92	0.50
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	9.80	9.80	7.89	6.56
FULL TIME REGULAR STAFF (FTE positions budgeted)	9.10	9.10	7.68	9.10
TOTAL FTE	18.90	18.90	15.57	15.66
¹ Wages for position are split between (50%) in 001-0853, (30%) in 001-0851 & (20%) in 001-0852				
² Wages for Rec Ops Mgr split between 001-0853 (60%) & 001-0856 (40%)				
TENNIS				
Cost Center: 001-0854	ACTUAL	BUDGET	2020	2021
	FTE	FTE	PROJECTED	PROPOSED
			FTE (Yr End)	FTE
STAFFING PLAN				
Tennis Coordinator	1.00	1.00	1.00	1.00
Tennis Instructors	0.95	0.95	0.85	0.95
Tennis Attendant	0.85	0.85	0.80	0.85
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	1.80	1.80	1.65	1.80
Community Development: Sr Planner reclassified to Planning Manager, Planner I (Housing) reclassified to Planner II; New Sustainability Intern (Seasonal position) created in 2020; Childcare & Housing Administrator position was retitled and is split between 007-0928 (50%) & 016-0930 (50%).	1.00	1.00	1.00	1.00
TOTAL FTE	2.80	2.80	2.65	2.80
NORDIC OPERATIONS				
Cost Center: 001-0855	ACTUAL	BUDGET	2020	2021
	FTE	FTE	PROJECTED	PROPOSED
			FTE (Yr End)	FTE
STAFFING PLAN				
Open Space & Trails Manager ¹	0.15	0.10	0.10	0.10
Open Space and Trails Coordinator ²	0.00	0.15	0.00	0.00
Nordic Attendants ³	0.00	0.00	0.14	0.46
Nordic Instructors	0.88	0.67	0.67	1.20
Nordic Lead	0.21	0.42	0.32	0.42
Nordic Supervisor	0.42	0.42	0.39	0.42
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	1.51	1.51	1.52	2.50
FULL TIME REGULAR STAFF (FTE positions budgeted)	0.15	0.25	0.10	0.10
TOTAL FTE	1.66	1.76	1.62	2.60
¹ Position split between 008-0935(90%) & 001-0855 (10%)				
² New position for 2020. Position frozen in 2020/2021				
³ New position for 2020.				

ICE RINK OPERATIONS	2019	2020	2020	2021
Cost Center: 001-0856	ACTUAL	BUDGET	PROJECTED	PROPOSED
	FTE	FTE	FTE (Yr End)	FTE
STAFFING PLAN				
Rec Operations Manager ¹	0.40	0.40	0.40	0.40
Ice Facility Supervisor	1.00	1.00	1.00	1.00
Ice Guest Service Lead	1.00	1.00	0.75	1.00
Ice Operations Coordinator	1.00	1.00	1.00	1.00
Ice Guest Service Lead (PTYR)	0.25	0.25	0.46	0.25
Ice Guest Services Attendants (PTYR & Seasonal)	4.33	4.33	2.93	3.10
Ice Technicians	0.34	0.34	0.34	0.31
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	4.92	4.92	3.73	3.66
FULL TIME REGULAR STAFF (FTE positions budgeted)	3.40	3.40	3.15	3.40
TOTAL FTE	8.32	8.32	6.88	7.06
¹ Wages for Rec Ops Mgr split between 001-0853=60% & 001-0856= 40%				
RECREATION DEPT TOTAL STAFFING				
PART TIME & SEASONAL FTE Count (FTE Hours budgeted)	31.04	31.51	25.11	23.28
FULL TIME REGULAR STAFF (FTE positions budgeted)	25.00	25.10	23.28	24.95
<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 (2021 FINAL for Budget Book)	2019 ACTUAL FTE	2020 BUDGET FTE	2020 PROJECTED FTE (Yr End)	2021 PROPOSED FTE
STAFFING PLAN				
Director of Public Works ¹	0.20	0.20	0.20	0.20
Water Manager	1.00	1.00	1.00	1.00
Water Asst. Manager	1.00	1.00	1.00	1.00
Water Operators	7.00	7.00	7.00	7.00
Administrative Services Coordinator	1.00	1.00	1.00	1.00
Administrative Specialist ²	0.80	0.80	0.80	0.80
Summer Seasonal Water Technician	0.80	0.80	0.80	0.80
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	0.80	0.80	0.80	0.80
FULL TIME REGULAR STAFF (FTE positions budgeted)	11.00	11.00	11.00	11.00
TOTAL FTE	11.80	11.80	11.80	11.80

¹ Wages for PW Director are split 20% to 002-1531 & 80% to 001-0701.

² Admin Specialist position allocated 80% to 002-1531 & 20% to 001-0701

UTILITY FUND TOTAL STAFFING

PART TIME & SEASONAL FTE Count (FTE Hours budgeted)	0.80	0.80	0.80	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

ADMIN	2019	2020	2020	2021
Cost Center: 005-2311 (2021 FINAL for Budget Book)	ACTUAL	BUDGET	PROJECTED	PROPOSED
	FTE	FTE	FTE (Yr End)	FTE
STAFFING PLAN				
Superintendent	1.00	1.00	1.00	1.00
Administrative Assistant (PTYR)	0.50	0.50	0.52	0.50
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	0.50	0.50	0.52	0.50
FULL TIME REGULAR STAFF (FTE positions budgeted)	1.00	1.00	1.00	1.00
TOTAL FTE	1.50	1.50	1.52	1.50
GOLF EQUIPMENT MAINTENANCE				
Cost Center: 005-2312	ACTUAL	BUDGET	PROJECTED	PROPOSED
	FTE	FTE	FTE (Yr End)	FTE
STAFFING PLAN				
Golf Mechanic	1.00	1.00	1.00	1.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	1.00	1.00	1.00	1.00
TOTAL FTE	1.00	1.00	1.00	1.00
GOLF COURSE MAINTENANCE				
Cost Center: 005-2313	ACTUAL	BUDGET	PROJECTED	PROPOSED
	FTE	FTE	FTE (Yr End)	FTE
STAFFING PLAN				
Assistant Superintendent	1.00	1.00	1.00	1.00
2nd Assistant Superintendent	1.00	1.00	1.00	1.00
Irrigation Technician (Seasonal)	0.87	0.87	0.96	0.96
Application Tech. (Seasonal)	0.48	0.48	0.48	0.48
Lead Equip. Op. (Seasonal)	0.48	0.48	0.48	0.48
Lead Greens keeper (Seasonal)	1.37	1.37	1.14	1.37
Greens keeper (Seasonal)	7.69	7.50	7.50	7.50
Landscape Gardener (Seasonal)	0.29	0.48	0.42	0.48
Snow Technician (Seasonal)	0.54	0.54	0.52	0.69
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	11.72	11.72	11.50	11.96
FULL TIME REGULAR STAFF (FTE positions budgeted)	2.00	2.00	2.00	2.00
TOTAL FTE	13.72	13.72	13.50	13.96

GOLF OPERATIONS/CUSTOMER SERVICE Cost Center-005-2321	2019 ACTUAL FTE	2020 BUDGET FTE	2020 PROJECTED FTE (Yr End)	2021 PROPOSED FTE
STAFFING PLAN				
Director of Golf Operations	1.00	1.00	1.00	1.00
Player Assistant (Seasonal)	1.64	1.64	1.64	1.64
Administrative Assistant	0.00	0.00	0.00	0.00
Lead Outside Services (Seasonal)	0.87	0.87	0.87	0.87
Outside Services (Seasonal)	1.47	1.47	1.47	1.47
Lead Pro Shop Attendant (Seasonal)	1.09	1.09	1.03	1.03
Pro Shop Attendant (Seasonal)	1.52	1.52	1.22	1.22
Golf Instructors (I & II)	0.14	0.14	0.14	0.14
Assistant Golf Professional (PTYR)	1.10	1.10	1.10	1.10
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	7.83	7.83	7.47	7.47
FULL TIME REGULAR STAFF (FTE positions budgeted)	1.00	1.00	1.00	1.00
TOTAL FTE	8.83	8.83	8.47	8.47
GOLF FUND TOTAL STAFFING				
PART TIME & SEASONAL FTE Count (FTE Hours budgeted)	20.05	20.05	19.49	19.93
FULL TIME REGULAR STAFF (FTE positions budgeted)	5.00	5.00	5.00	5.00
<i>FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)</i>				
<i>ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.</i>				
<i>Regular positions are counted as one (1) FTE</i>				



AFFORDABLE HOUSING FUND: Cost Center 007-0928

AFFORDABLE HOUSING Cost Center: 007-0928 (2021 FINAL for Budget Book)	2019 ACTUAL FTE	2020 BUDGET FTE	2020 PROJECTED FTE (Yr End)	2021 PROPOSED FTE
STAFFING PLAN				
Childcare & Housing Administrator ¹	0.50	0.50	0.50	0.50
Planner I (Long Range/Housing) ²	1.00	0.00	0.00	0.00
Planner II (Long Range/Housing) ²	0.00	1.00	1.00	1.00
Planning Manager ^{3,4}	0.00	0.75	0.75	0.95
Senior Planner ³	0.75	0.00	0.00	0.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	2.25	2.25	2.25	2.45
TOTAL FTE	2.25	2.25	2.25	2.45
¹ Childcare & Housing Administrator position was retitled and is split between 007-0928 (50%) & 016-0930 (50%)				
² Planner I reclassified to Planner II				
³ Senior Planner reclassified to Planning Manager				
⁴ Position is split between 007-0928 (75%) 001-0611 (20%) & 016-0930 (5%) for 2020. For 2021 split between 007-0928 (95%) & 016-0930 (5%)				
AFFORDABLE HOUSING TOTAL STAFFING				
FULL TIME REGULAR STAFF (FTE positions budgeted)	2.25	2.25	2.25	2.45
<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 (2021 FINAL for Budget Book)	2019 ACTUAL FTE	2020 BUDGET FTE	2020 PROJECTED FTE (Yr End)	2021 PROPOSED FTE
STAFFING PLAN				
Director of Recreation ¹	0.15	0.15	0.15	0.15
Open Space and Trails Manager ²	0.85	0.90	0.90	0.90
Open Space and Trails Coordinator ³	0.00	0.85	0.00	0.00
Open Space and Trails Operations Supervisor ⁴	1.00	1.00	1.00	1.00
Open Space and Trails Lead (PTYR) ⁴	0.71	0.71	0.71	0.71
Open Space and Trails Naturalist (Seasonal) ⁵	1.00	0.96	0.48	0.96
Open Space and Trails Technician (Seasonal) ³	2.50	3.50	3.50	3.50
BOSAC ⁶	1.75	1.75	1.75	1.75
APPOINTED & ELECTED POSITIONS ⁶	1.75	1.75	1.75	1.75
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	4.21	5.17	4.69	5.17
FULL TIME REGULAR STAFF (FTE positions budgeted)	2.00	2.90	2.05	2.05
TOTAL FTE	7.96	9.82	8.49	8.97

¹ Recreation Director wages split between 001-0851 (85%) & 008-0935 (15%)

² Open Space & Trails Mgr wages split between 008-0935 (90%) & 001-0855 (10%)

³ New position for 2020. Position frozen in 2020/2021

⁴ Revised titles for OST positions.

⁵ New Seasonal position created in 2019.

⁶ Edited to reflect .25 FTE per each elected or appointed official.

OPEN SPACE TOTAL STAFFING

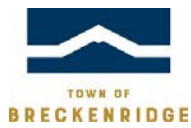
APPOINTED & ELECTED POSITIONS ¹	1.75	1.75	1.75	1.75
PART TIME & SEASONAL FTE Count (FTE Hours budgeted)	4.21	5.17	4.69	5.17
FULL TIME REGULAR STAFF (FTE positions budgeted)	2.00	2.90	2.05	2.05

¹ Edited to reflect .25 FTE per each elected or appointed official.

FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)

ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.

Regular positions are counted as one (1) FTE



GARAGE FUND- Cost Center 010-1742

GARAGE FUND Cost Center: 010-1742 (2021 FINAL for Budget Book)	2019 ACTUAL FTE	2020 BUDGET FTE	2020 PROJECTED FTE (Yr End)	2021 PROPOSED FTE
STAFFING PLAN				
Administrative Specialist	1.00	1.00	1.00	1.00
Fleet Manager	1.00	1.00	1.00	1.00
Fleet Supervisor	1.00	1.00	1.00	1.00
Fleet Mechanic	4.00	4.00	4.00	4.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	7.00	7.00	7.00	7.00
TOTAL FTE	7.00	7.00	7.00	7.00

GARAGE FUND TOTAL STAFFING

FULL TIME REGULAR STAFF (FTE positions budgeted)	7.00	7.00	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 (2021 FINAL for Budget Book)	2019 ACTUAL FTE	2020 BUDGET FTE	2020 PROJECTED FTE (Yr End)	2021 PROPOSED FTE
STAFFING PLAN				
Financial Services & IT Director ¹	0.25	0.25	0.25	0.25
IT Manager	1.00	1.00	1.00	1.00
IT Coordinator	2.00	2.00	2.00	2.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	3.25	3.25	3.25	3.25
TOTAL FTE	3.25	3.25	3.25	3.25
¹ Fin Svcs & IT Dir wage is split between 001-0461 (75%) & 011-1464 (25%)				
IT FUND TOTAL STAFFING				
FULL TIME REGULAR STAFF (FTE positions budgeted)	3.25	3.25	3.25	3.25
<p><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>				



MARIJUANA COMPLIANCE FUND- Cost Center 014-0420

MARIJUANA FUND Cost Center: 014-0420 (2021 FINAL for Budget Book)	2019 ACTUAL FTE	2020 BUDGET FTE	2020 PROJECTED FTE (Yr End)	2021 PROPOSED FTE
STAFFING PLAN				
Detective of MJ Compliance	1.00	1.00	1.00	1.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	1.00	1.00	1.00	1.00
TOTAL FTE	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 (2021 FINAL for Budget Book)	2019 ACTUAL FTE	2020 BUDGET FTE	2020 PROJECTED FTE (Yr End)	2021 PROPOSED FTE
STAFFING PLAN				
Childcare & Housing Administrator ¹	0.50	0.50	0.50	0.50
Planning Manager ^{2,3}	0.00	0.00	0.00	0.05
Senior Planner ²	0.05	0.05	0.05	0.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	0.55	0.55	0.55	0.55
TOTAL FTE	0.55	0.55	0.55	0.55
¹ Childcare & Housing Administrator position was retitled and is split between 007-0928 (50%) & 016-0930 (50%)				
² Senior Planner reclassified to Planning Manager				
³ Position is split between 007-0928 (75%) 001-0611 (20%) & 016-0930 (5%) for 2020. For 2021 split between 007-0928 (95%) & 016-0930 (5%)				
CHILD CARE TOTAL STAFFING				
FULL TIME REGULAR STAFF (FTE positions budgeted)	0.55	0.55	0.55	0.55
<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>				



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

TRANSIT MANAGEMENT	2019	2020	2020	2021
Cost Centers: 017-0481 & 017-0482 (2021 FINAL for Budget Book)	ACTUAL	BUDGET	PROJECTED	PROPOSED
	FTE	FTE	FTE (Yr End)	FTE
STAFFING PLAN				
Assistant Director of Public Works (0481) ¹	0.50	0.50	0.50	0.50
Transit & Parking Manager (0481) ²	1.00	1.00	0.00	0.00
Assistant Transit Manager (0481)	1.00	1.00	1.00	1.00
Transit Administrative Specialist (0481) ³	0.00	1.00	1.00	1.00
Transit Senior Operators	27.00	27.00	25.00	21.00
Transit Supervisors	4.00	4.00	4.00	4.00
Transit Operator (Seasonal)	10.00	10.00	8.87	8.87
Transit Operator (Seasonal-Substitute) ⁴	1.50	1.50	0.00	0.00
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	11.50	11.50	8.87	8.87
FULL TIME REGULAR STAFF (FTE positions budgeted)	33.50	34.50	31.50	27.50
TOTAL FTE	45.00	46.00	40.37	36.37

¹Second Asst Director of PW wages will be split (50% 001-0701 & 50% 017-0481)

² Position reclassified and re-titled in 2019.

³Transit Administrative Specialist added for 2020.

⁴ Part-Time/Seasonal Transit Operator FTE's filled by individual employees on an on-call/substitute schedule, rather than regularly scheduled. These part-time FTE positions are listed separately for Public Works Dept./Transit budget purposes only.

PARKING MANAGEMENT	2019	2020	2020	2021
Cost Center: 017-0515	ACTUAL	BUDGET	PROJECTED	PROPOSED
	FTE	FTE	FTE (Yr End)	FTE
STAFFING PLAN*				
FULL TIME REGULAR STAFF (FTE positions budgeted)	0.00	0.00	0.00	0.00
TOTAL FTE	0.00	0.00	0.00	0.00

* No Staff listed under Parking Management cost center (017-0515)

PARKING & TRANSPORTATION TOTAL STAFFING

PART TIME & SEASONAL FTE Count (FTE Hours budgeted)	11.50	11.50	8.87	8.87
FULL TIME REGULAR STAFF (FTE positions budgeted)	33.50	34.50	31.50	27.50

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



TOWN OF
BRECKENRIDGE

2021 PAY PLAN



Town of Breckenridge-2021 REGULAR PAY PLAN

Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
50			\$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	Non-Exempt				
	Ice Guest Service-Lead	Non-Exempt				
	Rec Guest Service-Lead	Non-Exempt				
Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
55			\$17.21	\$20.80	\$24.39	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
60			\$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				
	Fitness Coordinator	Exempt				
	Ice Operations Coordinator	Exempt				
	Ice Programs Coordinator	Exempt				
	Outdoor Recreation Coordinator	Exempt				
	Rec Guest Service 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				

Town of Breckenridge-2021 REGULAR PAY PLAN

Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
65			\$21.78	\$26.68	\$31.59	Hourly
			\$1,742.31	\$2,134.62	\$2,526.92	Bi-Weekly
			\$45,300.00	\$55,500.00	\$65,700.00	*If Annualized
	Accommodations Compliance Administrator	Exempt				
	Administrative Services Coordinator (PW)	Exempt				
	Administrative Supervisor (Rec)	Exempt				
	Aquatics Coordinator	Exempt				
	Building Inspector I	Non-Exempt				
	Communication & Marketing Coordinator	Exempt				
	Child Care & Housing Administrator	Exempt				
	Construction Inspector	Non-Exempt				
	Deputy Municipal Clerk	Exempt				
	Executive Administrative Asst (Town Mgr)	Exempt				
	Facilities Operator	Non-Exempt				
	Fleet Mechanic	Non-Exempt				
	Golf Mechanic	Non-Exempt				
	Human Resources Analyst	Exempt				
	Human Resources Generalist I	Exempt				
	Municipal Court Administrator	Exempt				
	Open Space & Trails Coordinator	Exempt				
	Open Space & Trails Operations Supervisor	Non-Exempt				
Permit Technician	Non-Exempt					
Planner I	Exempt					
Police Officer Trainee	Exempt					
Water Operator B	Non-Exempt					
Youth Coordinator	Exempt					
Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
70			\$24.28	\$29.76	\$35.24	Hourly
			\$1,942.31	\$2,380.77	\$2,819.23	Bi-Weekly
			\$50,500.00	\$61,900.00	\$73,300.00	*If Annualized
	Administrative Supervisor (CD)	Exempt				
	Administrative Supervisor (PD)	Exempt				
	Assistant Golf Course Superintendent	Exempt				
	Civil Engineer I	Exempt				
	Facilities Supervisor	Non-Exempt				
	Fleet Supervisor	Non-Exempt				
	GIS Analyst	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					

Town of Breckenridge-2021 REGULAR PAY PLAN

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				
	Parks Assistant Manager	Exempt				
	Payroll Administrator	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
	Building Inspector III	Non-Exempt				
	Building Plans Examiner/Inspector III	Non-Exempt				
	Civil Engineer II	Exempt				
	Golf Course Superintendent	Exempt				
	Human Resources Generalist III	Exempt				
	Planner III (Current Planning)	Exempt				
	Police Officer II	Non-Exempt				
Sustainability Coordinator	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				
	Civil Engineer IV	Exempt				
	Facilities Manager	Exempt				
	Fleet Manager	Exempt				
	IT Manager	Exempt				
	Municipal Clerk	Exempt				
	Open Space & Trails Manager	Exempt				
	Recreation Manager - Operations	Exempt				
	Recreation Manager - Programs	Exempt				
	Sergeant	Non-Exempt				
	Senior Human Resources Generalist	Exempt				
Senior Planner	Exempt					
Streets & Parks Manager	Exempt					

Town of Breckenridge-2021 REGULAR PAY PLAN

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
	Chief Building Official	Exempt				
	Planning Manager	Exempt				
	Transit and Parking 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				
	Assistant Director of Recreation	Exempt				
	Director of Golf	Exempt				
	Town Engineer	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				

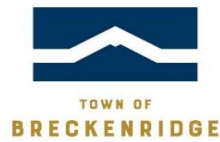
The salary ranges above reflect general pay practices for Full Time / Regular positions. Positions that are Exempt are compensated on a biweekly basis. Positions that are Non-Exempt are compensated at an Hourly rate. Annualized amounts are rounded, and are shown only to approximate an employee working in a "full-time" status during a 12-month period might earn.

Town of Breckenridge-2021 Part Time & Seasonal Pay Plan

Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
P-1			\$12.00	\$13.25	\$14.50	Hourly
	No positions at the P-1 Level for 2021	Non-Exempt				Hourly
Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
S-1			\$12.00	\$13.25	\$14.50	Hourly
	Rec-Prog-Intern	Non-Exempt				Hourly
	Golf Ops-Outside Services	Non-Exempt				Hourly
Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
P-2			\$12.25	\$14.63	\$17.00	Hourly
	Rec-Ops-Guest Service Attend <i>Rec, Ice & Tennis</i>	Non-Exempt				Hourly
	Rec-Prog-Youth Attendant	Non-Exempt				Hourly
Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
S-2			\$12.25	\$14.63	\$17.00	Hourly
	Rec-GCM-Greens Keeper	Non-Exempt				Hourly
	Rec-Prog-Youth Attendant	Non-Exempt				Hourly
	Rec-Ops-Guest Service Attend <i>Ice</i>	Non-Exempt				Hourly
	Rec-OST-Guest Service Attend <i>(Nordic)</i>	Non-Exempt				Hourly
	Golf Ops-Golf Attendant	Non-Exempt				Hourly
	Golf Ops-Lead Outside Services	Non-Exempt				Hourly
	Golf Ops-Player Assistant	Non-Exempt				Hourly
PW-Parks-Maintenance Crew	Non-Exempt				Hourly	
Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
P-3			\$12.50	\$16.25	\$20.00	Hourly
	Rec-GCM-Administrative Assistant	Non-Exempt				Hourly
	Rec-Ops-Lifeguard	Non-Exempt				Hourly
	Rec-Prog-Fitness Instructor (Non-Cert)	Non-Exempt				Hourly
	Rec-Prog-Ice-Hockey Official (Non-Cert)	Non-Exempt				Hourly
	Rec-Prog-Outdoor Rec Instructor	Non-Exempt				Hourly
	Rec-Prog-Sports & Events Instructor	Non-Exempt				Hourly
	Rec-Prog-Sports & Events Official	Non-Exempt				Hourly
	Rec-Prog-Youth-Therapeutic Aide	Non-Exempt				Hourly
CD-Admin-Assistant	Non-Exempt				Hourly	
Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
S-3			\$12.50	\$16.25	\$20.00	Hourly
	Rec-GCM-Gardener	Non-Exempt				Hourly
	Rec-GCM-Lead Greens Keeper	Non-Exempt				Hourly
	Rec-Ops-Lifeguard	Non-Exempt				Hourly
	Rec-OST-Naturalist	Non-Exempt				Hourly
	Rec-OST-Nordic Instructor	Non-Exempt				Hourly
	Rec-Prog-Outdoor Rec Instructor	Non-Exempt				Hourly
	Rec-Prog-Sports & Events Instructor	Non-Exempt				Hourly
	Rec-Prog-Sports & Events Official	Non-Exempt				Hourly
	Rec-Prog-Youth-Therapeutic Aide	Non-Exempt				Hourly
Golf Ops-Admin Assistant	Non-Exempt				Hourly	
Golf Ops-Lead Golf Attendant/Asst Pro	Non-Exempt				Hourly	
Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
P-4			\$14.50	\$17.75	\$21.00	Hourly
	Rec-Ops-Aquatics Instructor	Non-Exempt				Hourly
	Rec-Ops-Ice-Guest Service Lead	Non-Exempt				Hourly
	Rec-Ops-Ice-Technician	Non-Exempt				Hourly
	Rec-Ops-Rec-Guest Service Lead	Non-Exempt				Hourly
	Rec-Prog-Ice Lead	Non-Exempt				Hourly
	Rec-Prog-Sports & Events Lead	Non-Exempt				Hourly
Rec-Prog-Youth Lead	Non-Exempt				Hourly	
Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
S-4			\$14.50	\$17.75	\$21.00	Hourly
	Rec-GCM-Snow Technician	Non-Exempt				Hourly
	Rec-GCM-Application Technician	Non-Exempt				Hourly
	Rec-GCM-Irrigation Technician	Non-Exempt				Hourly
	Rec-Ops-Rec-Guest Service Lead	Non-Exempt				Hourly
	Rec-Ops-Ice-Guest Service Lead	Non-Exempt				Hourly
	Rec-OST-Nordic Lead	Non-Exempt				Hourly
	Rec-Prog-Youth Lead	Non-Exempt				Hourly
	PW-SP-Parks Technician	Non-Exempt				Hourly
	PW-SP-Parks Snow Technician	Non-Exempt				Hourly
PW-SP-Streets Technician	Non-Exempt				Hourly	
PW-Water-Technician	Non-Exempt				Hourly	

Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
P-5			\$17.00	\$21.25	\$25.50	Hourly
	Rec-Prog-Ice-Group Instructor	Non-Exempt				Hourly
Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
S-5			\$17.00	\$21.25	\$25.50	Hourly
	Rec-GCM-Lead Operator	Non-Exempt				Hourly
	Rec-OST-Technician	Non-Exempt				Hourly
	CD-Sustainability Intern	Non-Exempt				
	PW-Eng-Intern	Non-Exempt				Hourly
	PW-SP-Streets Operator	Non-Exempt				Hourly
	PW-Transit-Operator	Non-Exempt				Hourly
Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
P-6			\$19.00	\$24.75	\$30.50	Hourly
	Rec-Ops-Facility Supervisor	Non-Exempt				Hourly
	Rec-Ops-Tennis Instructor	Non-Exempt				Hourly
	Rec-OST-Lead	Non-Exempt				Hourly
	Golf Ops-1st Asst Golf Pro	Non-Exempt				Hourly
Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
S-6			\$19.00	\$24.75	\$30.50	Hourly
	Rec-OST-Nordic Supervisor	Non-Exempt				Hourly
	Rec-Prog-Outdoor Rec Instructor	Non-Exempt				Hourly
	Golf Ops-Golf Instructor I	Non-Exempt				Hourly
Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
P-7			\$20.50	\$26.25	\$32.00	Hourly
	Rec-Prog-Fitness Instructor (Cert)	Non-Exempt				Hourly
	Rec-Prog-Fitness-Personal Trainer (Cert)	Non-Exempt				Hourly
	Rec-Prog-Ice-Hockey Official (Cert)	Non-Exempt				Hourly
Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
S-7			\$20.50	\$26.25	\$32.00	Hourly
	Rec-Prog-Fitness Instructor (Cert)	Non-Exempt				Hourly
Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
P-8			\$30.00	\$55.00	\$80.00	Hourly
	Rec-Prog-Ice-FS Instructor (Private)	Non-Exempt				Hourly
	Rec-Prog-Ice-Hockey Instructor (Private)	Non-Exempt				Hourly
Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
S-8			\$30.00	\$55.00	\$80.00	Hourly
	Golf Ops-Golf Instructor II	Non-Exempt				Hourly
Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
T-9						Hourly
	Temporary Positions	Non-Exempt	\$12.00		\$80.00	Hourly
	Temporary Positions	Exempt	\$960.00		\$6,400.00	Bi-Weekly

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.



Planning Permit Application Fees

Fee	2020	2021
Class A Development	\$5,875 + \$110/SFE	\$6,050 + \$115/SFE
Class A Subdivision	5,875 + \$110/SFE	6,050 + \$115/SFE
Class B Major Development	3,050 + 110/SFE	3,140 + 115/SFE
Class B Minor Development	1,740 + 110/SFE	1,790 + 115/SFE
Class B Minor (Historic)	Now Class A	Now Class A
Class B Subdivision	3,050 + 110/SFE	3,140 + 115/SFE
Class C Major Development	1,740.00	1,790.00
Class C Minor Development	875.00	900.00
Class C Subdivision	1,740.00	1,790.00
Class D Major Development	1,740.00	1,790.00
Class D Minor Development	70.00	70.00
Individual Sign	70.00	70.00
Master Sign Plan	850.00	850.00
Annexation Fees (Vacant Land)	12,450 + 110/SFE	12,800 + 115/SFE
Annexation Fees (Subject to Election)	27,645 + 110/SFE	28,480 + 115/SFE
Worksessions	515.00	515.00
(50% of the fee may be credited to a development permit fee application)		
Subdivision Corrections	220.00	225.00
Parking In-Lieu Fee	22,860.57	22,303.00 + CPI ¹
Street Use Permits	1,740.00	1,740.00
Street Use Permit Renewals	230.00	240.00
Planning Re-Inspection Fees	65.00	70.00
Cash Deposit Agreement	65.00	70.00
Encroachment License Agreement	65.00	70.00

Building Permit Fees

Fee	2020	2021
Bedroom Count Verification Permit	\$ -	\$ 175.00

¹Rate to be adjusted in early 2021 to reflect change in the Consumer Price Index, per section 9-3-12 A of the Town Code.



Recreation Center Fees & Rates

as of 8.28.20

Recreation Center Membership Passes		2020 Approved		2021 Proposed
Daily Admission	In County	Youth	\$ 5.00	\$ 5.00
	In County	Adult	10.00	10.00
	In County	Senior	8.00	8.00
	Out of County	Youth	7.50	7.50
	Out of County	Adult	15.00	15.00
	Out of County	Senior	12.00	12.00
	4 Person Family		38.00	38.00
	6 Person Family		50.00	50.00
6 Punch Pass Transferable		Youth	36.00	36.00
		Adult	72.00	72.00
		Senior	58.00	58.00
One Month	All	Youth	42.00	42.00
		Adult	66.00	66.00
		Senior	54.00	54.00
Six Months	Resident	Youth	164.00	164.00
		Adult	270.00	270.00
		Senior	216.00	216.00
	Base	Youth	196.00	196.00
		Adult	326.00	326.00
		Senior	260.00	260.00
Yearly	Resident	Youth	280.00	280.00
		Adult	469.00	469.00
		Senior	377.00	377.00
	Base	Youth	335.00	335.00
		Adult	564.00	564.00
		Senior	453.00	453.00
25 Punches	Resident	Youth	90.00	90.00
		Adult	175.00	175.00
		Senior	140.00	140.00
	Base	Youth	175.00	175.00
		Adult	263.00	263.00
		Senior	210.00	210.00
Family Pass	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.			
Joint Punch Passes		Youth (12-17)	0.00	0.00
15 Punch/Joint Pass with Silverthorne		Adult (18+)	0.00	0.00
		Child (3-11)	0.00	0.00
15 Punch Pass Breckenridge Only		Youth	90.00	90.00

		Adult	180.00	180.00
		Senior	144.00	144.00
Miscellaneous				
Summer Splash Pass			0.00	0.00
Last Hour Admission			5.00	5.00
Towel Monthly Add-On			12.60	12.60
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		2020 Approved		2021 Proposed
Ball Diamond per Hour		In-County	\$ 68.00	\$ 68.00
		Out of County	89.00	89.00
		Non-Profit	47.00	47.00
Ball Diamond per Day		In-County	546.00	546.00
		Out of County	714.00	714.00
		Non-Profit	378.00	378.00
Athletic Field per Hour		In-County	68.00	68.00
	Soccer/Rugby Pitch	Out of County	89.00	89.00
		Non-Profit	47.00	47.00
Athletic Field per Day		In-County	546.00	546.00
	Soccer/Rugby Pitch	Out of County	714.00	714.00
		Non-Profit	378.00	378.00

Recreation Center and Ice Arena Community Rooms/Facilities Rental Rates.		2020 Approved		2021 Proposed	
*Rates are per hour.					
Half Room		Resident	\$ 30.00	\$ 30.00	
		Base	40.00	40.00	
		*Non-Profit	15.00	15.00	
Full Room		Resident	50.00	50.00	
		Base	65.00	65.00	
		*Non-Profit	25.00	25.00	
Ice Arena Meeting Room	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
		Full Day	Resident	140.00	140.00
	Full Day	Base	200.00	200.00	
Full Day	*Non-Profit	75.00	75.00		
Half Gym		Resident	68.00	68.00	
		Base	105.00	105.00	
		*Non-Profit	42.00	42.00	
Full Gym		Resident	131.00	131.00	
		Base	210.00	210.00	

		*Non-Profit	78.00	78.00
Turf Gym		Resident	68.00	68.00
		Base	105.00	105.00
		*Non-Profit	42.00	42.00
Lap Pool		Resident	180.00	180.00
*Additional fees for lifeguards may apply		Base	300.00	300.00
		*Non-Profit	150.00	150.00
Leisure Pool		Resident	180.00	180.00
*Additional fees for lifeguards may apply		Base	300.00	300.00
		*Non-Profit	150.00	150.00
Fitness/Dance Studio(s)		Resident	78.00	78.00
		Base	99.00	99.00
		*Non-Profit	39.00	39.00
Climbing Wall Rental	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
After Hours Rental of Recreation Center		Resident	800.00	800.00
*fees subject to negotiation based upon group needs, availability and staffing needs		Base	1,200.00	1,200.00
		*Non-Profit	600.00	600.00

Gold Run Nordic Center Pass Fees		2020 Approved		2021 Proposed
*In Season Rates listed below. Discounts may apply for early bird and pre-season.				
Adult Day Trail Pass (Ages 13 - 64)			\$ 25.00	\$ 25.00
Youth/Senior Day Trail Pass (Senior 65+)			20.00	20.00
Super Senior 70+ Day Pass (eliminate category)				
12 and Under Day Pass			Free	Free
10-Punch Pass		Adult	180.00	180.00
		Youth/Senior Only	145.00	145.00
6-Punch Pass		Adult	120.00	120.00
		Youth/Senior Only	90.00	90.00
3-Punch Pass		Adult	65.00	65.00
		Youth/Senior Only	50.00	50.00
Individual Season Pass Breck/Gold Run	Resident	Adult	250.00	250.00
		Senior	130.00	130.00
Individual Season Pass Breck/Gold Run	Non-Resident	Adult	270.00	270.00
		Senior	150.00	150.00
Individual Season Pass Joint	Resident	Adult	315.00	315.00
		Senior	195.00	195.00
Individual Season Pass Joint	Non-Resident	Adult	335.00	335.00
		Senior	215.00	215.00
Family Season Pass Breck/Gold Run*	Resident	Family	415.00	415.00
Family Season Pass Breck/Gold Run*	Non-Resident	Family	435.00	435.00
Family Season Pass* Joint	Resident	Family	480.00	480.00

Family Season Pass* Joint	Non-Resident	Family	500.00	500.00
Team Pass (Middle & High School) Joint		Youth	50.00	50.00
Rec Add-on Season pass Brec/Gold Run		All	150.00	150.00
Rec Add-on Season pass/Joint		All	205.00	205.00
Fat Bike Season Pass	GRNC Only		150.00	150.00
Corporate Season Pass* Breck/Gold Run	Resident		500.00	500.00
	Non-Resident		500.00	500.00
Corporate Season Pass* Joint	Resident		550.00	550.00
	Non-Resident		550.00	550.00
GR Nordic Clubhouse Lounge (only)	N/A			
GR Nordic Dining Room-Add On	N/A			
*These are in-season rates. Discounts may apply for early bird and pre-season.				

Carter Park Rental Rates		2020 Approved		2021 Proposed
Pavilion	4 Hour Block	Resident/Non-Profit	\$ 126.00	\$ 126.00
		Base	300.00	300.00
	Full Day	Resident/Non-Profit	242.00	242.00
		Base	600.00	600.00
Covered Patio	4 Hour Block	Resident/Non-Profit	84.00	84.00
		Base	200.00	200.00
	Full Day	Resident/Non-Profit	158.00	158.00
		Base	400.00	400.00
Entire Facility (Pavilion & Patios)	4 Hour Block	Resident/Non-Profit	210.00	210.00
		Base	525.00	525.00
	Full Day	Resident/Non-Profit	394.00	394.00
		Base	1,000.00	1,000.00
Volleyball Courts	Block	Resident/Non-Profit	23.00	23.00
		Base	46.00	46.00
	Full Day	Resident/Non-Profit	46.00	46.00
		Base	92.00	92.00
Playing Field		Resident/Non-Profit	25.00	25.00
		Base	44.00	44.00

Tennis Court Rental Rates		2020 Approved		2021 Proposed
Indoor Courts-Year Round	Per hour/per court	Online	\$ 32.00	\$ 32.00
		In-person	36.00	36.00
Outdoor Courts-Summer-Hard Courts	Per hour/per court	Online	14.00	14.00
		In-person	20.00	20.00
Outdoor Courts-Summer-Clay Courts	Per hour/per court	Online	18.00	18.00
		In-person	24.00	24.00
Senior Tennis Drop-In Rate	Per person		15.00	15.00
Mixed Doubles Drop-In Rate	Per person		15.00	15.00
Pickleball Drop-in Rate	Per person		5.00	5.00

Ice Arena Pass Fees		2020 Approved		2021 Proposed
General Admission		Adult	\$ 8.00	\$ 8.00
		Youth/Senior	6.00	6.00
		Family w/o skates	22.00	22.00
		Family w/skates	35.00	35.00
10 Punch Pass		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
3 Punch Pass		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
One Year Membership-Adult	Resident		365.00	365.00
	Base		400.00	400.00
One Year Membership-Youth/Senior	Resident		330.00	330.00
	Base		365.00	365.00
One Year Membership-Family	Resident		550.00	550.00
	Base		600.00	600.00
Drop-In Hockey (per visit)			10.00	10.00
Stick n Puck (per visit)			10.00	10.00
Free Style (per visit)			10.00	10.00
Skate Sharpening Pass		10 Punch	63.00	63.00
Misc. Fees		Skate Rental	4.00	4.00
		Helmet Rental	2.00	2.00
		Stick Rental	3.00	3.00
		Overnight Skate Sharpening	7.00	7.00
		on Demand skate sharpen	12.00	12.00
Ice Artifical Turf Rental	Per Hour	In-County	68.00	68.00
		Out of County	89.00	89.00
		Non-Profit	47.00	47.00
Ice Rentals-Per Hour	Indoor	Non-Profit	228.00	228.00
		Adult Leagues/Teams	243.00	243.00
		Resident	243.00	243.00
		Base	275.00	275.00
Ice Rentals-Per Hour	Outdoor	Non-Profit	125.00	125.00
		Adult Leagues/Teams	148.00	148.00
		Resident	148.00	148.00
		Base	155.00	155.00
Ice Arena Facility Rental*		Resident/Non-Profit	649.00	649.00
*rate includes all rooms, ice use, locker rooms and skate rentals		Base	1,082.00	1,082.00



Valley Brook Cemetery Fees

as of 08.28.20

Cemetery Fee	2020	2021
Breckenridge Resident per space	500.00	500.00
In-County Resident per space	750.00	750.00
Out-of-County Resident per space	1,000.00	1,000.00
Casket (open/close)	1,225.00	1,225.00
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	1,000.00	1,000.00
Emergency/After Hours Fee (outside of M-F, 8am-5pm)	200.00	200.00
Infant Burial (ages 2 years or younger)	-	-

*Contractors must be licensed by the Town of Breckenridge

Municipal Service Fees

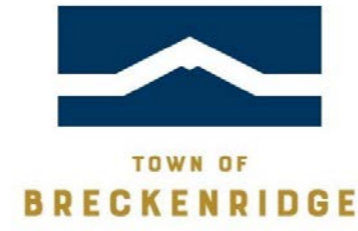
Municipal Service Fees	2021
Tobacco License Renewal Fee	\$ 100.00

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	2021
Per Tax Return	\$ 5.00
Per Bag Fee	5.00

Accommodation Unit Administrative Fee, Effective 01/01/2019	Amount of Fee
Studio Unit	\$ 25.00
One-Bedroom Unit	30.00
Two-Bedroom Unit	35.00
Three-Bedroom Unit	100.00
Four or more Bedroom Unit	150.00



Water Rates

		Budget Year	2020	2021
		Water Rate Increase	5%	5%
		Gallon Allocation per Billing Period	10,000	10,000
Residential Water Rates (See Notes 1 and 2)	In-Town Base per Billing Period	10,000	41.87	43.97
	Out-of-Town Base per Billing Period (1.5 x in-town rate)	10,000	62.81	65.95
	In-Town Excess (Rate per 1,000 gallons over allocated gallons per billing period; See Note 3)	NA	6.38	6.70
	Out-of-Town Excess (Rate per 1,000 gallons over allocated gallons per billing period; See Note 3)	NA	9.58	10.05
In-Town Non Residential Water Rates (See Notes 1 and 4)	Less than 1 inch	13,000	47.96	50.36
	1 inch	20,000	71.95	75.54
	1 1/2 inch	35,000	125.55	131.83
	2 inch	54,000	197.69	207.58
	3 inch	105,000	380.12	399.13
	4 inch	162,000	587.61	616.99
	6 inch	318,000	1,154.54	1,212.26
	Excess (Rate per 1,000 gallons over allocated gallons per billing period; See Note 3)	NA	6.38	6.70
Out-of-Town Non Residential Water Rates (See Notes 1 and 4)	Less than 1 inch	13,000	71.94	75.53
	1 inch	20,000	107.92	113.31
	1 1/2 inch	35,000	188.32	197.73
	2 inch	54,000	296.54	311.37
	3 inch	105,000	570.18	598.69
	4 inch	162,000	881.41	925.48
	6 inch	318,000	1,731.81	1,818.40
	Excess (Rate per 1,000 gallons over allocated gallons per billing period; See Note 3)	NA	9.58	10.05
Bulk Water Rate	Rate per 1,000 gallons	NA	25.53	26.80
Water Billing Statement Fee (See Note 5)	All Customers receiving Paper Statements (Fee per Billing Period)	NA	15.00	15.00
New Account Setup Fee	All New Customers	NA	25.00	25.00
Service Line Inspection-In-Town	All Building Permits	NA	100.00	100.00
Service Line Inspection-Out-of-Town	All Building Permits	NA	150.00	150.00
WSMF/SFE	WSMF/SFE Rate Incr		50.00%	0.00
	All Customers (Fee per Billing Period)	NA	12.00	12.00
Plant Investment Fees (PIFs) (See Note 6)	PIF Rate Increase		10%	10%
	In-Town (first 2,000 sf)	NA	11,185.24	12,303.76
	Out-of-Town (1.25 x in-town PIF rates; first 2,000 sf)	NA	13,981.55	15,379.71
	Note 1: Effective in BYs 2015 and forward, water rates will increase by 5% per year unless determined otherwise.			
	Note 2: Effective in BY 2015, Baseline allocation reduced from 12,000 gal/SFE			
	Note 3: 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.			
	Note 4: Out-of-Town water rates = 1.5 x in-town water rates.			
	Note 5: Effective in BY 2015, water billing statement fees will increase from \$10 to \$15 per billing period.			
	Note 6: Effective in BYs 2015, 2016, and 2017, PIFs will increase by 10%. Effective in BYs 2018, PIFs will increase by 20%. Effective BY 2019 and forward, PIFs will resume 10% increase unless determined			

Public Works Fees

Fee Description	2020	2021
Excavation & Encroachment Fee (encroachment only)	\$ 350.00	\$ 350.00
Excavation & Encroachment Fee (excavation only)	350.00	350.00
Excavation & Encroachment Fee (late)	350.00	350.00
Banner Hanging Fee	125.00	125.00
Memorial Bench & Plaque Fee	900.00	900.00
Shared Trash Enclosure Card Replacement Fee		25.00

Engineering Plan Review Fees

	2020	2021
Residential Building Permit (Collected at Public Works w/Orange Sheet)		
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
Commercial Building Permit (Collected at Public Works w/Orange Sheet)		
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
Engineering Development Plan Review (Collected at Community Development)		
Class A Development Plan	\$ 250.00	\$ 250.00
Class A Subdivision	1,000.00	1,000.00
Class B Major Development Plan	100.00	100.00
Class B Minor Development Plan	100.00	100.00
Class B Subdivision	250.00	250.00
Class C Subdivision	100.00	100.00
Subdivision Improvement Agreement (SIA) (Collected at Community Development)		
Bonding Value 0-\$250,000	\$ 100.00	\$ 100.00
Bonding Value > \$250,000	250.00	250.00



2021 Golf Rate Schedule

	Low Season	Shoulder Season	High Season
Daily Green Fees	Opening-June 17 and Sept. 20-Closing	June 17-24 and Sept. 13-19	June 25-Sept. 12
18 Holes	\$ 67.00	\$ 89.00	\$ 117.00
9 Holes	\$ 35.00	\$ 45.00	\$ 59.00
Twilight (after 2:30pm includes Cart)	\$ 70.00	\$ 79.00	\$ 85.00
Happy Hour (after 4:30pm)	\$ 30.00	\$ 30.00	\$ 30.00
27 Holes with Cart	\$ 126.00	\$ 156.00	\$ 196.00
36 Holes with Cart	\$ 134.00	\$ 178.00	\$ 234.00
9 Hole Replay Rate*	\$ 40.00	\$ 40.00	\$ 40.00
18 Hole Replay Rate*	\$ 60.00	\$ 60.00	\$ 60.00
Internet 'Prepay' Discount, \$8 Low Season, \$10 Shoulder Season, \$10 High Season (on 18 holes+). Fee includes GF, Cart and Range Balls	\$ 79.00	\$ 99.00	\$ 125.00

*Valid for full rack rate customers, includes cart fee

Cart Fees	Low Season	Shoulder Season	High Season
9 Holes / person	\$ 12.00	\$ 12.00	\$ 12.00
18 Holes / person	\$ 20.00	\$ 20.00	\$ 20.00
Single Rider 9-holes	\$ 16.00	\$ 16.00	\$ 16.00
Single Rider 18-holes	\$ 30.00	\$ 30.00	\$ 30.00
Pass Cards	Cost	# of Rounds	Cost/Round
Resident (Valid Breck. Residents Only)	\$ 440.00	10 Rounds	\$ 44.00
Summit/Park County (Resident of the Counties Only and Upper Blue Second Homeowners)	265.00	5 Rounds	53.00
Junior-Breck/ Summit County	220.00	10 Rounds	22.00
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	89.00	Includes green fee, cart fee and range balls
Charity	50.00	Includes green fee, cart fee and range balls
Other Specials		
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

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 08.28.20

Off-Peak Parking Rates: Monday thru Thursday

Hours	Rate A 200-300 N. Main, Ridge Street, Lower Exchange, Tonopah, Ice House (10a-8p)	Rate E 100 N. Main - 400 S. Main (10a-8p)	Rate B Ridge St Alley, Lincoln, Ski Hill, Washington, Adams, Courthouse, Exchange - Upper/Outdoor, Barney Ford (10a-8p)	Rate C Flot 7a-5p Nov-Apr 10a-3p Jun-Oct	Rate D Wellington 7a-3p Winter 10a-3p Summer Tiger Dredge 7a-3p Winter 10a-8p Summer
Fifteen Minutes	Free	Free	Free	Not Available	Not Available
First Hour	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50
1st Additional Hour	\$1.00	\$1.50	\$0.50	\$1.00	\$0.50
2nd Additional Hour	\$1.00	\$2.00	\$0.50	\$1.00	\$0.50
3rd Additional Hour and Every Hour Thereafter	\$3.00	\$5.00	\$1.00	\$1.25	\$1.00
4 Hours Parking Total	\$5.50	\$9.00	\$2.50	\$3.75	\$2.50
5 Hours Parking Total	\$8.50	\$14.00	\$3.50	\$5.00	\$3.50
6 Hours Parking Total	\$11.50	\$19.00	\$4.50	\$6.25	\$4.50
All Day	\$23.50	\$39.00	\$8.50	\$8.75	\$6.50

Peak Parking Rates - Friday - Sunday, Holidays & Special Events

Hours	200-300 N. Main, Ridge Street, Lower Exchange, Tonopah, Ice House (10a-8p)	100 N. Main - 400 S. Main (10a-8p)	Ridge, Ridge St. Alley, Lincoln, Ski Hill, Washington, Adams, Courthouse, Exchange, Ice House, Tonopah, Barney Ford (10a-8p)	Flot 7a-5p Nov-Apr 10a-3p Jun-Oct	Wellington 7a-3p Winter 10a-3p Summer Tiger Dredge 7a-3p Winter 10a-8p Summer
Fifteen Minutes	Free	Free	Free	Not Available	Not Available
First Hour	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50
1st Additional Hour	\$1.50	\$1.50	\$1.00	\$1.50	\$1.50
2nd Additional Hour	\$2.00	\$3.00	\$1.50	\$3.00	\$2.00
3rd Additional Hour and Every Hour Thereafter	\$5.00	\$6.00	\$2.00	\$5.00	\$4.00
4 Hours Parking Total	\$9.00	\$11.00	\$5.00	\$10.00	\$8.00
5 Hours Parking Total	\$14.00	\$17.00	\$7.00	\$15 (day max)	\$12 (day max)
6 Hours Parking Total	\$19.00	\$23.00	\$9.00		
All Day	\$39.00	\$47.00	\$17.00		

Overnight Parking

Hours	Ice Rink Mon-Thu	Ice Rink Fri-Sun	Satellite Mon-Thu	Satellite Fri-Sun
1 day (24 hours)	\$15.00	\$25.00	\$5.00	\$10.00
Max - 14 days	\$210.00		\$70.00	

Rules

Ice Rink - Free day use parking - just need permit for 2am to 6am but can pay 24/7 - 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 and no payment accepted 2am-6am, free parking 6am-10am, pay parking 10am-8pm (pre-purchase okay; free 15 minutes included with purchase), free parking 8pm-2am. 365 days a year

Small Lots (Tonopah, Courthouse, Exchange, Ice House, Barney Ford) - No parking 2am-6am (November - April), free parking 6am-10am, pay parking 10am-8pm (pre-purchase okay), free parking 8pm-2am. Daily except May (Free) and October 15 - November 15 FREE

Big Lots (Wellington, Tiger Dredge) - no parking 2am-6am year round except Wellington overnight okay May to Oct; WINTER Nov thru Apr - free parking 6am-7am, pay parking 7am-3pm (pre-purchase okay), free parking 3pm-2am. SUMMER Jun thru October - free parking 6am-10am, Wellington - pay parking 10am-3pm (pre-purchase okay), free parking 3pm-2am. Tiger Dredge - pay parking 10am-8pm (pre-purchase okay), free parking 8pm-2am. May - FREE. October 15- November 15 FREE

Big Lots A (FLOT) - No parking 2am-6am year round; WINTER Nov thru Apr - free parking 6am-7am, pay parking 7am-5pm (pre-purchase okay), free parking 5pm-2am. SUMMER Jun thru October - free parking 6am-10am, pay parking 10am-3pm (pre-purchase okay), free parking 3pm-2am. May - FREE. October 15- November 15 FREE

Rates subject to change. Stay informed at www.TownofBreckenridge.com

NOTE: For all zones - there is no prorated rate for the last hour.



Special Event & Misc. Permit Fees

as of 09.17.2020

Permit Type	2020	2021
Event Permit	250.00	250.00
Non-Profit Event Permit	100.00	100.00
Film & Photo Shoot Permit	50.00/day	50.00/day
Late Event Permit	500.00	500.00
Late Non-Profit Permit	200.00	200.00
Late Film & Photo Shoot Permit	100.00/day	100.00/day
Road Closure Fee	500.00	500.00
Rental of Town Property	2020 Fee Per Day	2021 Fee Per Day
One Lot or Area - Non-Profit	\$ 265.00	\$ 265.00
One Lot or Area	610.00	610.00
Wellington & E. Sawmill Lots - Non-Profit	380.00	380.00
Wellington & E. Sawmill Lots	875.00	875.00
Special Event Camping	2020 Fee Per Day	2021 Fee Per Day
Non-Profit Camping	\$ 50.00	\$ 50.00
Late Non-Profit Camping	100.00	100.00
Camping	50.00	50.00
Camping	100.00	100.00
Drone Permits	2020	2021
One time	\$ 25.00	\$ 25.00
Annual	150.00	150.00

The BTO primary goal and mission for 2021 is returning the Breckenridge economy, and our community's quality of place and quality of life, to a place that our leaders, business owners, residents and guests desire.

At this writing, Sept 2020, we have come through Covid recovery reasonably well for the summer. August exceeded 2019 in booked room nights, and the May-Oct period is approximately 29% down YOY.

Fall forecasts look reasonably good, assuming the pandemic situation improves or at least stays stable. We are anticipating 2020 total sales tax revenues will be down 20-25%, assuming that VR opens the resort to fairly normal early season volumes.

Assumptions for 2021 include a reasonably stable economy, a Covid vaccine available Jan/Feb, no surges or further lockdowns in Colorado, and continued confidence/interest in travel to the state and Breckenridge.

This Covid recovery period is an unprecedented opportunity to reset our business plans, and reset our focus on Responsible Tourism; both on the environmental sustainability side (place) and on our community values side (people/quality of life). This time of upheaval and continual change presents a window of unique opportunity to clean-slate and **build back better**.

Our community's work on the Destination Management Plan could not have been more timely. Our Vision and Goals stand as relevant today as when they were developed over a year ago. The changes needed during this Covid recovery are a matter of shifting emphasis across our already defined goals.

Vision: Maintaining harmony of quality of place and quality of life.

Goal 1. Maintain stable year-round economy irrespective of climate change (or other outside forces)

We need to rebuild enough business volume to maintain both quality of place and quality of life long-term. Our 2021 budget request is based on a recovery plan that will follow revenue goals/forecasts as set by Town of Breckenridge. BTO will remain strategically focused on driving out-of-state destination business to our lodging partners. This in turn delivers high value visitors to the rest of our business community.

Clearly communicating expectations for our guests and locals regarding pandemic safety requirements and guidelines, social and backcountry etiquette, and community values is a priority. It is paramount to ensure that we are a safe and welcoming destination. Having this confidence is critical for our guests in making a Breckenridge destination choice, and for our locals to be comfortable with hosting those guests in our community.

VR leads the winter season marketing effort and BTO will continue our supporting role. We will increase focus on outdoor, non-ski activities this winter as well as backcountry safety messaging in tandem with CTO and CAIC. January's Snow Sculpture event is being redesigned and reduced in scope; and we plan for more normal Lighting and Ullr events in



December 2021. We will further highlight all the additional winter activities and activations being provided by the Town, BCA and other entities. While these activities are not destination drivers, they will provide an enhanced experience for guests. There will be elevated focus on messaging those new amenities to our guests pre-arrival and during their stay.

Our primary initiatives remain focused on summer and fall seasons, always targeted to out-of-state destination business. We expect that travelers will be confident in air travel beginning summer 2021 and will expand our market reach beyond drive markets. Safety messaging will remain current with guidelines at any given time.

Goal 2. Protect the Brand and unique character of Breckenridge.

We will reinforce strong messaging on our community values, especially as they relate to Covid: respect and kindness toward each other, respect and sensibility toward our mountain environment, welcoming and inclusive attitude towards all. We have already elevated responsible tourism messages focusing on place and people and will use CTO Care for Colorado and Care for Coloradans messaging as is or customized for Breckenridge as appropriate. Guest service training/recognition will be done virtually.

Goal 3. More Boots/Bikes. Less cars.

We encourage walk-ability and human-powered discovery (snowshoeing, XC, fat bikes, etc). This messaging serves multiple purposes of highlighting non-ski slope activities, encouraging visitor dispersion, and having fewer cars on the road. We strengthen Breckenridge's "no car, no problem" stance, and encourage use of free local public transportation. We recognize that with current travel focus on drive markets, progress on this goal is compromised. We expect that when BTO marketing ramps up for summer 2021, our normal destination markets will reflect a more typical fly/drive mix.

Goal 4. Sustainability leader in mountain communities.

We continue to drive zero waste goals with BTO events; discourage single use plastics; and will do everything we can to help offset increased waste due to Covid requirements. We will implement a Sustainability Business Partner program in tandem with ToB environmental initiatives. We will support Mountain 2030 in whatever manner it may return to Breckenridge.

Flexibility: This plan assumes slowly and steadily improving conditions and confidence for travel throughout 2021. Our core destination marketing budget remains largely intact. The BTO is prepared to quickly pivot and redirect media in the event of Covid surges in target markets, or locally. We have pre-developed media plans that will be activated quickly in the event of a vaccine resulting in significant decline in travel concerns/increase in travel demand. We are also prepared to increase winter destination marketing (at the expense of summer/fall) if that need becomes apparent. This strategic shift would require BOD approval.

Destination Management

We will build on the vastly increased community engagement that we have gained throughout this Covid crisis. We will continue improving and exploring new channels to connect with our business and resident constituents. It is important that we keep a close read on the pulse of community impacts by visitors and be very proactive with outreach and mitigation programs. In addition, our Community Affairs and Services team will be very focused on new business resources and assistance programs, ensuring our business community is aware and knowledgeable about assets available to them.

What is not in the 2021 plan. We have cut special events significantly - \$500k. Oktoberfest is not in this plan. If it becomes possible to host a large event by next fall, we will consider the event if we can at least break even (it typically nets \$200k to our bottom line). Mardi Gras and other animation events are not in this plan. Snowsculpture is cut back significantly due to space limitations (parking lot) as well as public gathering limitations. Summer Solstice and International PR efforts were cut in 2020 and are not in the 2021 plan. Intercept research and advertising testing is not in the 2021 plan. Admin, meeting, training, and travel expenses are significantly lower. Agency costs have been trimmed back as well. There is no in-state events or local marketing planned.

Specific media plans, department plans, and budgets are available upon request.

All in, BTO is completely focused on shepherding all constituents through this recovery in a responsible manner, yet one that exceeds expectations. We trust that expectations of what BTO can/cannot do will be reasonable as well.

We remain very honored to be entrusted with promoting and protecting our beloved Breckenridge brand. And we are grateful for the continued confidence the community and Town leadership places in us to accomplish these critically important goals.

Respectfully submitted,

Lucy Kay, CEO, Breckenridge Tourism Office
Richard Sosville, Chairman Breckenridge Tourism Office Board of Directors
Breckenridge Tourism Office Board and Management Team





October 13, 2020

To: Breckenridge Town Council

From: Larissa O'Neil

Re: BHA Budget

2020 Budget Recap

Capital budget: BHA cut \$1.2 million from its capital budget in April, which included \$239,000 in unspent rollover funds from prior years as well as the entire \$965,000 2020 capital budget. Significant projects, like the Milne Park restoration and Welcome Center exhibit overhaul, were shelved. BHA retained \$135,000 to complete projects already in progress and to move forward on smaller capital projects.

Operating budget: BHA started 2020 with a \$729,000 operating budget, \$585,000 coming from the Town of Breckenridge. Through a combination of one-time Paycheck Protection Program funds (\$90,000) and operating cuts (\$25,000), 2020 Town funding decreased from \$585,000 to \$470,000 (20% cut). Summer-only earned income (museum donations, admission fees) is off 35% due in large part to public health capacity guidelines (10 guest maximum on guided tours). BHA has successfully and safely operated museums, the Lomax mine site, walking tours and guided hikes seven days a week since mid-June. Last month, guided tour/hike visitor numbers exceeded September 2019 by 85%. On the expense side, BHA's tour guide payroll is down 21%. BHA recently dropped from four full-time employees to three (with one added part-time position to fill in the gaps).

2021 Proposed Budget

Capital: BHA proposes no new 2021 capital spending. Remaining 2020 capital funds will be applied to the Sallie Barber Mine stabilization, Keystone Drill shelter, rotary snowplow lead paint abatement/repainting and French Gulch interpretive sign replacement. BHA is exploring outside funding to supplement town support.

Operating: BHA's proposed 2021 operating budget is \$593,000, compared with \$626,000 projected actual for year-end 2020. The 2021 town ask of \$526,000 is 10% less than the original 2020 town funding commitment and assumes no new federal relief. Site and museum costs such as utilities, alarm systems and routine maintenance remain mostly static. Professional development/training funds, liability insurance (for larger capital projects), event costs and marketing expenses go down dramatically. Three full-time employees (versus four) reduces administrative overhead and benefits. Tour guide payroll decreases by 24% compared to the 2020 budget. BHA will still be able to offer its core museums, programs and tours year round as well as expanded outdoor experiences this winter.



Breckenridge Creative Arts 2021 Town of Breckenridge Grant Request Executive Summary

Breckenridge Creative Arts (BCA) respectfully requests continued grant support from the Town of Breckenridge in the 2021 fiscal year. Through the Town's critical funding, BCA is able to maintain the facilities and readiness of Town assets; support the Town's commitment to the Resident Companies and Breckenridge non-profits utilizing the Riverwalk Center and Arts District Campus; provide year-round arts education for residents and visitors of all ages; produce events that engage and entertain; present visual and performing arts to provoke dialogue; and support the cultural and economic viability of Breckenridge.

BACKGROUND

Since 2014, BCA has expanded arts experiences and opportunities in Breckenridge for residents and visitors. Through the work of BCA and arts partners, Breckenridge has earned recognition as a top arts destination among small towns nationally, adding vibrant arts and culture to its brand as a world-class destination.

In 2020, BCA pivoted to respond to Town and community needs during the COVID-19 pandemic through innovative, socially distanced programming that supported the creative experience and emotional well-being of Breckenridge residents. By investing in local artists, partnering with local businesses and animating the downtown Creative Corridor, BCA positively contributed to the Town's economic recovery.

BCA successfully navigated the first six months of the pandemic, providing numerous arts opportunities for residents and visitors. We continue to serve our core constituents through various new and re-envisioned programs, including:

- Live pop-up performances on the Riverwalk Lawn. Estimated 70 days of performance serving approximately 21,000 patrons.
- Live pop-up performances and demonstrations daily on the Arts District Campus.
- Safe, outdoor art workshops and activities for all ages on the Arts District Campus.
- Online education programs, particularly during the Stay At Home order.
- In partnership with the Summit Hope Street Art Project, BCA helped to bring painted words of strength to Main Street and eye-catching Hope banners to the entire length of Walkable Main.
- A Solidarity Street Mural on Washington Avenue, with artist engagement through artist talks, open studio sessions, and the Breckenridge Solidarity Talk.
- A summer Drive-In series offered free to the public, providing access to unemployed and under-employed Breckenridge families. Seven film screenings served 2,500+ patrons.
- Free family craft activities and take-home kits.
- A socially distanced July 4th celebration with a live-stream family dance party, chalk art competition and take-home July 4th activities.
- An inclusive Día De Los Muertos celebration that provides discovered arts experiences in partnership with local community organizations, restaurants and retail businesses.

Despite the many challenges this season, BCA was proactive in making our difficult decisions and quickly adapted to lost revenues, an initial reduction in Town funding and the expectation of a second reduction in Town funding. We recently learned that the anticipated second reduction in 2020 Town funding is unlikely, allowing BCA to preserved funds to support 2021 programming for Breckenridge residents and visitors.

2021 STRATEGY

We know a conservative strategy in 2021 is merited, and we are preparing for public health guidelines similar to today's standards during the first half of the year. This will prioritize education, intimate arts experiences, downtown arts animation, discovered arts experiences, and low-capacity events in the Riverwalk Center. In the second half of 2021, the probability of a distributed COVID vaccine increases and BCA's programming reflects the relaxed guidelines that would follow. Providing BCA with the resources to scale up programming as prudent will benefit local artists, residents, the visitor experience, and the Town's economic recovery.

2021 PROPOSAL

We are cognizant of the Town's budget challenges in 2021 and have taken into consideration how we can continue to activate and animate the Town of Breckenridge with reduced funding. At the behest of Town leadership, BCA is presenting three funding scenarios for Town consideration with a recommendation the Town grant BCA a request of \$1,827,985. This request is a 17% reduction of Town giving from previous years' funding, provides the most value for the Town in terms of activity and return on investment and allows BCA the resources to pivot if once again necessary. We also request the Town maintain support for Breck Music (BRM), now a division of BCA, and the popular music Backstop at a pro-rata level consistent with the Town's BCA grant. The BRM and Backstop request is included separately.

TOWN GRANT SCENARIOS

The three scenarios provided, **Baseline+**, **Community Activation and Animation**, and **Community Activation and Animation + WAVE Festival**, show three different approaches to the season. The Executive Summary Appendix outlines a comparison of the financial scenarios and respective programming. Additional detailed budgets, BRM Grant request, and discussion of the three scenarios are available to Town Council upon request.

In each financial scenario, approximately 46%-59% of Town funding goes towards maintenance and readiness of Town assets and Town commitments. This means that any reduction of funding falls disproportionately on BCA's discretionary expense areas such as staff and programming.

Baseline+

This scenario allows for BCA to maintain Town Assets and readiness for use by the Town, the Resident Companies, Town supported non-profits, and community partners/members; maintains salaried staff members; and provides for moderate education programming to continue to animate the Arts District Campus.

BCA Baseline+ Grant Request:

\$1,559,625

Reduction from 2020 BCA Town Grant:

30% or (\$653,665)

Pros:

- Maintains the facilities and essential staff for basic operations and venue management
- Provides for moderate education activities on the Arts District Campus in 2021
- Retains funding for the two Town events produced by BCA, Town Party and the July 4th Concert

Cons:

- Eliminates all other BCA programs
- Challenges BCA's ability to scale up should the situation recover more quickly than anticipated
- Removes the financial resources critical to provide arts animation and activities, similar to that produced by BCA in 2020, and to address community needs and social distancing protocols

Breckenridge Creative Arts

Executive Summary, Town of Breckenridge 2021 Grant Request

Page 2 of 3

Community Activation and Animation

This scenario allows for BCA to maintain Town Assets and readiness for use by the Town, the Resident Companies, Town supported non-profits, and community partners/members; maintains salaried staff members; maintains year-round education activities and animation in the Creative Corridor; and ramps up events and programming in Q3 and Q4 when there is a higher probability for distribution of a vaccine.

BCA Community Activation and Animation Grant Request: **\$1,727,985**
Reduction from 2020 BCA Town Grant: **22% or (\$485,305)**

Pros:

- Maintains the facilities and essential staff for basic operations and venue management
- Provides for year-round education programs serving residents and visitors
- Expands program offerings with the easing of restrictions to leverage BCA events and activities in 2021 in support of the economic recovery

Cons:

- Limits mid-size and large events until the second half of the 2021
- Eliminates WAVE Festival and BIFA, BCA's two events that provide the most visibility, largest draw of patrons, and most significant generation of revenue for the Town

RECOMMENDED: Community Activation and Animation + WAVE Festival

This scenario builds on the Community Activation and Animation scenario and allows BCA to bring the WAVE Festival back in the fall, providing added value to the Town and our community.

Community Activation and Animation Scenario + WAVE Grant Request: **\$1,827,985**
Reduction from 2020 Town Grant: **17% or (\$385,305)**

Pros:

- Provides all the benefits and activities of the Community Activation and Animation Scenario
- Brings back the WAVE Festival, with its high visibility, resident and visitor engagement, and anticipated revenue for the Town.
- Provides the added value of helping to drive local business during a critical period of recovery.
- Leverages WAVE pre-paid artist payments from the 2020 cancelled festival, BCA cash reserves and additional Town funding to achieve a 2021 Wave Festival for a fraction of the usual Town investment.

Cons:

- Additional Town investment of ~\$93,000

Thank you for your generous support of BCA and your commitment to the arts in Breckenridge. BCA is proud to be a partner of the Town of Breckenridge, and we are grateful for the opportunity to engage residents and visitors and enrich our community with world-class arts experiences.

Breckenridge Creative Arts
FY21 Scenario Comparisons

	ORIGINAL 2020	REFORECAST 2020	BASELINE+ FY21 1.5M	COMMUNITY ACTIVITY & ACTIVATION (CAA) FY21 1.7M	RECOMMENDED
					CAA + WAVE FESTIVAL FY21 1.8M**
Donations & Memberships	7,100	12,120	5,500	17,500	17,500
Foundation Grants	25,000	5,000	5,000	55,000	55,000
Town Grant*	2,213,290	1,986,961	1,559,625	1,734,865	1,827,985
Backstop Income + BRM Grant*	78,000	78,000	54,964	60,840	64,740
State or Federal Grants	60,000	261,105	-	30,000	30,000
Total Contributed Income	2,383,390	2,343,186	1,625,089	1,898,205	1,995,225
Total Earned Revenue	357,300	101,345	122,700	153,200	153,200
Gross Profit	2,740,690	2,444,531	1,747,789	2,051,405	2,148,425
Personnel Expenses	1,267,674	975,530	1,001,597	1,152,380	1,152,380
Non-Personnel Expenses					
Production & Facility	950,266	895,312	648,760	807,237	931,137
Administrative Operations	302,894	173,924	146,578	148,578	148,578
Travel & Entertainment	25,300	6,505	-	2,000	2,000
Marketing + Communications	194,556	98,308	55,743	82,368	113,867
Total Non-Personnel Expenses	1,473,016	1,174,049	851,081	1,040,183	1,195,582
Total Expenditures	2,740,690	2,149,579	1,852,678	2,192,563	2,347,962
Net Operating Revenue	0	294,952	(104,889)	(141,158)	(199,537)
Organizational Contribution		-	104,889	141,158	199,537
NET***		294,952	-	-	-

*Combined BCA and BRM Grant Requests are highlighted in Green.

**CAA+WAVE Scenario would expense pre-paids of ~\$100,000 in 2020 payments from cancelled WAVE Festival in addition to Town 2021 grant funds and BCA cash reserves.

***Assumes no additional 2020 TOB Grant reduction. BCA's early preparation for additional Town funding reductions in 2020 is what will provide the basis of a cash reserve to facilitate the proposed 2021 scenarios.

Breckenridge Creative Arts
FY21 Scenario Program Comparisons

	ORIGINAL 2020	REFORECAST 2020	BASELINE+ FY21 1.5M	COMMUNITY ACTIVITY & ACTIVATION (CAA) FY21 1.7M	RECOMMENDED
					CAA + WAVE FESTIVAL FY21 1.8M
Art Classes and Workshops	✓	✓	✓	✓	✓
Family Art Activities (2nd Saturdays, etc.)	✓	✓	✓	✓	✓
Artist(s) in Residence	✓	✓	✓	✓	✓
Date Nights (education activity)	✓	✓	✓	✓	✓
Breckenridge Town Party	✓		✓	✓	✓
Town of Breckenridge July 4th Concert	✓		✓	✓	✓
Resident Company and Town Venue and Technical Support	✓	✓	✓	✓	✓
Town / Town Grant Recipient / Town Partner Venue & Tech Support	✓	✓	✓	✓	✓
Old Masonic Hall Art Exhibitions (inside gallery)	✓			✓	✓
Old Masonic Hall Art Exhibitions (front window only)		✓		✓	✓
Public Art Installation (Ai Weiwei)	✓				
BCA Presents	✓	✓		✓	✓
Street Arts Festival (July 4)	✓	✓		✓	✓
Dia De Los Muertos	✓	✓		✓	✓
Handmade Holiday	✓	✓		✓	✓
Summer Drive-In Series		✓		✓	✓
Walkable Main Arts Animation		✓		✓	✓
Winter Arts Animation (moderate programming and partnerships)		✓		✓	✓
ISSC Production/Venue Support	✓	✓	✓	✓	✓
ISSC Program Support, in collaboration with BTO				✓	✓
Additional Community Programming (e.g. Bike-in movie, etc.)	✓			✓	✓
WAVE: Light + Water + Sound Festival	✓				✓
BIFA/BIFA Trail Mix	✓				

*Programming is subject to change

**Breckenridge Creative Arts
Town of Breckenridge 2021 Grant Request
Frequently Asked Questions**

Q. If the Town were to approve the \$1.5M grant in the Baseline+ Scenario, can BCA accomplish the kind of summer and winter arts activation they did in 2020?

A. The Baseline+ scenario does not include funds for summer and winter arts animation. Socially Distanced activities enjoyed in 2020 would not be possible, such as the Riverwalk Lawn performances, Tree-o in the Blue River, the Summer Drive-In Series, free outdoor family activities and art demonstrations, and visual arts in/on Main Street.

Q. My family and I love to go to WAVE and my business is typically busy during the Festival. Can you just add it to the Community Activation and Animation (\$1.7M) scenario and swap out a couple of other programs?

A. That is not recommended. To fit the costs of WAVE in the \$1.7M scenario, almost all non-education programming would have to go. That modification would still cost the Town the same \$1.7M, it would increase the spend of BCA reserves, and in the end the scenario would end up looking more like Baseline+WAVE with significantly less year-round arts activation.

Q. Why does BCA have a 2020 surplus?

A. BCA was careful and prudent to manage a reduced budget and to plan for additional shortfalls, including a second reduction of funding by the Town in 2020. With the diminishing likelihood of a second round of grant reductions from the Town in 2020, BCA can reallocate those funds for future programming and/or cash reserves. In addition, BCA had unexpected staffing reductions that contributed to the surplus.

Q. Why does BCA need a cash reserve?

A. For a not-for-profit organization its size, BCA is undercapitalized. In the case of unexpected shortfalls, significantly increased expenses, or even the planned expense of funds at the end of the year, BCA does not have cash reserves to lean on to manage cash flow. Similarly, a significant reduction in funding or shortfall at the wrong time of the year could prove challenging, since approximately half of the company's budget is allocated to Town facilities maintenance and readiness.

Q. If COVID get worse and all of 2021 looks like it did this summer, what does that mean for BCA programming?

A. It depends on the level of commitment from the Town. If the Town opts for the Baseline+ funding model, there is very little ability for BCA to modify the funds allocated for workshops. Classes will continue outdoors when possible, and indoors in facilities where public health guidelines will permit. If the Town funds one of the other proposed scenarios, BCA will have the staff and resources to pivot, adapt and partner similar to what was done in 2020.

Q. What if things get better in the first half of the year? Can BCA scale up more quickly?

A. There are no specific funds for an early re-open with large scale programming in any of the budget scenarios. However, the \$1.7M and \$1.8M scenarios offer BCA the most flexibility and resources to respond to a health and economic changing landscape.

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.

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.

GFOA (Government Finance Officer Association) - The GFOA, founded in 1906, represents public finance officials throughout the United States and Canada. The association's more than 20,000 members are federal, state/provincial, and local finance officials deeply involved in planning, financing, and implementing thousands of governmental operations in each of their jurisdictions. GFOA's mission is to advance excellence in public finance. GFOA established the Distinguished Budget Presentation Awards Program (Budget Awards Program) in 1984 to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting and then to recognize individual governments that succeed in achieving that goal.

Goal - A long-range desirable development attained by time-phased objectives designed to implement a strategy.

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. 25

SERIES 2019

A RESOLUTION ADOPTING THE 2020 BUDGET
AND MAKING APPROPRIATIONS THEREFOR; AND APPROVING THE 2020-2024
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 2020 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 2020-2024 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 2020 operating budget are approved and adopted. Such fees shall become effective January 1, 2020. Further, the Town Manager may implement any of the other fees and charges contained in the 2020 operating budget prior to January 1, 2020 if the Town Manager determines, in his judgment, that such early implementation is necessary or appropriate.

Section 4. This Resolution is effective upon adoption.

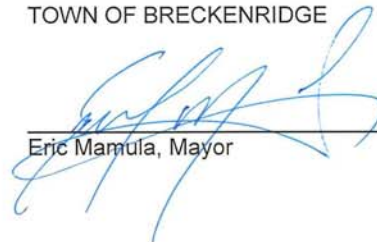
RESOLUTION ADOPTED AND APPROVED this 26th day of November, 2019.

ATTEST:

TOWN OF BRECKENRIDGE

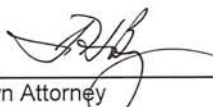


Helen Cospolich, Town Clerk



Eric Mamula, Mayor

APPROVED IN FORM



Town Attorney

11/26/19
Date



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Breckenridge
Colorado**

For the Fiscal Year Beginning

January 1, 2020

Christopher P. Morill

Executive Director