

TOWN OF AVON, COLORADO

2014 PROPOSED BUDGET

&

FIVE-YEAR CAPITAL IMPROVEMENTS PLAN



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TOWN OF AVON, COLORADO

2014 ANNUAL BUDGET

Prepared by:

Department of Finance

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TOWN OF AVON, COLORADO

2014 ANNUAL BUDGET

TOWN COUNCIL

Rich Carroll, Mayor

Todd Goulding, Mayor Pro Tem

Chris Evans

David Dantas

Jake Wolf

Jennie Fancher

Albert Reynolds

Town Staff

Virginia Egger, Town Manager

Patty McKenny, Asst. Town Manager/Director of Admin Services

Matt Pielsticker, Planning Manager

John Curutchet, Acting Recreation Director

Robert Ticer, Police Chief

Justin Hildreth, Town Engineer

Scott Wright, Finance Director

Gary Padilla, Road and Bridge Superintendent

Jane Burden, Transit Superintendent

Dan Higgins, Fleet Manager

*Cover Photo: West Avon Preserve
By Matt Pielsticker*

Town of Avon

2014 Annual Budget

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PROFILE OF THE TOWN OF AVON, COLORADO

The Town of Avon was incorporated in 1978 and is located in Eagle County, eight miles west of the Town of Vail and seventeen miles east of the Town of Eagle. The Town sits north of U.S. Highway 6, directly adjacent to the Beaver Creek Resort and is bisected by Interstate Highway 70 from east to west. The primary transportation route to and from Avon is I-70. Aviation services and transportation are available at the Eagle County Airport, 24 miles west of the Town. The Town provides bus transportation services within the Town and offers a high-speed gondola that provides direct access to Beaver Creek Resort. Avon is also served by the Eagle County Regional Transit Authority which provides bus service throughout Eagle County. Eagle County encompasses approximately 1,694 square miles and spans from the summit of Vail Pass to Glenwood Canyon. Approximately 80% of Eagle County's land is public – comprised of National Forests, wilderness areas, Bureau of Land Management properties, and state and local public lands.

The Town of Avon currently encompasses approximately 8¼ square miles. The 2010 Census reported a population of 6,447. This figure represents the permanent resident population. Total population increases significantly during the winter season.

The Town operates under the council/manager form of government. Policy-making and legislative authority are vested in the Town Council, which consists of a mayor and a six-member council. The Town Council is responsible, among other things, for passing ordinances, adopting the budget, and appointing a Town Manager, Town Attorney, Town Clerk and Municipal Judge. The Town Manager is responsible for carrying out the policies and ordinances of the Council, overseeing the day-to-day operations of the Town, and for appointing the heads of the Town's departments.

The Council is elected on a non-partisan basis. Council members are elected to four-year staggered terms with three council members elected in November, 2012, and the remaining four to be elected in November, 2014. The mayor and mayor pro-tem are elected from amongst the elected council members by a majority vote. The mayor presides at meetings of council and shall not vote until all other Council members present who are eligible to vote have had reasonable opportunity to vote. The affirmative concurring vote of four (4) Council members are required for the adoption of an ordinance, resolution, order for appropriation, approval of contract or approval of intergovernmental agreement.

The Town is a home-rule community empowered to levy a property tax on the assessed value of real property located within the Town. The Town collects a 4% sales tax on all retail sales, and a 4% accommodations tax on the lease or rental of hotel rooms, condominium units and other accommodations within the Town. The Town also collects a 2% real estate transfer tax on all sales of real property located within the Town. The Town has the power by state statute to extend its corporate limits by annexation, which is done periodically when deemed appropriate by the Town Council.

The Town provides a full range of municipal services including police protection; the construction and maintenance of parks, streets and roads, and infrastructure; recreational amenities and cultural activities and events; community planning and zoning; and general administrative services.

Annual Budget. The annual budget serves as the foundation for the Town of Avon's financial planning and control. No later than October 15th, the Town Manager submits to the Mayor and Town Council a proposed budget for the calendar year commencing the following January 1st. The budget is prepared by fund, department, program and project and includes information on the prior year, current estimates and requested appropriations and estimated revenues for the upcoming year.

The Town Council holds public hearings and may change appropriations except for expenditures required by law for debt service or for estimated cash deficits. No change to the budget may increase the authorized expenditures to any amount greater than the total amount of funds available. The Town Council must adopt the budget by resolution prior to December 15th. Once adopted, the Town Council may at any time, by resolution, amend the budget. In addition, the Town Manager may transfer part or all of any unencumbered appropriation balance among programs within a department. A department is defined by the Town as a distinct, principal or specialized division (e.g. the department of public works).

Expenditures may not legally exceed budgeted appropriations at the fund level. Budget to actual comparison are provided in this report for all funds and are presented at a lower-than-required level of control to facilitate detailed financial analysis.

Local Economy. Year-round tourism and winter recreation-related businesses account for a significant portion of the employment and earned income of area residents. Skier and snowboarder visits at Vail and Beaver Creek Resort account for almost 20% of the total such visits in Colorado. Vail was ranked in *SKI Magazine Reader's Resort Survey* as the #3 ski resort in North America for the 2012-2013 season, while Beaver Creek Resort was ranked 9th.

In addition to skiing and associated winter-time activities, the area promotes a number of summer activities. The Town of Avon sponsors numerous special events throughout the year to area residents and visitors including a 4th of July fireworks display; multiple sporting events, such as Colorado's annual Triple Bypass Bike Tour; and family-friendly activities like the Father's Day Fishing Derby. Avon's Whitewater Park, with three distinct water features, is also open all summer for boaters and spectators to enjoy. Offering several championship golf courses, Eagle County has earned a rating by *Golf Digest Magazine* as one of the top 40 golf communities in which to live. Other summer activities include hiking, horseback riding, bicycling, kayaking and rafting, as well as other recreational sports.

Town of Avon Organizational Chart

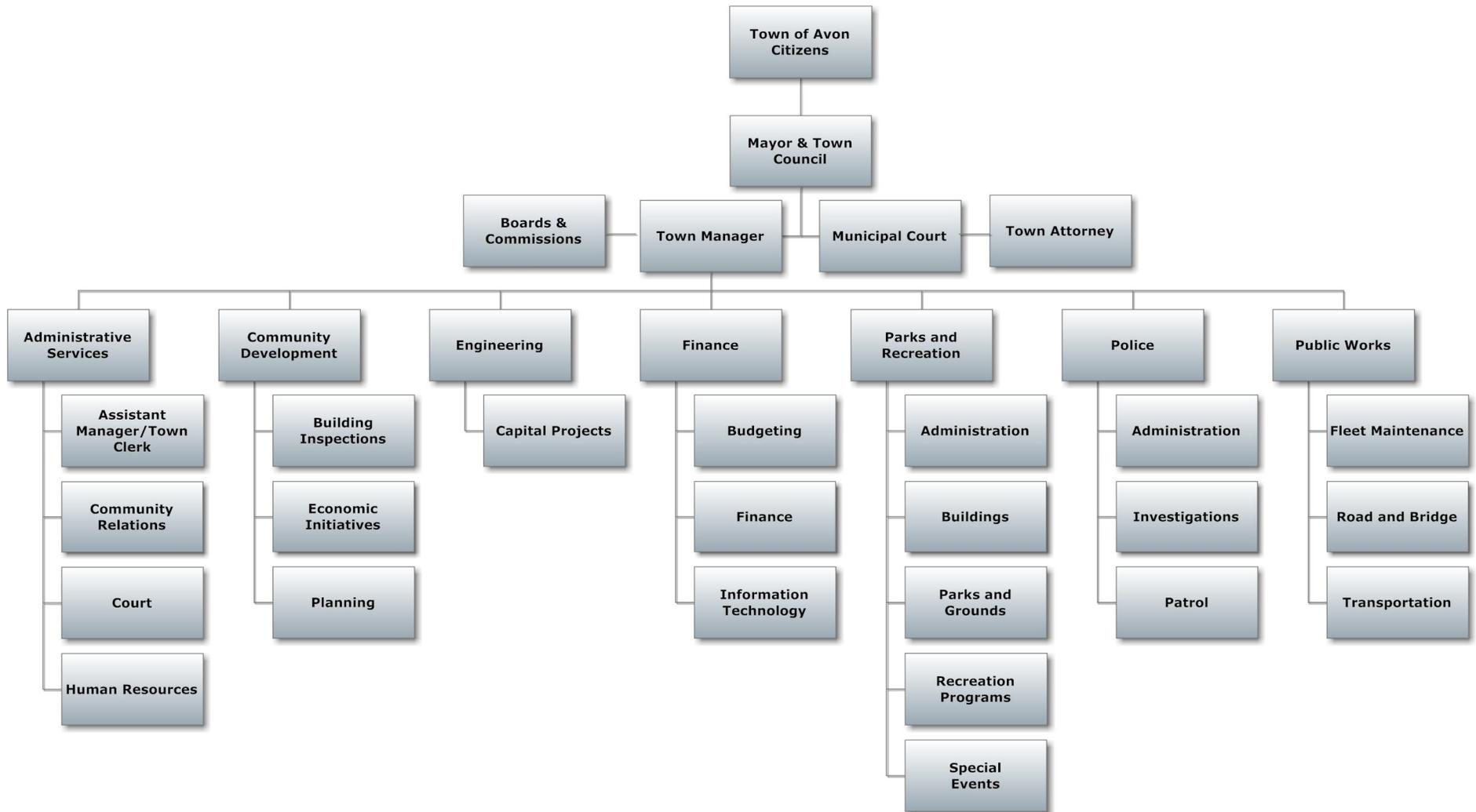


EXHIBIT A

2013-14 STRATEGIC PLAN 2014 WORK PLAN



Adopted by the Avon Town Council

Resolution 13-27, Series of 2013
September 24, 2013

Overview

The Town of Avon, surrounded by natural beauty, is today a strong community that will build on its strengths to become a nationally and internationally recognized year-round mountain resort community. Committed to providing a high level of municipal services for our citizens and visitors, and the stewardship of our natural resources, Avon will expand its cultural, recreational and educational offerings in partnership with our broader community and regional public and private sector agencies, thereby ensuring sustained economic vitality and a vibrant community experience.

Recent resort-oriented accommodations projects in Avon are of a higher standard than the Town attracted at its founding and in its early years. It is this superior level of quality development that Avon believes will be its comparative advantage in the future, and, therefore, will work to attract and promote these types of developments by ensuring Town plans and incentives are constructed in a manner which provides the development community clear and timely information; and by steadfastly maintaining a professional and solution-oriented municipal business.

The Town will continue to value and support our full-time and part-time resident population by providing an exceptional level of municipal services and by working to retain existing businesses as the Town seeks to expand its retail and commercial base, while fostering our sense of community through both our spirit and the built environment. The importance of vibrancy and activity within the Town will be supported by attracting an array of new and diverse cultural and recreational events to Avon which are in concert with the values of our community and serve to nurture a cohesive sense of place and public.

It is the Town of Avon's elected officials and staff commitment to fiduciary responsibility, effectiveness and efficiency in providing government services and a practiced belief in open and transparent governance that will lead the successful implementation of this vision for the growth and development of Avon.

Strategic Plan

Fiscal Years 2013 - 2014

Tier 1 Priority: Fiscal Year 2013-2014

- 1) Develop Business-like Practices and Culture of Town Hall – Ensure that Town government is operated as a “competitive” business and in a manner which is client-focused and solution-oriented, meeting the highest standards of fiduciary responsibility, implementing best practices, and using Town resources effectively and efficiently in every department.

Tier 2 Priorities: Fiscal Year 2013-2014

- 2) Economic Development – Ensure that the Town of Avon is prepared for new development and re-development. Evaluate Urban Renewal Authority expansion and other incentives to promote quality development of a high standard; update the *Avon Comprehensive Plan* as needed and work closely with the Planning and Zoning Commission to understand respective roles so that developers have a good sense of what can and what cannot be negotiated.
- 3) Village at Avon Partnership – Meet with representatives of the Village at Avon and the Traer Creek Metropolitan District to develop understandings and trust necessary for the future development of the Village. This outreach and communication is the responsibility of all elected and appointed officials and the employees of the Town of Avon.

Tier 2 Priorities: Fiscal Years 2013-2014

- 4) Special Events – Identify near term opportunities for special events and develop a longer term special events strategy. In March, hold a work session to establish the duties and membership of a Cultural Arts and Special Events Commission to lead this effort for the Town. Be spontaneous, when appropriate.
- 5) 2015 World Alpine Championships – Planning for all three phases of this internationally renowned event must be initiated: 1) Pre-event promotion and marketing; 2) Stellar events and promotion of Avon as a place to return to need to be produced during the event; and 3) Post-event requires a follow-up promotional plan to encourage and/or book guest return visits.

Tier 3 Priorities: Fiscal Years 2013- 2014

- 6) Water Issues – Identify water issues and develop a timetable and approach for resolution over the next year or two; manage what can be done against higher priorities.
- 7) Transit Consolidation – Avon should be a leader in working to provide a consolidated transit operation in the valley. With negotiations for 3rd parties in the new I-70 RTF needed, service availability in Fleet, plus planning for the 2015 World Cup, begin to build on these opportunities for a longer term cooperative partnership.

2014 Work Plan

Develop Business-like Practices and Culture of Town Hall

Tier 1 Priority: Fiscal Years 2013 & 2014

Leader: Mayor Rich Carroll

Staff: Town Manager Virginia Egger

Ensure that Town government is managed and operated as a “competitive” business and in a manner which is client-focused and solution-oriented, meeting the highest standards of fiduciary responsibility, implementing best practices, and using Town resources effectively and efficiently in every department.

1st Quarter January – March 2014

- 1.1 Revise performance evaluations to reflect cultural goals and attributes of high performing employees.
- 1.2 Implement 2014 budgeted IT improvements; including MuniRev and electronic employee payroll system to improve efficiencies
- 1.3 Finalize work plans for all departments for seasonal and 2014 budget operations
- 1.4 Hold a Council Retreat to review leadership, collaboration and communication
- 1.5 Review and provide amendments to the Municipal Code in regards to residency and for Council qualifications such as marital status
- 1.6 Prioritize a Wildridge seasonal wild land fire program, including summer “hot shot” staffing, land use regulations for new development to protect homes from wild land fire and community outreach for current home to amend residential landscaping.
- 1.7 Draft and finalize internal Town Hall and external community performance surveys to measure Town services and community desires (include questions in regards to *Comprehensive Plan* update
- 1.8 In June, distribute internal and external community surveys

2nd Quarter April – June 2014

- 2.1 Continue to review all Town departments to assess the necessity of tasks and functions, effectiveness and efficiency in meeting department responsibilities, staffing levels, and future needs; evaluate effectiveness of organizational changes implemented in 2013
- 2.2 Develop the 2014-15 Strategic Plan, and two year budget to implement the Plan
- 2.3 Schedule no less than four (4) staff training sessions on “competitive” business practices and fiduciary responsibility
- 2.4 By early June, collect and analyze internal and external community surveys

3rd Quarter – July – September 2014

- 3.1 Hold a Council Retreat to review survey results, Council leadership, collaboration and communication; update *Strategic Plan*
- 3.2 Mid-year 2014 budget review and amendment, if needed

4th Quarter October – December 2014

- 4.1 Review and update Strategic Plan
- 4.2 Budget preparation, hearings and adoption
- 4.3 Prepare 2015 Work Plans

2014 Work Plan

Economic Development

Tier 2 Priority: Fiscal Year 2013 & 2014

Leaders: Economic Development Subcommittee Councilors Todd Goulding and Chris Evans

Staff: Town Manager Virginia Egger, Community Development and Finance Department Staff

Ensure that the Town of Avon is prepared for new development and re-development. Evaluate the retail sale of marijuana and make a final determination on whether sales should be allowed. Evaluate URA expansion and other incentives to promote quality development of a high standard; update the *Comprehensive Plan* as needed and work closely with the Planning and Zoning Commission to understand respective roles so that developers have a good sense of public benefit expectations, incentives and minimum development requirements for critical project elements, such as parking.

1st Quarter January – March 2014

- 1.1 Director of Economic Initiative joins Town staff.
- 1.2 Establish a Town of Avon Economic Development Council for the purposes of supporting existing businesses in Avon and attracting new businesses and to support business vitality; develop an action plan.
- 1.3 Outreach to all Avon businesses to thank each for their commitment to Avon and to ask for their ideas on business support by the Town
- 1.4 Through the year, update website data base and revenue software/spreadsheet system to assist with statistical analysis of key metrics identification in collaboration with Avon businesses and regional economic development committees; understand the demographic characteristics of visitors to the region.
- 1.5 Determine whether the Town of Avon should approve the retail sale of marijuana:
 - 1.5.1 Collect information from the scientific community on the health benefits and risks of marijuana consumption.
 - 1.5.2 Identify possible appropriate locations for retail stores and zoning regulations
 - 1.5.3 Analyze the financial tax estimates from retail sales
 - 1.5.4 Define an education program for youth and adults in regards to legalized marijuana sales
- 1.6 Review and update the Town's Private-Public Partnership Policy and investment Policy, as needed.
- 1.7 Implement the Town "brand".
- 1.8 With Beaver Creek and other stakeholders, finalize a town-wide Parking and Transportation Plan, including bicycle, pedestrianization, vehicle and alternate transit modes. The Plan should be developed in concert with the Planning and Zoning Commission (PZC) and reviewed by the public prior to Council's adoption action. This Plan may extend into the 2nd Quarter
- 1.9 Review *East Avon Town Center Plan* with PZC and owner of properties in the Plan to identify pro/con of the plan and to establish the priorities of both developer and Town in East Avon redevelopment. Begin Plan amendment, if needed.
- 1.10 Develop the scope, public process, schedule for commencement and completion of the *Comprehensive Plan Update*. including development of questions for the Community Survey, (June/August 2014)
- 1.11 Process Annexation and Zoning applications, including surveying and public notification requirements, for the 85.99 acre "Village Parcel" deeded to Town through the Eagle Valley Land Exchange of 2013.
- 1.12 Negotiate and finalize multi-year Comcast Franchise Agreement

Economic Development - continued

Tier 2 Priority: Fiscal Year 2013 & 2014

2nd Quarter April – June 2014

- 2.1 Compile “Avon Business Summary Report”, which provides information about the characteristics of Avon’s various business sectors, including inventory of retail and commercial spaces occupancy and vacancy data, and leasing rates, to use as basis for partnering with the business community in attracting and expanding business in Avon.
- 2.2 Create marketing package for new business development.
- 2.3 Research and evaluate opportunities and structure for creating an Avon Creative Arts District.
- 2.4 If requested by the Town Council, evaluate expansion of URA into other qualified areas of Avon; if URA expansion is desirable, solicit RFQ and identify budgetary needs
- 2.5 Identify with the Planning and Zoning Commission 2014 Code amendments, including “clean-up” of definitions, charts, etc. identified through use of the Code over the past year and sections which should be updated, and sections which should be updated, such as the sign code. Evaluate whether Wildridge should be “zoned” rather than continuing to have a PUD Zone for the development.

3rd Quarter & 4th Quarter – July – December 2014

- 3.1 *Comprehensive Plan* Update; *East Avon Plan* Update – continuing public meetings and recommended changes.
- 3.2 Complete Code Clean-up
- 3.3 Evaluate opportunity for a “sister city/ international city” partnership

2014 Work Plan

Village at Avon Partnership

Tier 2 Priority - 2014

Leaders: Traer Creek Liaison Appointees Dave Dantas and Jennie Fancher
Staff: Town Manager Virginia Egger, Public Works, Parks,
Community Development and Engineering Staff

Meet with representatives of the Village at Avon and the Traer Creek Metropolitan District to develop understandings and the trust necessary for the future development of the Village. This outreach and communication is the responsibility of all elected and appointed officials and the employees of the Town of Avon.

- ✓ Throughout the year, Liaison Appointees and Town Manager will meet with Traer Creek principals to discuss current issues and opportunities.
- ✓ Town staff will finalize in the 1st Quarter the collection, consolidation and organization of all Village at Avon documents, agreements and assignments within Town Hall. This project is considered 90% complete.
- ✓ The Community Development Department will be the primary contact and responsible party for understanding and managing the Village at Avon settlement agreements, including “user” summaries of all definite dates and responsibilities of the Town of Avon.
- ✓ Implement the determined actions by the Avon Town Council in the 4th Quarter of 2013.

2014 Work Plan

Special Events

Tier 2 Priority – Fiscal Years 2013-2014

Leaders: Councilors Jake Wolf and Buz Reynolds

Staff: Town Manager Virginia Egger and Parks and Recreation Staff

Identify near term opportunities for special events and develop a longer term special events strategy. In March, hold a work session to establish the duties and membership of a Cultural Arts and Special Events Commission to lead this effort for the Town. Be spontaneous, when appropriate.

Beaver Creek Resort, with its recreational and cultural activities, is an important economic driver of the Avon economy, offering a vast array of amenities which add to the richness of the day-to-day life of Avon residents, the community and tourists. Avon will work closely to further build the relationship with Beaver Creek Resort Company and Vail Resorts that supports business brands, the tourist economy and community offerings, including but not limited meeting the transportation, security and amenity needs of a mature resort and community.

1st Quarter January – March 2014

- 1.1 Establish a *Cultural, Arts and Special Events Commission* to promote and assist with the production of recreational, cultural, educational and social events; refine and develop a Special Events Strategic Plan with the participation of the business community
- 1.2 Support the WinterWonderGrass Festival under the terms of the approved agreement; analyze ROI & ROO (return on objectives) within 60 days of the event
- 1.3 Finalize design and construction bid documents for the Pedestrian Mall improvements

2nd Quarter April – June 2014

- 2.1 Implement actions for Summer 2014 Special Events
- 2.2 For all events; analyze ROI/ROO within 60 days of the event
- 2.3 Commence construction of Pedestrian Mall; expected completion date is November, 2014

3rd Quarter – July – September 2014

- 3.1 Implement actions for Fall 2014 new Special Events, analyze ROI within 60 days of the event
- 3.2 Solicit funding requests for 2015 Special Events: *Cultural, Arts and Special Events Commission* will recommend funding levels to Town Council

4th Quarter October – December 2014

- 4.1 Implement actions for Winter 2015 Special Events, analyze ROI/ROO within 60 days of the event
- 4.2 Budget for 2015 Special Events

2014 Work Plan

2015 World Alpine Championships – February 3 – 15, 2015

Tier 2 Priority: Fiscal Years 2014-2014

Leader: Mayor Rich Carroll and Mayor Pro Tem

Staff: Town Manager Virginia Egger, Transportation,
Police and Parks and Recreation Staff

Planning for all three phases of this internationally renowned event must be initiated: 1) Pre-event promotion and marketing; 2) Production of stellar events and promotion of Avon as a place to return to need to be produced during the event; and 3) Post-event requires a follow-up promotional plan to encourage and/or book guest return visits.

1st Quarter January – March 2014

- 1.1 Identify Town staff participation to date and current participation activities
- 1.2 Advance *Après Avon* program with Vail Valley Foundation Ceil Folz
- 1.3 Commence design and bids for 2015 capital projects: Avon Road paving and divider improvements; Rec Center improvements and monument sign
- 1.4 Meet with representatives of Avon lodging community to discuss opportunities for 2015
- 1.5 Finalize comprehensive action plan for special events, marketing, logistics, security, sponsorship, partnerships

2nd Quarter & 3rd Quarter – April – September 2014

- 2.1 Commence implementation; including final funding and logistics
- 2.2 Evaluate value of promotional video and social media in marketing Avon

4th Quarter October – December 2014

- 4.1 Continue implementation of plan

2014 Work Plan

Water Issues

Tier 3 Priority: Fiscal Years 2014-2014

Leaders: Mayor Rich Carroll and Councilor Todd Goulding

Staff: Town Manager Virginia Egger,
Engineering Staff and Special Water Counsel

Identify and water issues and develop a timetable and approach for resolution over the next two years; manage what can be done against higher priorities.

1st Quarter January – March 2014

- 1.1 Review and update the Upper Eagle River Water Authority and Town of Avon 2013 Work Program. Seek to resolve all issues by November 1, 2014.
- 1.2 Organize water and wastewater documents and files at Town Hall; institutionalize knowledge. This project is 95% complete.
- 1.3 Continue with the Water Authority, Avon representatives and Mountain Star residents to reach resolution of the Mountain Star water tank, fire flow, irrigation and system delivery issues.
- 1.4 Schedule with Council and Water Authority representatives a program to develop and adopt solutions for needed amendments to the Master Water Agreement; plan to adopt changes no later than November 2014. These changes include the use of unallocated water held by the Authority and water conservation planning. With the Water Authority, develop an understanding of how water rights and water use are accounted for and develop a process for future transactions.
- 1.5 Resolve Avon Drinking Water Facility fenced area for ownership and/or lease to the Water Authority. Evaluate and remediate liability concerns, if any, for Avon Drinking Water Facility fenced area with the Water Authority. Deadline for resolution: September, 2014.

2nd Quarter April – June 2014

- 2.1 Participate as a member of the Urban Run-off Group and request that Avon is granted an Executive Committee appointment. Participate with the Group to understand activities and possible 2014 funding request for a *Gore Creek Water Quality Improvement Plan*.

3rd Quarter – July – September 2014

- 3.1 Draft and execute an agreement with the ERWSD for long term cost sharing and O&M responsibilities of the Heat Recovery System.
- 3.2 Review the basis for the Avon's water fees, which are assessed in addition to those tap fees and operational fees assessed by the Water Authority.

4th Quarter October – December 2014

- 4.1 Schedule 1) ERWSD presentation of its 20-year wastewater infrastructure master plan, including possible rate increase needs and Town's 1041 requirements; and 2) Water Authority and ERWSD presentation on Eagle Mine's metal loading issues on the Eagle River.

2014 Work Plan

Transit Consolidation

Tier 3 Priority – Fiscal Years 2014-2014
Leaders: Councilors Buz Reynolds and Jake Wolf
Staff: Town Manager Virginia Egger,
Public Works Director and Transit Division Staff

Avon should be a leader in working to provide a consolidated transit operation in the valley. With negotiations for 3rd parties in the new I-70 RTF needed, service availability in Fleet, plus planning for the 2015 World Cup, begin to build on these opportunities for a longer term cooperative partnership.

1st Quarter January – March 2014

- 1.1 Continue to advocate for an AGS station in Avon
- 1.2 Throughout the year, fully participate in regional transportation and parking forums and in CDOT I-70 corridor planning

2nd Quarter April – June 2014

- 2.1 Market to other potential clients for bus/vehicle storage and Fleet Services
- 2.2 Evaluate transit services for FY 2015 and opportunities for regional efficiencies
- 2.3 As appropriate, participate in Regional Collaboration efforts on transit

3rd Quarter – July – September 2014

- 3.1 Finalize I-70 RTF lease agreements for 100% year-round occupancy
- 3.2 Assess demographic characteristics of bus riders and how best to disseminate information about transit service and about the Town
- 3.3 Develop consolidation plan as deemed feasible with ECO

4th Quarter October – December 2014

TBD

TOWN OF AVON
2014 SITUATIONAL ANALYSIS
Impacts Affecting the Budget

The situational analysis is intended to communicate short-term factors that may influence the decisions that will be made in the final development and approval of the 2014 budget. Below is a matrix of issues identified by staff that may affect the Town as part of its budget planning process. Early identification allows the Town to be proactive during budget development.

Items	Impact	Strategy
REVENUES		
<p>Property Taxes The preliminary certification of values indicates that the Town's gross assessed value declined by 9.5% in 2013.</p>	<p>General Fund revenues will decline by approximately \$140,106. Debt Service property tax rates could increase slightly.</p>	<p>Make every effort to incorporate the property tax reduction into reducing General Fund expenditures.</p>
<p>Sales Tax Revenues Year-to-date sales tax revenues are up 15.93% from the same period last year.</p>	<p>Through July, sales tax revenues are over budget by a total of \$331,731.</p>	<p>Continue to encourage new businesses, ease the administrative burden of licensing and sales tax reporting by offering on-line filing.</p>
<p>Accommodation Tax Revenues Year-to-date accommodation tax revenues are up 25.13% from the same period last year.</p>	<p>Through July, sales tax revenues are over budget by a total of \$80,180.</p>	<p>Continue to encourage new businesses, ease the administrative burden of licensing and sales tax reporting by offering on-line filing.</p>
<p>Real Estate Transfer Tax Year-to-date revenues are tracking with the budget. Two large commercial transactions have occurred. Prices seem to be increasing, especially at properties such as the Riverfront and the Ascent. Volume still is not as high as in previous years.</p>	<p>For 2014 there does not appear to be either a positive or negative impact. The variance to budget should be minimal.</p>	<p>Continue to analyze the base level of RETT based on past history and use this for funding most ongoing CIP projects. Identify new development as way of funding some discretionary CIP projects.</p>
EXPENDITURES		
<p>Personnel By reviewing positions as they have become vacated, and through some reorganization of departments, there have been significant budgetary saving identified.</p>	<p>2013 budget savings from either vacant positions that have not been refilled or have been replaced in non-supervisory capacities total approximately \$480,000 and include the following positions: Community Development Director, Public Works Director, GIS Programmer, Recreation Director, Buildings Superintendent, and R/B Operator.</p>	<p>Continue to review vacant positions for potential savings and work efficiencies prior to re-hire.</p>
<p>Employee Compensation Town staff is currently working on a step program for compensation. The program consists of job classifications, each broadly defined in law in terms of work difficulty, responsibility, and the qualifications required for performance. A salary range from 5-7 steps is provided for each classification. To qualify for advancement to the next higher step, an employee must demonstrate work at high level of competence</p>	<p>Staff is currently evaluating the 2014 budgetary impacts.</p>	<p>Implementation of a pay-for-performance step program for 2014 with a long-term commitment toward the program, including annual market surveys, employee evaluations and funding.</p>

TOWN OF AVON
2014 SITUATIONAL ANALYSIS
Impacts Affecting the Budget

<p>Special Events As part of the Town Councils' strategic plan, the Town is seeking to identify near term opportunities for special events and develop a longer term strategy in this area.</p>	<p>The Town has made a commitment to Winter Wondergrass in 2014 for \$50,000 in cash support and \$25,000 in in-kind services.</p>	<p>Continue to identify opportunities for special events. Establish a Cultural, Arts and Special Events Commission Budget for signature event seed money</p>
OTHER		
<p>Traer Creek Settlement The Traer Creek Settlement is on-going and may continue into 2014.</p>	<p>Add-on Retail Sales Fees of approximately \$750,000 per year have yet to begin to be collected. In addition, attorney fees continue to accrue at a high rate. Attorney fees for litigation could be in the range of \$500K to \$1 million if settlement is not reached.</p>	<p>If litigation is pursued, fund attorney fees from Town's reserves/unencumbered fund balance.</p>
<p>Economic Conditions Economic growth in Colorado for the next two years is estimated to be approximately 4% centered around Denver and the tourism-based mountain areas. Every industry except natural resources and mining, information and financial activities is seeing year-over-year employment growth. Sectors with the largest growth are construction, professional and business services and leisure and hospitality.</p>	<p>The job growth rate is expected to continue to rise to about 2.5%. Job growth will help drive Colorado's economic recovery, adding single-family and multi-family demand. Tourism continues to experience growth coming off an extended late season snowfall that helped drive sales and accommodation tax revenues in the spring after a slow early season start.</p>	<p>Continue to analyze the Colorado economy in order to assist Town Council and staff with projections.</p>
<p>Economic Development The construction of the Wyndham Hotel is underway with completion schedule for fall, 2015. Osprey Capital, the holding company of the Hoffman family, has acquired over 250,000 square feet of leasable commercial space within the core of Avon.</p>	<p>Based on staff financial models, the project will generate approximately \$145,000 in additional annual property tax incremental revenues for the URA, an additional \$91,721 annually in timeshare amenity fees, and over \$5 million in real estate According to the Company, over \$100 million will be invested in Avon in these properties. This should have a positive impact of attracting new businesses, increasing property values, and generally benefitting the downtown community of Avon.</p>	<p>Develop Lettuce Shed Lane improvements with owner Staff should continue to work with the owner to identify opportunities for redevelopment and to promote Special Events.</p>
<p>2015 World Alpine Championships Planning for this event continues into 2014.</p>	<p>Town's current commitment is \$50,000 annually, through 2015. Possibility of additional events. Cost is not known at this time.</p>	<p>Budget estimates will be submitted during the 2014 budget process for Apres Avon events.</p>
<p>Fund Balances and Contingencies Staff is proposing a revision of the fund balance policy and to establish a contingency in the General Fund for unanticipated events.</p>	<p>A general contingency of approximately 2% or \$250,000 would be proposed to be included in the General Fund. Using the budget approval process, fund balance reserves and commitments would be identified.</p>	<p>Amend the current fund balance reserve policy to allow for a General Fund contingency, along with a revision of the percentage of unassigned reserves required and a procedure for set aside of rainy day funds.</p>



January 1, 2014

Mayor, Town Council and Avon Residents:

We are pleased to present the Town of Avon Annual Budget (budget) for fiscal year 2014. The budget presents the Town's stable fiscal position and continues the conservative budgeting approach that has enabled the Town to provide high-quality services and programs during the economic downturn of the past five years and the slow economic recovery now being experienced in Avon and across Colorado and the nation.

The budget reflects a continued commitment to high standards in public service and daily focus on efficient service delivery, with funding supporting the highest community priorities. It supports master plans accepted by elected and appointed officials, brings staff salaries up to market levels, expands funding for investments in economic vitality initiatives to strengthen the local economy, and supports community-based nonprofits in service to youth and adults.

This document provides a detailed description of the Town's investments, with available resources, for Town operations and capital projects. Included in this description is information on the Town's organizational structure, historic and projected revenues and expenditures, and explanations for how funding decisions are guided. The document also includes a detailed five-year plan for major capital project investments. The budget was adopted by the Town Council on November 26, 2013, after a series of work sessions and public hearing were held.

Strategy and Priorities

The 2014 budget is guided by the *2013-2014 Town of Avon Strategic Plan*, which was updated and approved by the Town Council on September 24, 2013. In addition, the Town continues to pursue and implement strategies for revenue stabilization and expenditure control by working closely with departments on 360 operational reviews and has placed increased emphasis on prioritized expenditures.

Priority Based Budget

The 2014 budget represents the first year effort in developing a Priority Based Budget (PBB) as a tool for strategic decision-making in funding programs and services to best ensure effective use of the Town's limited resources. This initial step is intended to evolve over the next couple of budget years to provide more expenditure information so the relative importance of individual programs and services can be prioritized within and across departments.

The implementation of the PBB required budget narratives which describe discrete and specific activities and/or operations for each Town Fund. Each operation is then quantified in terms of estimated personnel and nonpersonnel costs providing a total cost for the operation. It is noted that 2014 estimates are generally best knowledge estimates and not quantified based upon historic data.

Performance Metrics

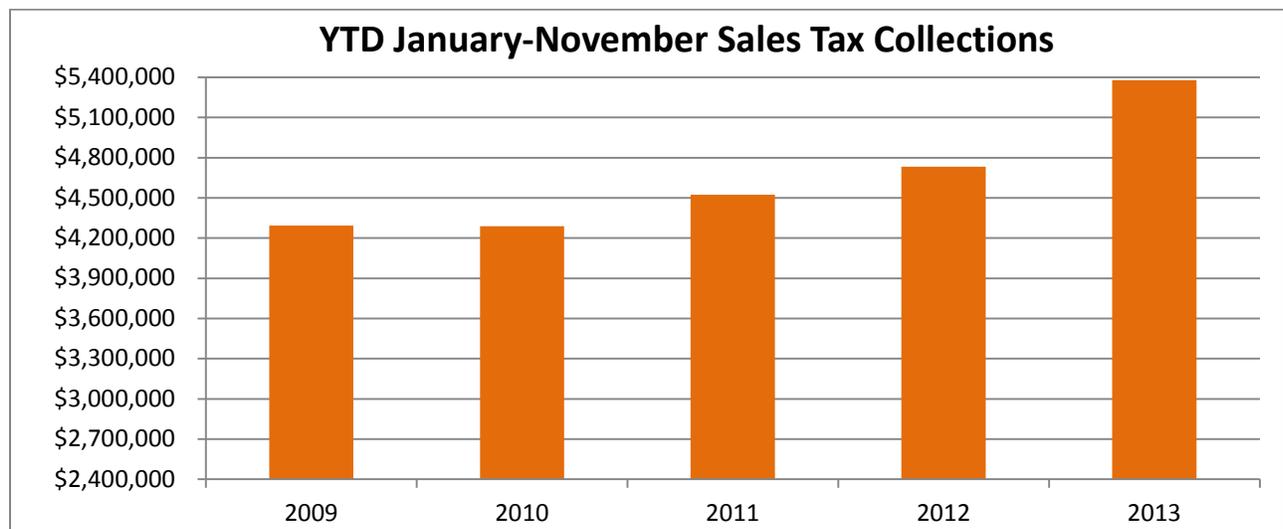
In addition to the budgets being described and quantified as activities and operations, “performance metrics” for each of the operations are included. Performance metrics are constructed to encourage performance improvement, effectiveness, efficiency, and appropriate levels of internal controls. The results are intended to help all departments incorporate “best practices” into each operation. The incorporation of performance metrics is, likewise, a first time delineation of how department effectiveness will be quantified. The metrics, and the use of the results, are expected to evolve as Avon municipal government becomes more adept in defining, using and amending these measurements.

Budget Overview

Property Tax and Sales Tax Collection

The Town’s net assessed valuation declined by 7.58%, in 2013, to a total value of \$166,734,780. The Town’s mill rate for general operating purposes will remain at 8.956 mills, while the mill rate for debt service will increase from 3.027 to 3.302 mills. This increase is required for property tax collections in the Debt Service Fund to cover 2014 debt service.

Sales tax and accommodations tax revenues for 2014 are both budgeted to grow 4% over the revised 2013 estimates. These revenue sources were revised up from the original adopted 2013 budget due to a strong year and a continuing growth.



All Funds: The Town's total 2014 appropriations for all Funds equal \$26,641,177. Total estimated revenues for 2014 are \$23,276,307, and estimated total ending Fund Balances are \$11,682,699. Expenditures exceed revenues due to the allocation of Fund Balances in the Water Fund, Urban Renewal Fund, Community Enhancement Fund, and Capital Projects Fund for capital improvement projects into the 2014 spending line items.

Taxes make up 64.02% of estimated operating revenues, with charges for services making up 18.80% and intergovernmental revenues 13.35%. Capital improvements and equipment replacement constitute the highest percentage of expenditures at 24.55%, with parks and recreation at 16.16%, transportation and fleet maintenance expenditures at 14.25%, public safety at 11.93%, general government/finance at 12.79% and public works, engineering, and utilities 9.41%.

General Fund: General Fund revenues are budgeted at \$12,642,863 in 2014, with taxes accounting for the majority of the money (\$9,513,185; 76.74%). Sales and accommodation tax collections represent 78.01% of total taxes, with general property taxes representing 15.53%.

Appropriations for 2014 General Fund operating expenditures total \$11,459,429. Expenditures for parks and recreation make up the largest portion (32.10%), with general government expenditures at 24.97%, public safety 23.70%, public works 14.87%, and community development 4.36%.

Fund balances are budgeted to increase by \$6,434 to a total estimated ending balance of \$4,152,573 for 2014. The estimated ending fund balance represents 32.86% of 2014 General Fund appropriations or the equivalent of four (4) months of operations. The Town, as a resort community, retains this level of fund balance because of its heavy reliance on sales and property tax revenues, which can fluctuate due to the weather conditions related to winter snowfall and drought periods, the national economy, and general tourism demand. The Town's fund balance provides the resources necessary to be more adaptable to the short-term financial environment and reduces the need for long term capital financing.

Stabilization Balance & Reserve Policy - The General Fund summary includes a GASB 54 allocation of reserved and unreserved fund balances establishing a 25% minimum reserve balance for the General Fund and recognition of a component of unreserved fund balance in the form of a stabilization designation. In addition, there are two assignments of 2014 Fund Balances: \$225,000 for Special Events; and \$200,000 for the 2015 World Alpine Ski Championships.

Capital Projects Fund: Capital improvements spending in the Capital Projects Fund is budgeted at \$6,391,154 in 2014. Major projects include Mall Improvements of \$1,600,000; and, \$900,000 and \$725,000, respectively, for the US Hwy 6 Trail Projects – Avon Road to Post Blvd and the Eagle River Bridge at Avon Road. Appropriations have also been made for annual paving and road improvements, Nottingham Park restroom remodeling, and a water slide replacement for the Avon Recreation Center.

The Town collects a 2% tax on the sale price of real property within the Town. These monies are dedicated to capital improvement projects. Real estate transfer tax collections totaled \$1,707,648 in 2012, are estimated at \$1,500,000 for 2013, and are budgeted to increase in 2014 to \$1,600,000. Demand appears to be growing for residential and retail/commercial real estate, and local construction contractors indicate a growing demand for work in Eagle County.

Debt Service Fund: Appropriations in the Debt Service Fund equal \$1,264,352 for 2014. Revenues for payment of debt service come from property tax revenues, including tax increments, sales tax revenues and interest earnings.

Transit Fund: Appropriations for the Transit Fund, an enterprise fund, total \$1,697,892 in 2014. Revenues in support of the expenditures include \$907,000 from a 2014 General Fund operating subsidy; property taxes of \$39,999 from General Improvement District No. 1; charges for services from Beaver Creek of \$90,000 for skier and evening restaurant shuttles, \$43,632 for the lease of bus parking spaces to ECO, and \$4,000 in advertising revenues. Additional revenue of \$222,252 is projected in 2014 from servicing vehicles in the new large vehicle wash bay in the Avon Regional Transportation Facility by both third party and Town departments. Additional support of \$59,178 from the Transit fund balance is budgeted in 2014 to balance revenues and expenditures. The total estimated ending fund balance is \$476,885.

Fleet Maintenance Fund: A second enterprise fund, Fleet Maintenance, has budgeted operating revenues of \$1,299,935 from charges for services provided to both third parties and Town departments. An additional \$150,000 in other sources is provided through a General Fund operating transfer. Expenditures are estimated at \$1,544,942, with an appropriation from the Fleet Maintenance fund balance of \$96,207, needed to balance the 2014 budget, as a result of a conservative third party revenue forecast. The total estimated ending fund balance is \$208,620.

Other Funds: The Town Center West, Urban Renewal, Community Enhancement, Water, Affordable Housing and Facilities Reserve Funds provide for the accounting of dedicated revenues to specific types of expenditures. Revenues to these funds generally are aggregated over a period of years into their respective fund balances, and then spent for prioritized capital projects through a transfer to the Capital Projects Fund.

2014 Budget Expenditure Highlights

In addition to the long-term emphasis on conservative revenue projections, the 2014 budget has been developed to address priorities with a major emphasis on the following:

- **Maintain health insurance contributions and increase employee salaries to market levels.** In 2013, an employee benefits and compensation committee made up of the Town Manager and 14 other employees representing each department, the demographic mix of staff and tenure, met to review compensation and benefits provided to Town staff. The committee reviewed a number of components that made up the 2013 compensation and

benefits programs. Based upon that review and input the following items were included in the 2014 budget.

- Salary ranges were adjusted based upon a market survey of similar local governments. The last range adjustment was in 2009. In addition, a salary step program was implemented in order to attract and retain employees. The estimated cost of the implementation of the step program and adjustment of ranges in 2014 is \$151,551.
- A Wellness Program, which is intended to promote healthier lifestyles and reduce medical costs, will be implemented over three (3) years, commencing in 2014.
- The Town of Avon employee share of health insurance premiums are maintained at 2013 contribution levels.

Total personnel costs for 2014 will increase approximately 5.7% from 2013, remaining approximately \$1 million below the 2008 level.

▪ **Provide investments in the community to support the economy, education and the environment.**

- *Community Support and Funding.* In August, application materials, including review criteria, for funding requests from outside agencies were advertised for 30 days. A staff committee reviewed and rated the applications received and made recommendations to the Town Council for funding. Support funding for some of the more significant programs and agencies approved in the 2014 budget are as follows:
 - \$200,000 towards the Castle Peak Senior Care Community, which is a 64-unit skilled nursing and assisted living facility to be constructed in Eagle and operated by Augustana Care. The Eagle County Commissioners, in partnership with representatives from Augustana, requested the donation to assist with the capital campaign.
 - \$17,500 for the Walking Mountains Science Center.
 - \$90,000 for the Vail Valley Foundation for the 2014 World Cup and the 2015 World Alpine Ski Championships.
 - \$30,000 for the Eagle Air Alliance
- *Economic Development.* The Town's *2013-14 Strategic Plan* elevates economic development initiatives as a priority in order to be prepared for new development and re-development. In summer 2013, Town staff ad hoc committee researched other successful economic development programs. Local businesses and stakeholders were engaged. Staff's research found that successful programs were managed by one point of contact (i.e. Director of Economic Development). In addition, the most successful programs enjoy guaranteed funding and, in resort-oriented areas, a strong 'brand' was listed as one of the most critical assets. From this work, the Council has supported the following initiatives:
 - *Director of Economic Initiatives.* The 2014 budget includes funding for the hiring of a Director of Economic Initiatives, who will work directly to retain and attract Avon businesses, identify and promote special events, and implement the Town's brand.

- *Branding.* Through a RFP process, Origin Design & Communications Ltd, from Whistler, Canada, was selected as the best firm to assist the Town with developing its municipal brand and marketing implementation strategies
 - *Special Events.* The Town’s investment in special events is thought to be one of the most important uses of Town revenues over the next several years in order to provide interest and vitality for the Avon community and our guests, all with a view to increasing lodging and retail sales. A significant investment in “seeding” new events was approved for 2014, which includes a total of \$225,000 assigned from General Fund Balance for potential new events. Proposals for producing new signature events are under review and will be presented to Town Council in early 2014. In addition, \$200,000 is assigned for events related to the 2015 World Alpine Ski Championships.
- **Implement Master Plans**
- *Major Capital Projects.* Major capital improvement projects for 2014 include the following:
 - \$2.1 million in improvements to Avon Road and the Town Center West mall. The project goal is to enhance the overall pedestrian experience of the mall by improving landscape, paving, site furnishings, signage, and lighting and establishing better spatial relationships with surrounding properties. These improvements will elevate the setting, image and appeal of Town Center by establishing a more successful pedestrian connection between east Avon and the civic area of Town, which includes Nottingham Park, the Recreation Center, and the Avon Library.
 - Eagle Valley Trails - \$1.625 million. Two projects, the Eagle River Bridge at Avon Road and the Avon Road to Stonebridge trail segment will connect the existing Eagle Valley Trail on the north side of the Eagle River to trail segments being constructed on the north side of Hwy 6.
 - Avon Recreation Center improvements of \$160,000 to replace the waterslide, remodel the showers and replace the concrete pool deck.
 - Nottingham Park restroom replacement - \$275,000. This project will remodel the existing restrooms in the park.

2013 Budget Expenditure Highlights

- *Avon Regional Transportation Facility.* Completed in the fall of 2013, the Avon Regional Transportation Facility allows the Town of Avon and Eagle County’s ECO Transit to more efficiently deliver transportation services through increased capacity and mobility. The joint-use facility accommodates indoor parking for 24 buses with outdoor parking for four more, a large-vehicle wash and service bay, money room, break room, and radio dispatch office. Approximately 6,000 square feet of office space will be used transit operations and public works, and will also be leased to other agencies.

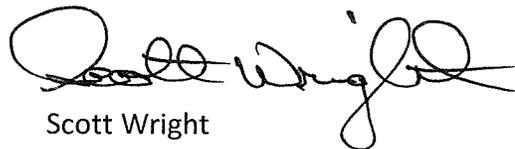
- *Eagle Valley Land Exchange and West Avon Preserve.* In June of 2013, various stakeholders celebrated the completion of the Eagle Valley Land Exchange with the dedication of the West Avon Preserve – a 478 acre parcel of new open space between Wildridge and Singletree. A second open space parcel of 85.99 acres, located on the north side of Interstate-70 near Post Boulevard, was also transferred to the Town. Both parcels will be managed as open space by the Town of Avon. The successful land swap brings a myriad of benefits to the citizens and guests of Avon and Eagle County, including expanded outdoor recreation opportunities and publicly accessible trails; permanent conservation protections for critical landscapes and view-sheds, including open space buffers between towns and neighborhoods.
- *Recreation Center Expansion.* In 2013, the Town Council reviewed capital facilities opportunities for funding major projects as current long-term debt is paid-off. As a result, the Council forwarded to the November ballot a proposal to extend current property taxes, which will soon be paid off on the Avon Road roundabouts, to expand the Avon Recreation Center and improve Nottingham Park facilities, in the amount of \$12.5 million. The proposed improvements were designed to implement major elements of the adopted recreation and parks master plans, and enhance Nottingham Park for hosting cultural and recreational activities. The proposal was narrowly defeated. Town Council plans to bring the ballot proposal back in 2014.

None of this effort would have been possible without the continuing support and direction of the Town Council. As representatives of the public interest of the Town of Avon, each member has spent a considerable amount of time and energy in governing the process of preparing this document. In addition, preparation of the annual budget requires a significant effort on the part of department directors and the staff. The staff's commitment to financial management and efficient and effective operations and services is the key to making the most of every taxpayer dollar spent. Thank you to all who participated in this effort.

Respectfully submitted,



Virginia Egger
Town Manager



Scott Wright
Finance Director

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TOWN OF AVON DESCRIPTION OF FUNDS AND BASIS OF BUDGETING

The Town of Avon provides an extensive range of municipal services. The following is a description of the Town's funds with major revenue sources listed.

Fund	Fund Type	Purpose	Major Revenue Sources
General Fund	General	The Town's primary operating fund. It is used to account for all activities of the Town not required to be accounted for in some other fund.	General property taxes, sales taxes, utility taxes, lodging taxes, franchise fees, licenses & permit fees, intergovernmental revenues, recreation charges, fines & forfeitures, investment earnings, other miscellaneous revenues.
Avon Urban Renewal Fund	Special Revenue - Major	Used to account for the activities of redevelopment that are undertaken by the Avon Urban Renewal Authority, including issuing debt and constructing public improvements.	Property tax increment revenues, bond proceeds
Water Fund	Special Revenue - Major	Used to account for the cost of maintaining certain water-related assets and for the receipt of water surcharges and tap fees within the Town limits.	Water surcharges, tap fees.
Debt Service Fund	Debt Service	Used to account for the accumulation of resources for the payment of principal and interest on the Town's general obligation and revenue bonds.	Property taxes, transfers-in from other funds.
Capital Projects Fund	Capital	Used to account for the acquisition and construction of major capital facilities and infrastructure.	Real estate transfer taxes, transfers-in from other funds.
Transit Fund	Enterprise	Use to account for activities involved in operating the Town's transit system.	General Improvement District No.1 property taxes, contracts with other local entities and wash bay charges.
Fleet Maintenance Fund	Enterprise	Used to account for activities involved in performing maintenance of Town fleet and certain other equipment and for certain 3rd party entities.	Charges for services from Town departments and 3rd party entities, and sales of fuel.
Equipment Replacement Fund	Internal Service	Used to account for the rental of vehicles and equipment to Town departments for the accumulation of funds for future replacement.	Rental charges to other funds and departments for use of equipment, sales of capital assets, and capital lease proceeds.
Town Center West Maintenance Fund	Special Revenue-Non-major	Maintenance of Town Center West mall, Lake Street, and Avon Station areas.	Transfers in from Avon URA and General Fund.

**TOWN OF AVON
DESCRIPTION OF FUNDS AND BASIS OF BUDGETING**

Fund	Fund Type	Purpose	Major Revenue Sources
Community Enhancement Fund	Special Revenue-Non-major	Used to account for revenues received from the 1% Community Enhancement Fee for use for beautification projects, energy conservation projects, equipment and technology upgrades for schools, scholarship funds, acquisition of open space and/or park land, sponsorship of special community events, and undergrounding of overhead electric and other utility lines.	1% Community Enhancement Fee from Holy Cross pursuant to franchise agreement.
Affordable Housing Fund	Special Revenue-Non-major	Used to account for accumulation of resources received and restricted for use in the Town's affordable housing program.	Affordable housing exaction fees.
Facilities Reserve Fund	Special Revenue-Non-major	Used for the accumulation of resources for deferred maintenance and replacement of major components of Town facilities.	Transfers-in from General Fund.

Basis of Budgeting

All Town funds are budgeted using a current financial resources measurement focus and the modified accrual basis of accounting. Under the modified accrual basis, revenue is recorded when it is both measurable and available. Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period (60 days). Major sources of revenues which are susceptible to accrual include property taxes, accommodations and sales taxes, and certain intergovernmental revenues. Expenditures generally are recorded when the liability is incurred, as under full accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due.

TOWN OF AVON

FINANCIAL AND BUDGETARY POLICIES

The following budget policies are intended to help provide general guidance for operating and CIP budget preparation, adoption, and implementation.

GENERAL BUDGETARY POLICIES

Responsibilities. Prior to the beginning of each fiscal year, the Town Manager shall prepare and submit to the Council a recommended budget for the next fiscal year and an accompanying message. The Town Manager may delegate this responsibility to a budget officer. If so delegated, the budget officer has full responsibility for managing the coordination and administration of the budget process.

The budget is a resource-allocation policy document. Council's primary focus should be on policy issues. Major policy issues such as funding priorities and "macro" problems shall be described in the budget document.

As representatives of the public interest, elected officials frequently devote considerable time and energy to examining details of government operations. This watchdog function is important and is an inevitable part of the budget review process. However, excessive review of details may preclude thoughtful study of broader policy issues that rightfully should dominate public policy debate. The Town Manager, Budget Officer, and Department Directors shall be expected to provide sufficient information to help frame the policy review and debate.

Communication. The budget document shall be prepared so that it facilitates public study and effectively communicates key economic issues and fiscal policies. The Town should avoid preparing a budget document that is so detailed that it does not communicate effectively with the public.

Long-range Planning. The operating budget shall be developed with a focus on long-term financial stability. Long-term financial commitments should be evaluated closely. Nonrecurring revenues and resources should not be used to finance continuing operations. Multi-year projections of revenues and expenditures for the general, special revenue, and debt service funds will be prepared and updated annually to provide prospective to each annual budget process.

Public Involvement. Opportunities should be provided for public input at the beginning of the budgeting process as well as during the Council's public review and budget adoption. Efforts to improve the legitimacy of the budgeting process by involving the public shall be encouraged. Town Council and staff should seek to obtain resident and business reactions before the budget becomes adopted.

Level of Service. The Town shall endeavor to maintain current levels of service to its citizens. No increase or decrease in service should be planned with the exception of items discussed during the budget planning process.

Performance Measurement. Efficiency and economy in the delivery of Town services is always a priority. Where possible, the Town will endeavor to integrate performance measurement and productivity indicators within the budget.

FINANCIAL POLICIES

Basis of Accounting. All governmental fund budgets are prepared using the modified accrual basis of accounting. Under this method, revenues are recognized when susceptible to accrual, that is, measurable and available. Available means collectible in the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures, other than interest on long-term obligations that is recorded when due, are recognized when they are expected to be liquidated with expendable available resources.

All proprietary fund budgets are also prepared using the modified accrual basis of accounting. While this method is not recognized as generally accepted for proprietary funds, it remains the most practical for the Town of Avon for budgetary purposes.

Budgetary Control. Budgetary control is maintained at the departmental level as directed by the Town Charter. All non-capital fund appropriations lapse at the end of the Town's fiscal year.

The Finance Department operates and maintains the Town's centralized accounting system. Accounting records are maintained in accordance with all legal requirements and generally accepted accounting principles. This automated accounting system, including the Finance Department's policies and procedures and organizational structure, provide multiple levels of controls on expenditures of funds.

In addition to the Town's internal controls, the Town employs an independent certified public accounting firm to annually audit its accounting records and review its internal controls. The Town also submits its Annual Comprehensive Financial Report annually to the Government Finance Officers Association for review regarding conformance to financial reporting standards. The Town has received the Certificate of Achievement for excellence in Financial Reporting each year since 1991.

Fund Balances. Fund balances shall be maintained at levels sufficient to absorb unpredictable revenue shortfalls and to insure desired cash flow levels. Fund balances should also be maintained at levels sufficient to avoid undesirable borrowing.

Revenues. Revenues provide the resources by which the Town carries out its strategic plan, goals and objectives. Revenue policies in general shall strive to improve the equity and efficiency of the Town's revenue structure. The Town shall strive to diversify and broaden its supporting revenue base.

Cost Recovery Fees and User Fee Levels. Cost recovery fees, where appropriate, should be established to ensure that rates are equitable and cover the total cost of providing the service or that portion of the total cost deemed appropriated by the Town. All fee schedules should be reviewed annually as a part of the budget process and adjusted accordingly.

Grants. The Town shall aggressively seek a fair share of available State and Federal financial support unless conditions attached to such assistance are contrary to the Town's interest. Prior to applying for and accepting intergovernmental aid, the Town will examine the matching requirements so that the source and availability of these funds may be determined before the grant application is made.

The Town shall assess the merits of a particular program as if it were funded with local tax dollars. Local tax dollars will not be used to make up for losses of intergovernmental aid without first reviewing the program and its merits.

Balanced Budget. The Town of Avon will develop balanced budgets in which current resources (current revenues plus beginning fund balance) will equal or exceed current expenditures. The Town will avoid budgetary and accounting procedures which balance the budget at the expense of future budgets, such as: postponing expenditures, accruing future years revenues, or rolling over short-term debt. The budget will provide for adequate maintenance and replacement of capital plant and equipment. All budgetary procedures will conform with existing state and local regulations.

Contingencies. The budget shall include a line item for contingencies for unexpected or unplanned expenditures and emergencies. No transfer from this line item shall be made without the approval of the Town Council. The amount provided for shall be a minimum of 0.5% of total operating expenditures within the General Fund.

Procurement. Procurement practices should promote maximum value and economy through a competitive process. Vendors and Service providers should be selected using processes that minimize opportunities for favoritism. The Town's purchasing and procurement process should encourage life-cycle costing, value analysis, cooperative purchasing, and efficient disposition of surplus assets. Local vendors should be preferred only when such practices are shown to benefit Town citizens and taxpayers. Emergency purchases should be minimized.

CAPITAL IMPROVEMENT AND DEBT FINANCING POLICIES

Capital improvement policies provide for the systematic repair and/or replacement of existing capital assets.

Capital Improvement Program. The Town will plan for capital improvements over a multi-year period of time. The *Capital Projects Fund 5-Year Plan* represents the Town's commitment to a multi-year CIP program and relates directly to other long-range plans and policies of the Town. The plan will be updated each year as part of the budget planning process. The plan may include (in years other than the first year of the plan) "unfunded" projects that carry out the Town's strategic and general objectives, but it should also include capital spending that identifies specific projects that can and will be completed with known funding sources.

The capital improvements program will incorporate in its projections of expenditures and funding sources any amounts relating to previous year's appropriations but which have yet to be expended.

The first year of the 5-Year Plan will be used as the basis for formal fiscal year appropriations during the annual budget process. Appropriations made in prior years for which expenditures have not been changed nor projects completed will be reevaluated and incorporated into appropriations for the next fiscal year.

Operating Impacts. An economic impact analysis and a maintenance impact statement shall be prepared by staff when submitting a major capital improvement project to Council for consideration for inclusion in the CIP program and 5-Year Plan. Operating fund budgets to maintain capital improvements and addition staff needs must be identified, estimated and amended if necessary, prior to making a final decision to approve and undertake a specific capital improvement project.

Technology. New and emerging technologies should be evaluated for opportunities for use. Where new technologies permit labor savings or allow other cost reductions capital spending can actually help balance future budgets.

Capital Financing. Capital improvements will be financed primarily through the Town's Real Estate Transfer Tax, other user fees, service charges, assessments, or developer agreements when benefits can be specifically attributed to users.

Development impact fees should be created and implemented at levels sufficient to ensure that new development pays its fair share of the cost of constructing necessary community facilities.

Debt financing is appropriate only as a means of matching facilities' costs with the benefits enjoyed by future residents.

Projects should be categorized as follows, with financing noted for each category:

- (1) *Replacement* – capital expenditures relating to normal replacement of worn or obsolete capital plant should be financed on a pay-as-you-go basis, with debt financing only considered when appropriate. Depreciable assets should, whenever possible, be financed through internal service funds;
- (2) *Expansion* – capital expenditures relating to the construction of new or expanded facilities necessitated by growth should be financed primarily on a pay-as-you-go basis, but when new improvements can be determined to benefit the overall population in the future, debt financing may be appropriate;
- (3) *Unusual* – some capital expenditures for improvements enhance the quality of life in the Town of Avon and are consistent with the Town's goals but cannot be categorized as essential for the provision of basic services or maintenance of the useful life of existing facilities. The source of funding in this category shall be determined by looking to the ultimate beneficiary of the capital improvement.

2014 BUDGET DEVELOPMENT SCHEDULE - REVISED AUGUST 27, 2013

BUDGET KICK-OFF MEETING	SCOTT	July 24, 2013			
DISTRIBUTE BUDGET MATERIALS	SCOTT	August 2, 2013			
TASK	LEAD STAFF		KEY DATE	KEY DATE	COUNCIL PRESENTATION
Update of Strategic Plan w/ DH	VIRGINIA	NA	NA	September 4th	September 10th
DRAFT BUDGET - ALL FUNDS	SCOTT	NA	SEPTEMBER 30 LAST DATE FOR FINAL DEPT. BUDGET	OCTOBER 16th DRAFT BUDGET GENERAL FUND TO COUNCIL	COUNCIL WORKSESSIONS OCTOBER 22 & NOVEMBER 12
PUBLIC HEARING & ADOPTION	SCOTT	Notice: Nov. 18	November 18, 2013	NOVEMBER 20th PACKET	November 26, 2013
TASK	LEAD STAFF		DRAFT OR DEADLINE	PACKET	COUNCIL PRESENTATION
Draft 3-year Revenue Projections	SCOTT	NA		September 4, 2013	September 10th
Recommendation for fees and charges for Services - work with DH	SCOTT	NA		September 4, 2013	September 10th
Fund Balances and Contingencies - Recommendation for Levels & Approval Authority Policy	SCOTT	NA		September 4, 2013	September 10th
Memo on Performance/Priority Based Budget	VIRGINIA	NA		September 4, 2013	September 10th
Employee Compensation Plan/Pay for Performance, Health Insurance, General Benefits			Finalize decisions by September 11th	September 18, 2013	September 24th
Special Counsel Contracts; Water, Legal (Heil), Judge, Prosecutor	VIRGINIA	NA	From Counsel: September 18th	September 18, 2013	September 24th
Outside Agency Requests; Special Counsel Contracts	MATT	Request Contracts/Fees: August 12	September 16 deadline for applications	October 2, 2013	October 8th
DEPARTMENT	LEAD STAFF	360 OPERATIONS/PRIORITIES/ METRICS: 8:30 - 12:30	DRAFT BUDGET DUE TO KELLY & VIRGINIA	FINAL BUDGET	COUNCIL PRESENTATION
AFFORDABLE HOUSING FUND	SCOTT	August 1st	September 5, 2013	September 12, 2013	October 8th
EQUIPMENT REPLACEMENT	SCOTT	August 7, 2013	September 5, 2013	September 12, 2013	October 8th
CIP, DEBT, URA, CEF, FRF, WATER	JUSTIN	August 12, 2013 @ 9:30-2:00	September 5, 2013	September 12, 2013	October 8th
FLEET	DAN	September 5, 2013	September 16, 2013	September 30, 2013	October 22nd
TRANSIT	JANE	August 16, 2013	September 6, 2013	September 30, 2013	October 22nd
ROADS & BRIDGES	GARY	September 3, 2013	September 16, 2013	September 30, 2013	October 22nd
PARK & RECREATION, TCW FUND	JOHN	September 4, 2013	September 16, 2013	September 30, 2013	October 22nd
POLICE	BOB	September 11, 2013	September 16, 2013	September 30, 2013	October 22nd
ENGINEERING	JUSTIN	August 26, 2013	September 6, 2013	September 30, 2013	November 12, 2013
GENERAL GOVERNMENT	PATTY	August 19, 2013	September 6, 2013	September 30, 2013	November 12, 2013
FINANCE & IT	SCOTT	August 20, 2013	September 6, 2013	September 30, 2013	November 12, 2013
COMMUNITY DEVELOPMENT	MATT	September 10, 2013	September 16, 2013	September 30, 2013	November 12, 2013

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TOWN OF AVON Financial Overview

TOTAL - ALL FUNDS

	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
REVENUES				
Taxes	\$ 11,614,670	11,793,748	\$ 12,220,275	\$ 12,441,894
Licenses and Permits	207,670	311,600	325,100	172,500
Intergovernmental	2,899,407	8,527,854	8,514,809	2,594,199
Charges for Services	3,040,132	3,658,088	3,689,949	3,653,333
Fines and Forfeitures	151,533	177,750	107,275	110,275
Investment Earnings	37,827	71,525	37,914	27,775
Other Revenue	397,195	409,180	508,123	435,130
Total Operating Revenues	18,348,434	24,949,745	25,403,445	19,435,106
Other Sources				
Sales of Fixed Assets	70,400	11,000	26,500	3,500
Capital Lease Proceeds	217,004	179,608	179,608	188,062
Bond and Loan Proceeds	-	-	6,825,000	-
Transfers-In From Other Funds	2,776,071	3,482,237	3,431,672	3,649,639
Total Other Sources	3,063,475	3,672,845	10,462,780	3,841,201
TOTAL REVENUES	21,411,909	28,622,590	35,866,225	23,276,307
EXPENDITURES				
General Government and Finance	2,960,061	2,668,761	2,672,340	2,912,124
Community Development	549,983	578,020	577,018	500,193
Public Safety	2,551,489	2,598,206	2,582,788	2,716,008
Public Works, Engineering and Utilities	3,192,764	2,309,700	2,133,002	2,142,938
Transportation and Fleet Maintenance	2,703,355	2,608,171	2,626,554	3,244,034
Parks and Recreation	2,148,410	3,650,969	3,624,839	3,678,002
Total Operating Expenditures	14,106,062	14,413,827	14,216,541	15,193,299
Debt Service	1,754,077	1,765,791	7,900,706	1,985,077
Capital Improvements and Equipment Replacement	4,634,769	13,804,615	12,738,659	5,588,162
Contingency	-	-	-	225,000
Other Uses				
Transfers-Out To Other Funds	2,776,071	3,682,237	3,431,672	3,649,639
TOTAL EXPENDITURES	23,270,978	33,666,470	38,287,578	26,641,177
NET SOURCE (USE) OF FUNDS	(1,859,069)	(5,043,880)	(2,421,353)	(3,364,870)
FUND BALANCES, Beginning of Year	19,327,991	17,627,603	17,468,922	15,047,568
FUND BALANCES, End of Year	\$ 17,468,922	\$ 12,583,723	\$ 15,047,568	\$ 11,682,699

TOWN OF AVON Financial Overview

TOTAL - BY FUND

	Special Revenue Funds					
	General Fund	Town Center West	Urban Renewal Fund	Community Enhancement Fund	Water Fund	
REVENUE						
Taxes	\$ 9,513,185	\$ -	\$ 738,187	\$ -	\$ -	\$ -
Licenses and Permits	172,500	-	-	-	-	-
Intergovernmental	964,199	-	-	-	-	-
Charges for Services	1,312,576	-	-	-	165,000	-
Fines and Forfeitures	110,275	-	-	-	-	-
Investment Earnings	15,000	-	1,461	-	-	1,311
Other Revenue	308,569	-	-	75,000	-	2,429
Total Operating Revenues	12,396,304	-	739,648	75,000	165,000	3,740
Other Sources						
Sales of Fixed Assets	-	-	-	-	-	-
Capital Lease Proceeds	-	-	-	-	-	-
Bond and Loan Proceeds	-	-	-	-	-	-
Transfers-In From Other Funds	246,559	245,000	-	-	-	-
TOTAL REVENUES	12,642,863	245,000	739,648	75,000	165,000	3,740
EXPENDITURES						
General Government, Housing and Finance	2,861,174	-	950	-	-	50,000
Community Development	500,193	-	-	-	-	-
Police	2,716,008	-	-	-	-	-
Public Works, Engineering and Utilities	1,704,052	245,089	-	-	193,797	-
Transportation and Fleet Maintenance	-	-	-	-	-	-
Recreation and Culture	3,678,002	-	-	-	-	-
Total Operating Expenditures	11,459,429	245,089	950	-	193,797	50,000
Debt Service	-	-	567,719	-	-	-
Capital Expenditures	-	-	-	-	-	-
Contingency	75,000	-	-	-	-	-
Other Uses						
Transfers-Out To Other Funds	1,102,000	-	900,000	275,000	-	-
TOTAL EXPENDITURES	12,636,429	245,089	1,468,669	275,000	193,797	50,000
NET SOURCE (USE) OF FUNDS	6,434	(89)	(729,021)	(200,000)	(28,797)	(46,260)
FUND BALANCES, Beginning of Year	4,146,139	59,938	1,360,825	533,330	774,870	709,854
FUND BALANCES, End of Year	\$ 4,152,573	\$ 59,849	\$ 631,804	\$ 333,330	\$ 746,073	\$ 663,594

TOWN OF AVON Financial Overview

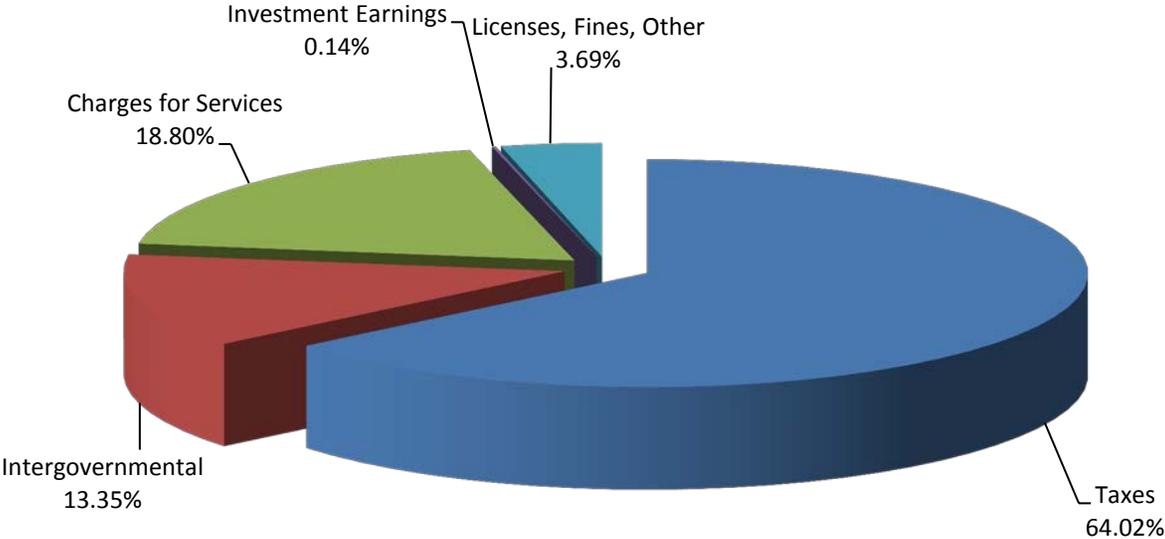
TOTAL - BY FUND

Facilities Reserve Fund	Debt Service Fund	Capital Projects Fund	Enterprise Funds		Internal Service	Total	Percent of Total
	Bond Redemption		Transit Fund	Fleet Maintenance	Equipment Replacement		
\$ -	\$ 550,523	\$ 1,600,000	\$ 39,999	\$ -	\$ -	\$ 12,441,894	64.02%
-	-	-	-	-	-	172,500	0.89%
-	-	1,302,000	328,000	-	-	2,594,199	13.35%
-	-	-	312,252	1,299,935	563,570	3,653,333	18.80%
-	-	-	-	-	-	110,275	0.57%
-	1,000	9,003	-	-	-	27,775	0.14%
-	-	1,500	47,632	-	-	435,130	2.24%
-	551,523	2,912,503	727,883	1,299,935	563,570	19,435,106	100.00%
-	-	-	-	-	3,500	3,500	
-	-	-	-	-	188,062	188,062	
-	-	-	-	-	-	-	
-	712,829	1,388,251	907,000	150,000	-	3,649,639	
-	1,264,352	4,300,754	1,634,883	1,449,935	755,132	23,276,307	
-	-	-	-	-	-	2,912,124	19.17%
-	-	-	-	-	-	500,193	3.29%
-	-	-	-	-	-	2,716,008	17.88%
-	-	-	-	-	-	2,142,938	14.10%
-	-	-	1,697,892	1,546,142	-	3,244,034	21.35%
-	-	-	-	-	-	3,678,002	24.21%
-	-	-	1,697,892	1,546,142	-	15,193,299	100.00%
-	1,264,352	153,006	-	-	-	1,985,077	
-	-	5,128,760	-	-	459,402	5,588,162	
-	-	150,000	-	-	-	225,000	
413,251	-	959,388	-	-	-	3,649,639	
413,251	1,264,352	6,391,154	1,697,892	1,546,142	459,402	26,641,177	
(413,251)	-	(2,090,400)	(63,009)	(96,207)	295,730	(3,364,870)	
413,251	518,787	3,256,169	536,063	304,827	2,433,516	15,047,568	
\$ -	\$ 518,787	\$ 1,165,769	\$ 473,054	\$ 208,620	\$ 2,729,246	\$ 11,682,699	

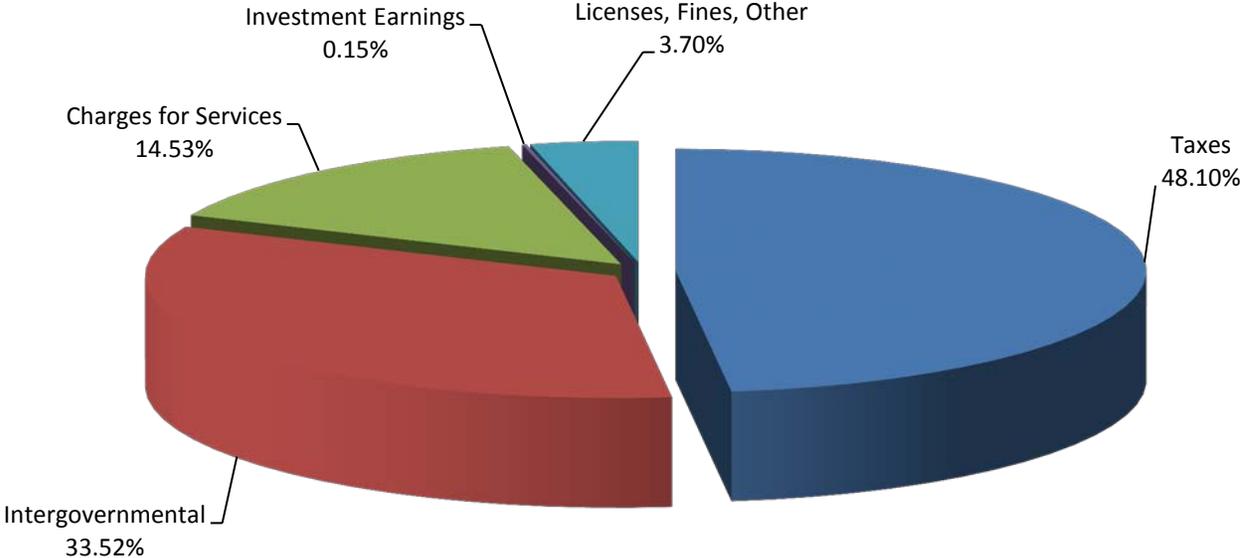
TOWN OF AVON Financial Overview

REVENUES

2014 Total Operating Revenues By Major Source



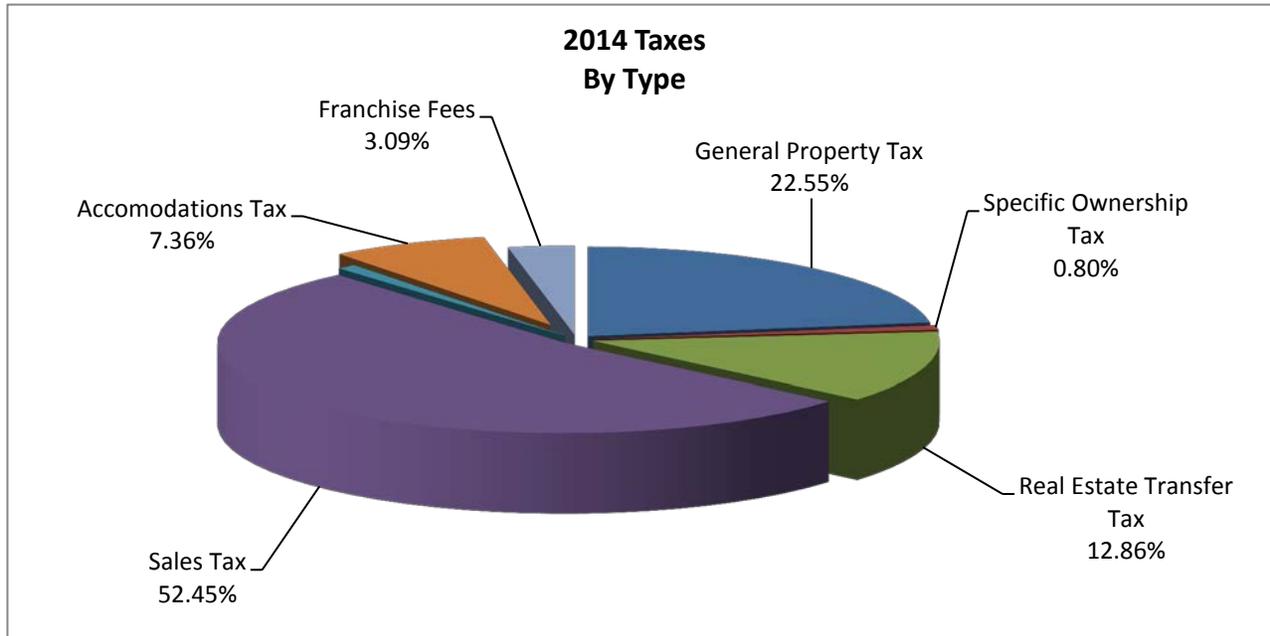
2013 Total Operating Revenues By Major Source



TOWN OF AVON Financial Overview

REVENUES

The Town of Avon anticipates collecting approximately \$12,441,894 or 64.02% of its operating revenues, through an assortment of taxes in 2014. The chart and table below depicts the amount and type of taxes projected for 2013.



	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
TAXES				
General Property Tax	2,975,246	2,969,436	2,969,749	2,805,947
Specific Ownership Tax	92,105	100,000	100,000	100,000
Real Estate Transfer Tax	1,707,648	1,500,000	1,500,000	1,600,000
Sales Tax	5,607,160	5,911,352	6,275,450	6,525,668
Utility Tax	127,060	135,000	110,000	110,000
Accommodations Tax	733,397	792,960	880,076	915,279
Franchise Fees	372,054	385,000	385,000	385,000
Total Taxes	\$ 11,614,670	\$ 11,793,748	\$ 12,220,275	\$12,441,894

The Town's sales tax rate is 4.0%. The sales tax is deposited into the General Fund to partially finance the operating costs associated with providing general governmental type services to the community. The Town also has a 2.0% real estate transfer tax. The tax is charged on all sales of real estate within the Town. Proceeds from this tax are deposited into the Town's Capital Projects Fund and help pay for major capital improvement projects.

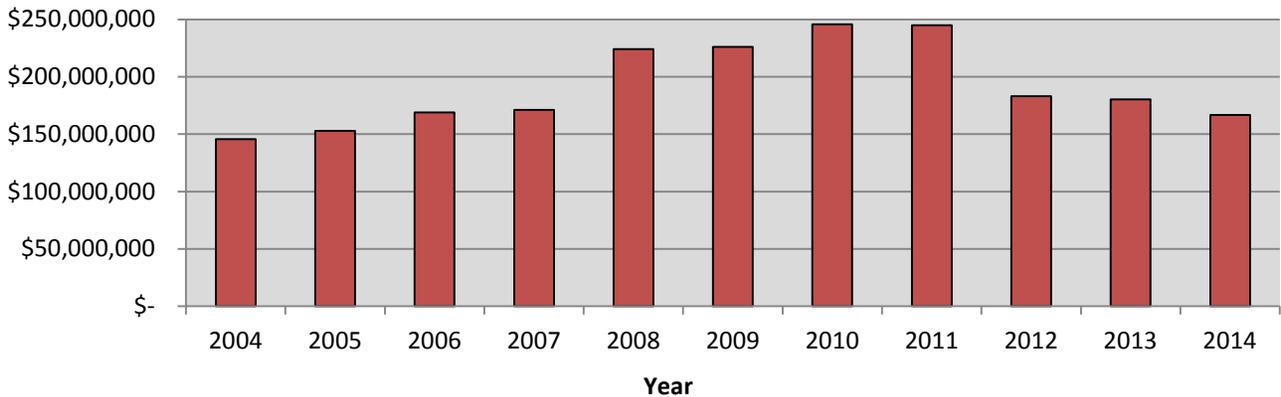
TOWN OF AVON Financial Overview

REVENUES

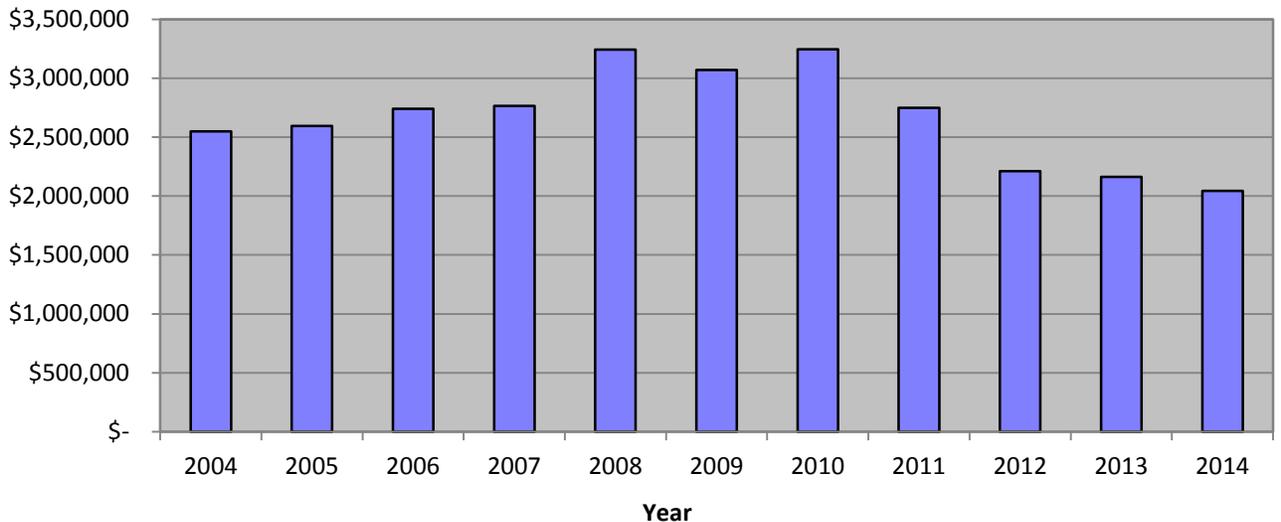
Property Tax

For 2013, the Towns' property tax rate for the General Fund will remain at 8.956 mills. The property tax rate for general bond redemption will increase from 3.027 to 3.302 mills due to a small decrease in the Town's net assessed valuation. In addition, the Avon Urban Renewal Authority has budgeted \$738,187 in property tax increment. Total property tax revenues for the Town are budgeted at \$2,805,947 or 22.55% of total tax revenues. The two charts below show the Town's historical property tax levies and assessed valuations for the

Historical Assessed Values



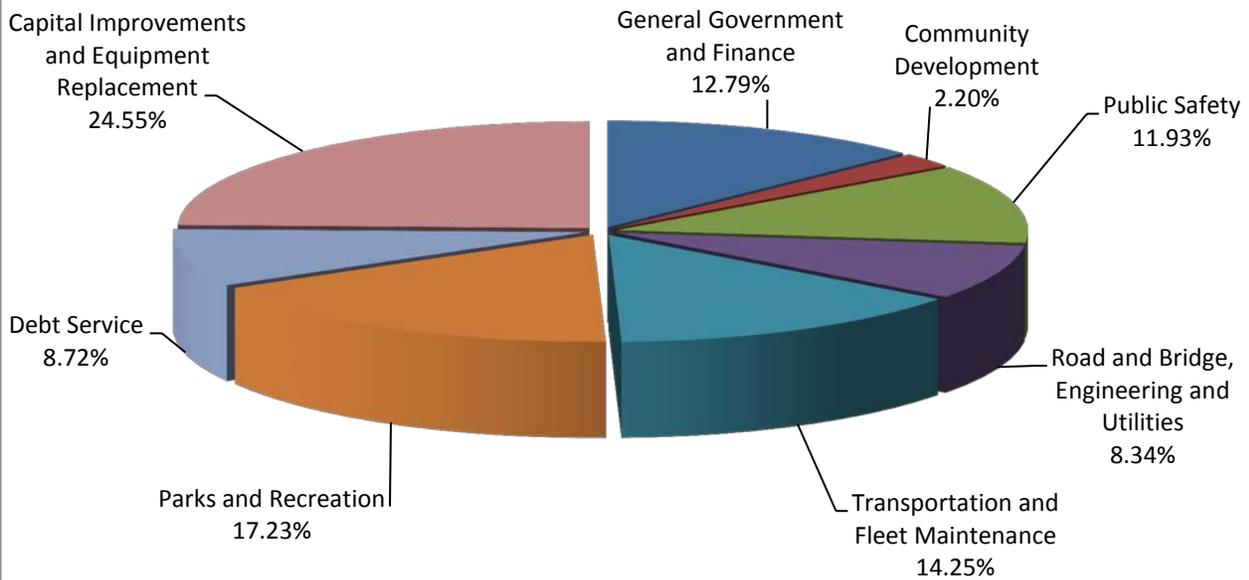
Property Tax Levy



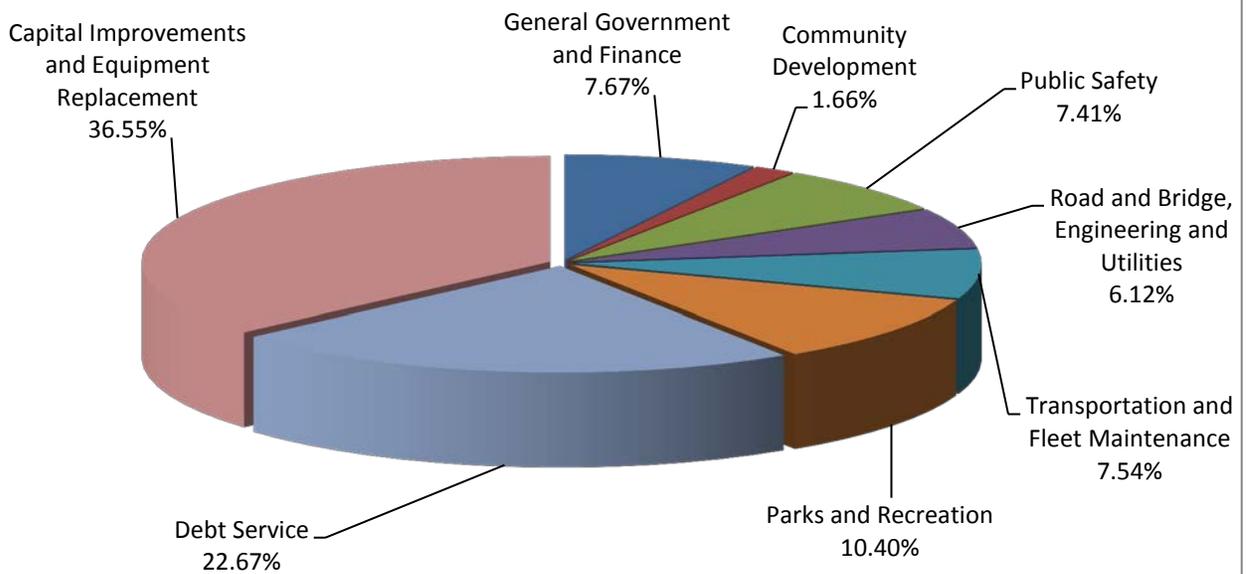
TOWN OF AVON Financial Overview

EXPENDITURES

**2014 Total Expenditures*
By Major Function**



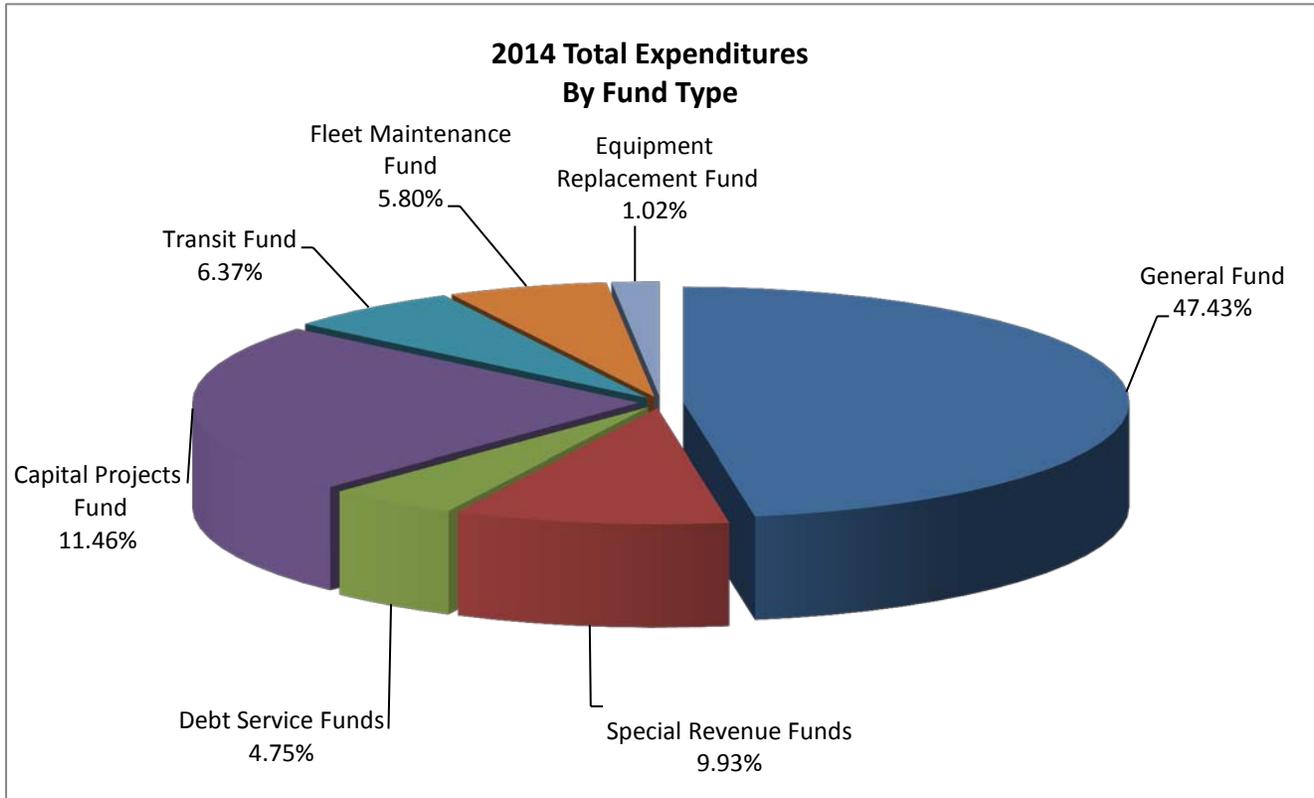
**2013 Total Expenditures*
By Major Function**



*Total expenditures excluding operating transfers and contingencies

TOWN OF AVON Financial Overview

EXPENDITURES

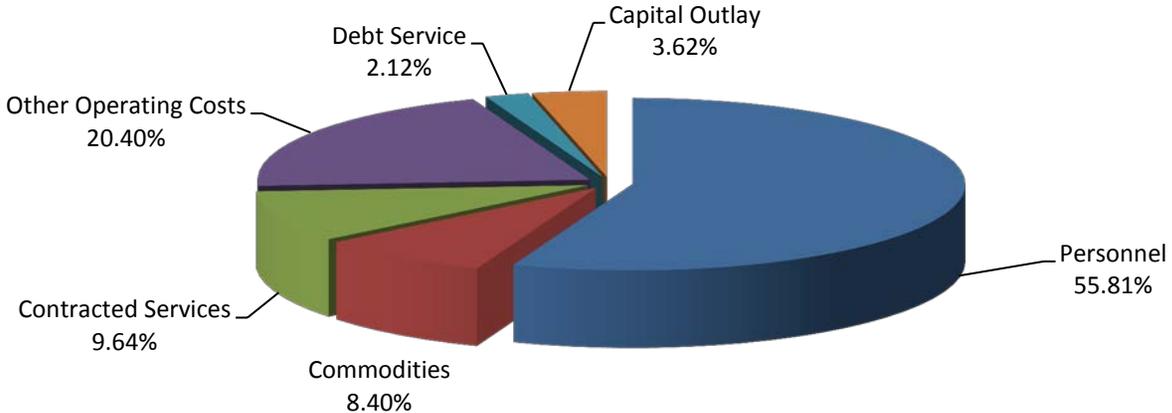


	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
EXPENDITURES				
Governmental Funds:				
General Fund	\$ 11,799,338	\$ 12,226,685	\$ 12,097,634	\$ 12,636,429
Special Revenue Funds	1,998,808	3,181,699	8,747,033	2,645,806
Debt Service Funds	1,260,683	1,261,806	1,262,026	1,264,352
Capital Projects Fund	4,961,108	14,051,142	13,217,364	6,391,154
Total	20,019,937	30,721,332	35,324,057	22,937,741
Proprietary Fund Types:				
Transit Fund	1,326,703	1,082,301	1,091,311	1,697,892
Fleet Maintenance Fund	1,376,652	1,525,870	1,535,243	1,546,142
Equipment Replacement Fund	547,686	336,967	336,967	459,402
Total	3,251,041	2,945,138	2,963,521	3,703,436
TOTAL EXPENDITURES	\$ 23,270,978	\$ 33,666,470	\$ 38,287,578	\$ 26,641,177

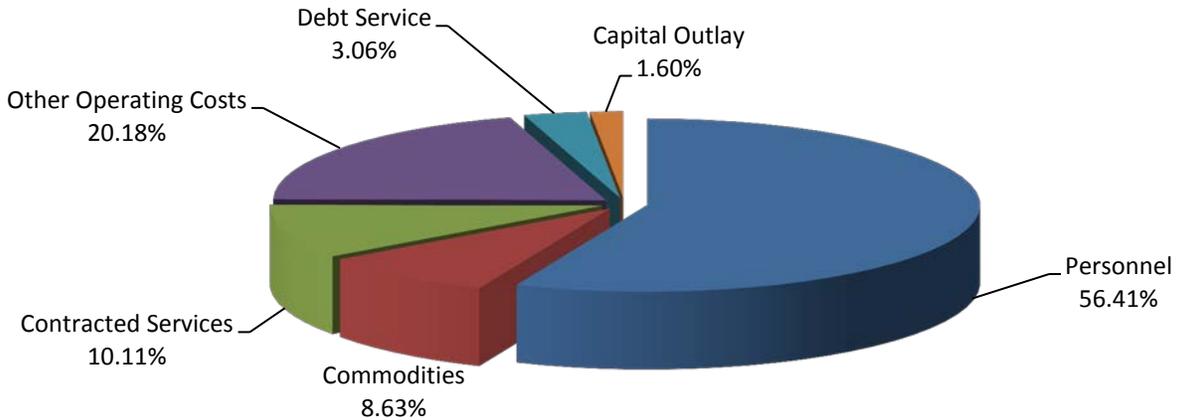
TOWN OF AVON Financial Overview

EXPENDITURES

**2014 Total Operating Expenditures
By Category**



**2013 Total Operating Expenditures
By Category**

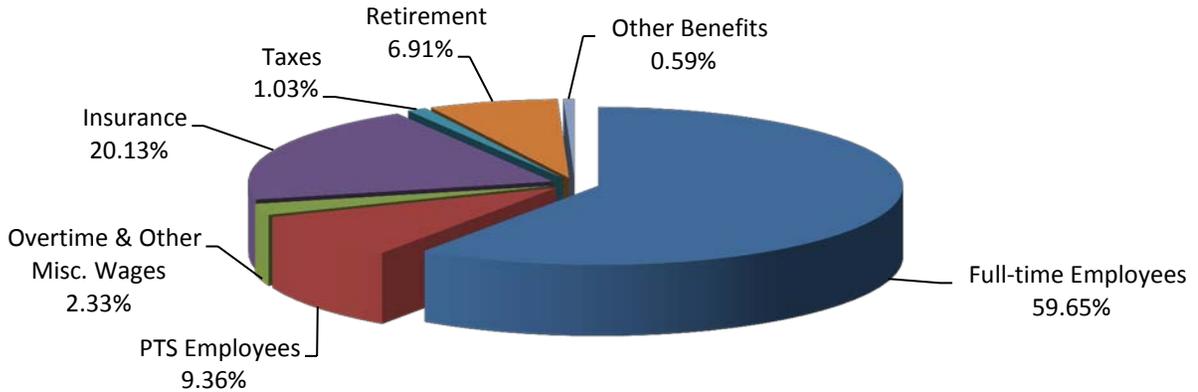


	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
OPERATING EXPENDITURES				
Personnel	\$ 7,958,531	\$ 8,219,831	\$ 8,019,671	\$ 8,479,735
Commodities	1,068,994	1,268,312	1,226,767	1,276,652
Contracted Services	1,571,906	1,443,141	1,437,808	1,465,176
Other Operating Costs	2,552,369	2,816,315	2,869,272	3,099,674
Debt Service	495,341	435,455	435,455	321,742
Capital Outlay	458,921	230,773	227,568	550,320
Total Operating Expenditures	\$ 14,106,062	\$ 14,413,827	\$ 14,216,541	\$ 15,193,299

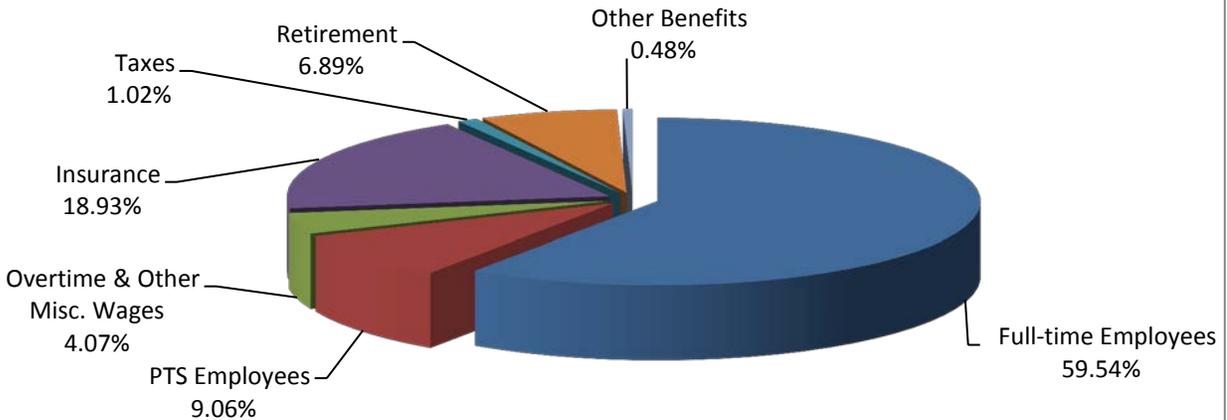
TOWN OF AVON Financial Overview

EXPENDITURES

2014 Personnel Expenditures



2013 Personnel Expenditures



	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
PERSONNEL COSTS				
Salaries and Wages:				
Full-time Employees	\$ 4,605,277	\$ 4,820,066	\$ 4,775,258	\$ 5,057,879
PTS Employees	804,732	845,955	726,773	793,856
Overtime & Other Misc. Wages	383,064	315,458	326,788	197,918
Benefits:				
Insurance	1,473,772	1,546,558	1,517,957	1,706,561
Taxes	79,281	85,083	81,516	87,291
Retirement	575,570	568,026	552,742	586,141
Other Benefits	36,835	38,685	38,638	50,089
Total Personnel Costs	\$ 7,958,531	\$ 8,219,831	\$ 8,019,672	\$ 8,479,735

MUNICIPAL SERVICES

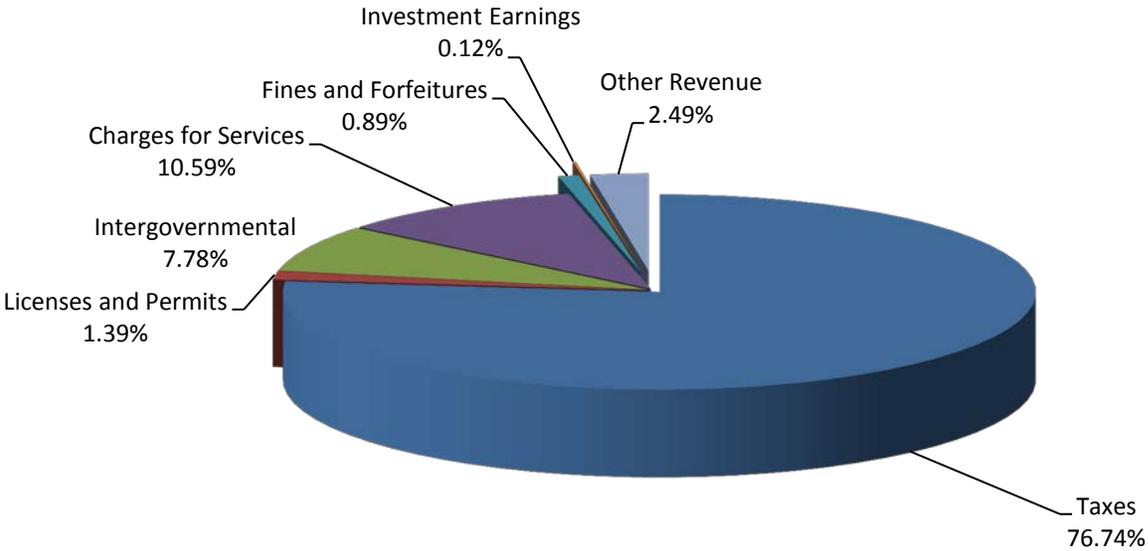
General Fund #10

Fund Summary

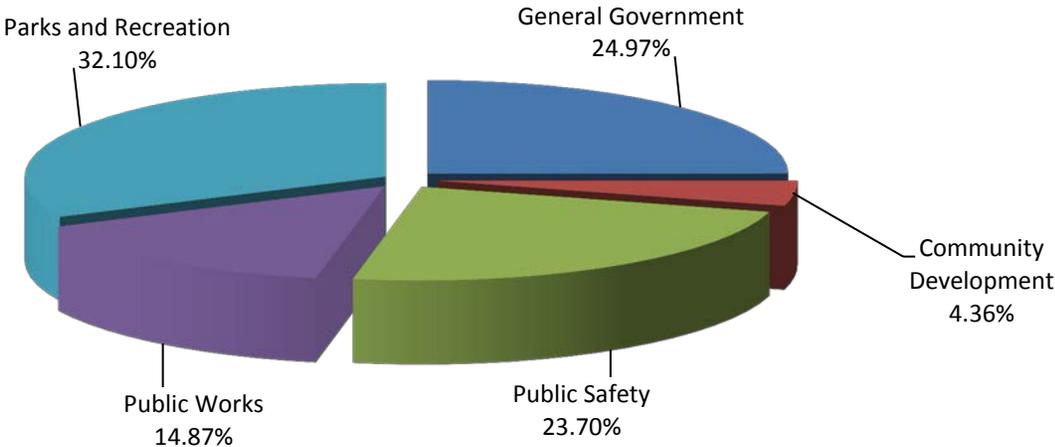
	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
REVENUES				
Taxes	\$ 8,561,561	\$ 8,953,370	\$ 9,380,036	\$ 9,513,185
Licenses and Permits	207,670	311,600	325,100	172,500
Intergovernmental	886,942	918,883	953,842	964,199
Charges for Services	1,268,889	1,372,071	1,387,690	1,312,576
Fines and Forfeitures	151,533	177,750	107,275	110,275
Investment Earnings	21,155	50,000	15,000	15,000
Other Revenue	269,714	306,180	285,550	308,569
Total Operating Revenues	11,367,464	12,089,854	12,454,493	12,396,304
Other Sources				
Capital Lease Proceeds	-	25,000	25,000	-
Transfer-In From Capital Projects Fund	217,204	227,571	201,006	246,559
Total Other Sources	217,204	252,571	226,006	246,559
TOTAL REVENUES	\$ 11,584,668	\$ 12,342,425	\$ 12,680,499	\$ 12,642,863
EXPENDITURES				
General Government	\$ 2,844,361	\$ 2,666,111	\$ 2,669,690	\$ 2,861,174
Community Development	549,983	578,020	577,018	500,193
Public Safety	2,551,489	2,598,206	2,582,788	2,716,008
Public Works	2,780,096	1,868,379	1,702,299	1,704,052
Parks and Recreation	2,148,410	3,650,969	3,624,839	3,678,002
Total Operating Expenditures	10,874,338	11,361,685	11,156,634	11,459,429
Contingency	-	-	-	75,000
Other Uses				
Transfers-Out to Town Center West Fund	15,000	15,000	15,000	45,000
Transfers-Out to Transit	810,000	755,000	776,000	907,000
Transfers-Out to Fleet Maintenance	100,000	95,000	150,000	150,000
Total Other Uses	925,000	865,000	941,000	1,102,000
TOTAL EXPENDITURES	11,799,338	12,226,685	12,097,634	12,636,429
NET SOURCE (USE) OF FUNDS	(214,670)	115,740	582,865	6,434
FUND BALANCES, Beginning of Year	3,777,944	3,563,274	3,563,274	4,146,139
FUND BALANCES, End of Year	\$ 3,563,274	\$ 3,679,014	\$ 4,146,139	\$ 4,152,573
FUND BALANCES:				
Restricted For:				
3% TABOR Emergency Reserve	\$ 428,947	\$ 428,947	\$ 428,947	\$ 450,000
Assigned For:				
Special Events	-	-	-	225,000
2015 World Alpine Ski Championships	-	-	-	200,000
Unassigned:				
25% Minimum Reserve Balance	2,949,835	3,056,671	3,024,409	3,159,107
Stabilization Balance	184,492	193,396	692,783	118,466
TOTAL FUND BALANCES	\$ 3,563,274	\$ 3,679,014	\$ 4,146,139	\$ 4,152,573

MUNICIPAL SERVICES General Fund

2014 Operating Revenues



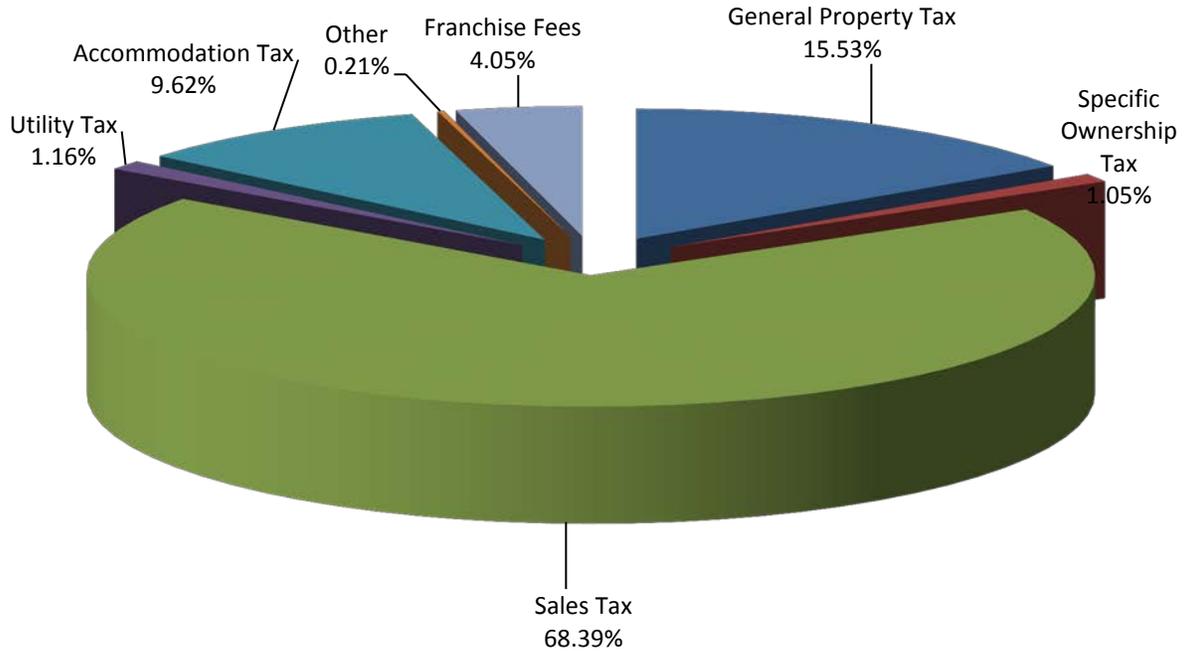
2014 Operating Expenditures



MUNICIPAL SERVICES General Fund

Revenues

2014 Taxes

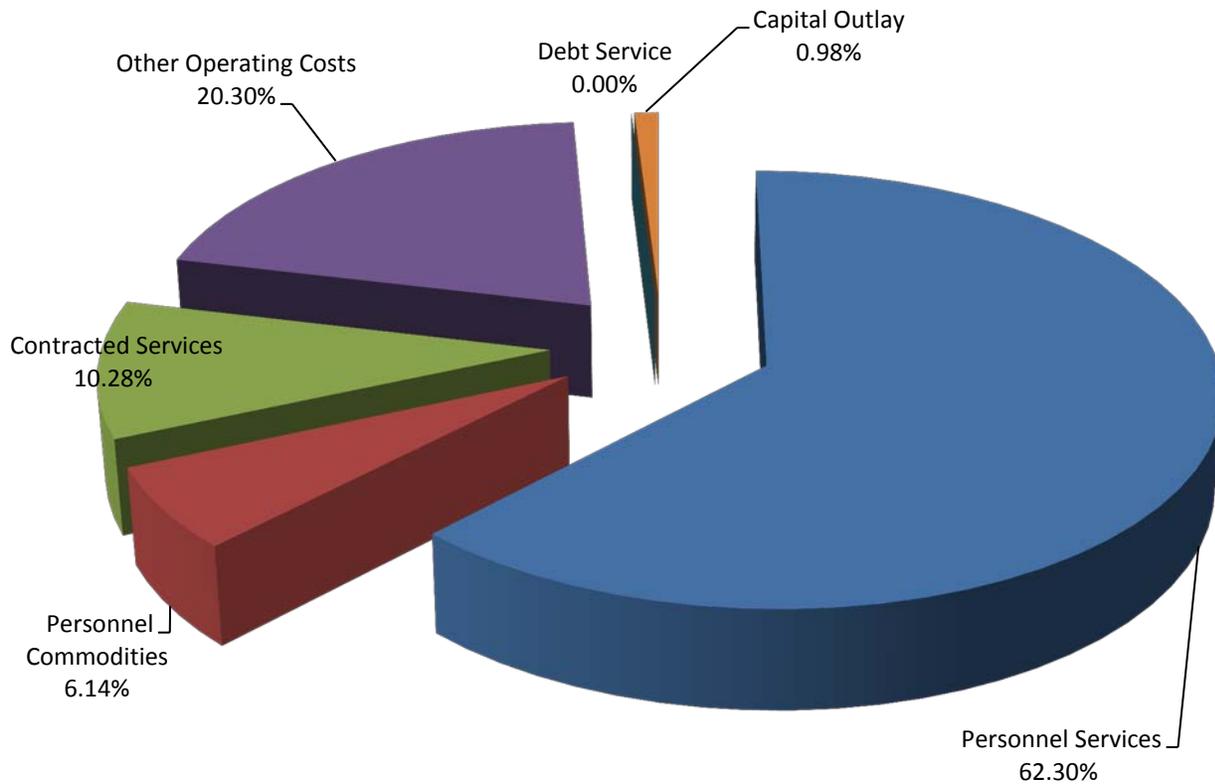


	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
TAXES				
General Property Tax	\$ 1,629,785	\$ 1,629,058	\$ 1,629,510	\$ 1,477,238
Specific Ownership Tax	92,105	100,000	100,000	100,000
Sales Tax	5,585,224	5,891,352	6,255,450	6,505,668
Utility Tax	127,060	135,000	110,000	110,000
Accommodation Tax	733,397	792,960	880,076	915,279
Other	21,936	20,000	20,000	20,000
Franchise Fees	372,054	385,000	385,000	385,000
TOTAL TAXES	\$ 8,561,561	\$ 8,953,370	\$ 9,380,036	\$ 9,513,185

MUNICIPAL SERVICES General Fund

Expenditures

2014 Operating Expenditures By Object Class



	Personnel Services	Commodities	Contracted Services	Other Operating Costs	Debt Service	Capital Outlay	Total
EXPENDITURES							
General Government	\$ 1,717,983	\$ 112,599	\$ 427,321	\$ 597,771	\$ -	\$ 5,500	\$ 2,861,174
Community Development	403,336	7,879	53,253	20,725	-	15,000	500,193
Public Safety	2,030,726	116,654	37,546	513,682	-	17,400	2,716,008
Public Works	778,910	198,634	318,967	403,141	-	4,400	1,704,052
Recreation and Culture	2,208,543	268,207	340,442	790,510	-	70,300	1,649,643
TOTAL OPERATING EXPENDITURES	\$ 7,139,498	\$ 703,973	\$ 1,177,529	\$ 2,325,829	\$ -	\$ 112,600	\$ 11,459,429

MUNICIPAL SERVICES

General Fund

Revenue Detail

Account Number	Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Taxes:					
51101	General Property Tax	\$ 1,640,438	\$ 1,628,008	\$ 1,628,008	\$ 1,475,738
51102	General Property Tax - Delinquent Collections	(14,351)	50	654	500
51103	General Property Tax - Interest	2,375	1,000	1,000	1,000
51104	General Property Tax - Abatements	1,323	-	(152)	-
51201	Specific Ownership Tax	92,105	100,000	100,000	100,000
51301	Sales Tax	5,585,224	5,891,352	6,255,450	6,505,668
51302	Utility Tax	127,060	135,000	110,000	110,000
51303	Accommodation Tax	733,397	792,960	880,076	915,279
51304	Penalties and Interest	18,340	15,000	15,000	15,000
51305	Sales Tax Audit Assessments	3,596	5,000	5,000	5,000
51402	Franchise Fees	372,054	385,000	385,000	385,000
51000	Total Taxes	<u>8,561,561</u>	<u>8,953,370</u>	<u>9,380,036</u>	<u>9,513,185</u>
Licenses and Permits:					
52101	Liquor Licenses	10,030	10,000	10,000	10,000
52102	Business Licenses	19,885	20,000	23,000	23,000
52103	Contractor's Licenses	10,785	10,500	10,500	10,500
52201	Building Permits	126,615	250,000	260,500	107,900
52205	Road Cut Permits	40,355	21,000	21,000	21,000
52206	Other Licenses and Permits	-	100	100	100
52000	Total Licenses and Permits	<u>207,670</u>	<u>311,600</u>	<u>325,100</u>	<u>172,500</u>
Intergovernmental:					
Federal Grants:					
53106	Click It or Ticket	2,900	5,000	5,000	5,000
53107	Ballistic Vests	884	1,800	1,800	1,400
53199	Other Federal Grants	3,824	-	-	-
State Grants					
53204	LEAF Grant	27,835	36,000	22,000	22,000
53206	High Visibility Grant	-	-	14,000	14,000
Local Government/Other Agency					
53402	Eagle County- Special Events Contribution	-	6,000	6,000	-
53402	Eagle County- Trail Safety and Repair	7,340	-	-	-
53900	Eagle River Youth Coalition	5,048	8,500	8,500	8,500
	Subtotal: Grants	<u>47,831</u>	<u>57,300</u>	<u>57,300</u>	<u>50,900</u>

MUNICIPAL SERVICES General Fund

Revenue Detail

Account Number	Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
State/County Shared Revenue:					
53301	Conservation Trust	61,748	65,000	65,000	65,000
53302	Motor Vehicle Registration	22,681	22,000	22,000	22,000
53303	Highway User's Tax	182,527	187,615	187,615	187,615
53304	Cigarette Tax	42,576	47,000	47,000	47,000
53305	County Sales Tax	376,760	383,968	418,927	435,684
53306	Road & Bridge Fund	151,240	153,000	153,000	153,000
53308	State Severance Tax	1,579	3,000	3,000	3,000
Subtotal: Shared Revenue		839,111	861,583	896,542	913,299
53000	Total Intergovernmental	886,942	918,883	953,842	964,199
Charges for Services:					
General Government:					
54101	Sales of Map and Publications	-	100	100	100
54102	Photocopying Charges	40	300	300	300
54103	License Hearing Fees	150	100	100	100
54104	Other Fees and Charges	2,331	1,250	1,250	1,250
54201	Plan Check Fees	68,835	137,000	169,000	58,100
54202	Subdivision Review Fees	1,959	1,000	1,000	1,000
54203	Design Review Fees	18,871	20,000	20,000	20,000
54204	Animal Control Fees	640	1,000	1,000	1,000
54205	Abatement Services	6,435	5,500	5,500	5,500
54206	Fire Impact Fee Administration Fees	672	5,000	2,500	2,500
54301	Police Reports	785	600	600	600
54302	Police Extra Duty	14,155	12,600	12,600	12,600
54303	Fingerprinting Fees	5,292	4,000	4,000	4,000
54304	VIN Inspection Fees	12,585	12,500	12,500	12,500
54305	False Alarm Fees/Misc Police Dept Fees	6,665	4,500	4,500	4,500
54306	National Night Out	400	500	500	500
54399	DUI Reimbursement	12,127	3,000	3,000	3,000
Subtotal: General Govern.		151,942	208,950	238,450	127,550
Recreation Facility:					
54601	Admission Fees	738,277	790,000	790,000	802,226
54602	Program Fees	41,713	40,000	40,000	40,000
54603	Rentals	20,859	22,000	40,000	40,000
54604	Merchandise Sales	7,792	8,000	8,000	8,000
54605	Childcare	8,346	9,000	9,000	9,000
54606	Rec Center Services	15,038	15,000	15,000	15,000
54607	Fitness Program Revenues	47,539	40,000	40,000	40,000

MUNICIPAL SERVICES General Fund

Revenue Detail

Account Number	Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Other Recreation:					
54651	Adult Program Revenues	8,261	12,000	12,000	12,000
54652	Cabin Equipment Rentals	28,885	28,000	28,000	28,000
54653	Athletic Field Rentals	4,488	4,465	4,465	5,000
54654	Cabin Concessions	4,135	5,000	5,000	5,000
54655	Youth Program Revenues	97,843	109,000	109,000	109,000
54676	Sponsorships	34,115	65,000	37,500	44,250
54678	Event Fees	59,656	15,656	11,275	12,550
54679	Special Event Admission Fees	-	-	-	15,000
	Subtotal: Recreation	<u>1,116,947</u>	<u>1,163,121</u>	<u>1,149,240</u>	<u>1,185,026</u>
54000	Total Charges for Services	<u>1,268,889</u>	<u>1,372,071</u>	<u>1,387,690</u>	<u>1,312,576</u>
Fines and Forfeitures:					
55101	Court Fines - Traffic	105,300	125,000	57,000	60,000
55102	Court Fines - Criminal	18,527	25,000	25,000	25,000
55103	Court Fines - Parking	3,835	5,000	5,000	5,000
55105	Court Costs	10,013	10,000	10,000	10,000
55106	Jury Fees	-	150	150	150
55107	Bond Forfeitures	-	500	500	500
55109	Miscellaneous Court Revenues	-	100	100	100
55110	Police Training Surcharge	11,133	12,000	8,250	8,250
55120	Police Forfeiture Revenue	2,725	-	1,275	1,275
55000	Total Fines and Forfeitures	<u>151,533</u>	<u>177,750</u>	<u>107,275</u>	<u>110,275</u>
Investment Earnings:					
57101	Interest	21,155	50,000	15,000	15,000
57000	Total Investment Earnings	<u>21,155</u>	<u>50,000</u>	<u>15,000</u>	<u>15,000</u>
Other Revenues:					
58101	Recreational Amenity Fees	209,187	205,000	214,450	214,450
58109	Bond Issuance Fees	10,472	10,100	10,100	10,100
58201	Lease of Town-Owned Property	6,300	42,500	21,000	44,019
58996	Miscellaneous Reimbursements	-	8,580	-	-
58999	Miscellaneous Nonclassified Revenues	43,755	40,000	40,000	40,000
58000	Total Other Revenues	<u>269,714</u>	<u>306,180</u>	<u>285,550</u>	<u>308,569</u>
50000	TOTAL REVENUES	<u>\$ 11,367,464</u>	<u>\$ 12,089,854</u>	<u>\$ 12,454,493</u>	<u>\$ 12,396,304</u>

MUNICIPAL SERVICES General Fund

Department Expenditure Summaries

Dept./Div. Number	Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
General Government:					
Legislative:					
111	Mayor and Town Council	\$ 174,669	\$ 177,734	\$ 180,710	\$ 430,975
112	Boards and Commissions	11,938	15,307	15,307	15,307
113	Town Attorney	553,562	250,000	240,000	155,000
	Total Legislative	740,169	443,041	436,017	601,282
Judicial:					
121	Municipal Court	134,934	115,054	112,433	106,996
Administration:					
131	Town Manager	385,752	262,907	261,569	221,401
115	Town Clerk	102,781	107,410	107,654	176,293
132	Human Resources	228,956	272,385	281,409	243,728
133	Community Relations	108,674	117,085	95,031	135,346
149	Nondepartmental	277,694	325,087	342,249	263,522
	Total Administration	1,103,857	1,084,874	1,087,912	1,040,290
Finance Department:					
141	Finance	618,056	704,588	712,434	772,300
143	Information Systems	247,345	318,554	320,894	340,306
	Total Financial Administration	865,401	1,023,142	1,033,328	1,112,606
	Total General Government	2,844,361	2,666,111	2,669,690	2,861,174
Community Development:					
211	Administration	41,813	46,502	46,402	-
212	Planning	266,558	237,158	235,236	258,319
213	Building Inspection	112,762	126,485	127,505	129,398
214	Economic Development	128,850	167,875	167,875	112,476
	Total Community Development	549,983	578,020	577,018	500,193
Police Department:					
311	Administration	541,191	529,769	526,995	533,151
312	Patrol	1,915,284	1,960,107	1,945,406	1,964,998
313	Investigations	95,014	108,330	110,387	217,859
	Total Police	2,551,489	2,598,206	2,582,788	2,716,008

MUNICIPAL SERVICES General Fund

Department Expenditure Summaries

Dept./Div. Number	Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Public Works:					
411	Administration	66,861	-	-	-
412	Engineering	221,099	259,859	220,630	269,478
413	Road and Bridge	1,371,021	1,608,520	1,481,669	1,434,574
414	Facilities Maintenance	333,342	-	-	-
415	Parks	787,773	-	-	-
Total Public Works		2,780,096	1,868,379	1,702,299	1,704,052
Parks and Recreation:					
513	Special Events	293,092	334,892	329,177	260,665
514	Administration	381,620	263,219	254,262	319,848
515	Adult Programs	27,344	35,505	34,705	32,785
516	Aquatics	406,727	469,896	468,686	424,757
517	Childcare	35,990	40,761	40,761	38,685
518	Fitness	131,527	135,747	135,752	152,715
519	Front Desk	203,151	232,795	225,781	249,355
520	Maintenance	511,061	-	-	-
521	Youth Programs	124,460	133,209	132,209	127,186
522	Cabin	33,438	52,033	10,534	43,647
551	Parks and Grounds	-	912,009	951,833	1,041,229
571	Buildings and Facilities	-	1,040,903	1,041,139	987,130
Total Recreation and Culture		2,148,410	3,650,969	3,624,839	3,678,002
TOTAL OPERATING EXPENDITURES		\$ 10,874,338	\$ 11,361,685	\$ 11,156,634	\$ 11,459,429

MUNICIPAL SERVICES General Fund

Departmental Operating Costs

Dept./ Div. Number	Description	Personnel Services	Commodities	Purchased & Contracted Services	Other Operating Costs	Debt Service	Capital Outlay	Total
General Government:								
Legislative:								
111	Town Council	\$ 169,670	\$ 1,000	\$ 3,600	\$ 256,705	\$ -	\$ -	\$ 430,975
112	Boards and Commissions	13,307	-	-	2,000	-	-	15,307
113	Town Attorney	-	-	155,000	-	-	-	155,000
115	Town Clerk	164,773	3,520	1,580	6,420	-	-	176,293
Total Legislative		347,750	4,520	160,180	265,125	-	-	777,575
Judicial:								
121	Municipal Court	82,851	520	23,050	575	-	-	106,996
Executive:								
131	Town Manager	209,490	100	2,500	9,311	-	-	221,401
132	Human Resources	200,728	9,740	19,400	12,760	-	1,100	243,728
133	Community Relations	60,726	120	29,300	45,200	-	-	135,346
Total Executive		470,944	9,960	51,200	67,271	-	1,100	600,475
Administration:								
141	Finance Department	618,166	21,571	109,952	18,211	-	4,400	772,300
143	Information Systems	198,272	58,528	43,983	39,523	-	-	340,306
149	Nondepartmental	-	17,500	38,956	207,066	-	-	263,522
Total Administration		816,438	97,599	192,891	264,800	-	4,400	1,376,128
Total General Government		1,717,983	112,599	427,321	597,771	-	5,500	2,861,174
Community Development:								
211	Administration	-	-	-	-	-	-	-
212	Planning	195,172	6,139	35,053	6,955	-	15,000	258,319
213	Building Inspection	116,458	1,020	4,000	7,920	-	-	129,398
214	Economic Development	91,706	720	14,200	5,850	-	-	112,476
Total Community Development		403,336	7,879	53,253	20,725	-	15,000	500,193
Public Safety:								
Police Department:								
311	Administration	456,309	12,610	31,846	27,186	-	5,200	533,151
312	Patrol	1,372,447	99,230	4,500	476,621	-	12,200	1,964,998
313	Investigations	201,970	4,814	1,200	9,875	-	-	217,859
Total Public Safety		2,030,726	116,654	37,546	513,682	-	17,400	2,716,008

MUNICIPAL SERVICES General Fund

Departmental Operating Costs

Dept./ Div. Number	Description	Personnel Services	Commodities	Purchased & Contracted Services	Other Operating Costs	Debt Service	Capital Outlay	Total
Public Works								
411	Administration	-	-	-	-	-	-	-
412	Engineering	246,241	3,690	8,200	9,147	-	2,200	269,478
413	Roads and Streets	532,669	194,944	310,767	393,994	-	2,200	1,434,574
414	Facility Maintenance	-	-	-	-	-	-	-
415	Parks	-	-	-	-	-	-	-
Total Public Works		778,910	198,634	318,967	403,141	-	4,400	1,704,052
Parks and Recreation:								
513	Special Events	97,491	11,700	133,350	17,124	-	1,000	260,665
514	Administration	232,159	9,990	13,084	64,615	-	-	319,848
515	Adult Programs	29,330	3,380	-	75	-	-	32,785
516	Aquatics	346,724	29,855	-	48,178	-	-	424,757
517	Child Care	36,935	1,500	-	250	-	-	38,685
518	Fitness	79,395	5,900	-	58,920	-	8,500	152,715
519	Guest Services	208,289	20,114	-	17,652	-	3,300	249,355
520	Maintenance	-	-	-	-	-	-	-
521	Youth Programs	109,153	8,849	650	8,534	-	-	127,186
522	Cabin	37,251	4,050	750	1,596	-	-	43,647
551	Parks and Grounds	596,090	116,451	113,490	182,698	-	32,500	1,041,229
571	Buildings and Facilities	435,726	56,418	79,118	390,868	-	25,000	987,130
Total Parks and Recreation		2,208,543	268,207	340,442	790,510	-	70,300	1,649,643
TOTAL OPERATING EXPENDITURES		\$ 7,139,498	\$ 703,973	\$ 1,177,529	\$ 2,325,829	\$ -	\$ 112,600	\$ 11,459,429

Proposed
Budget
2014

DEPARTMENT OVERVIEW

The Town Center West Maintenance Fund receives fund transfers in from the General and Urban Renewal Funds. Monies are used for maintenance of the "pedestrian mall", including summer landscaping and winter snow removal.

ADMINISTRATION OF THE DEPARTMENT

The Director of Parks and Recreation oversees the Fund uses, which are accounted for in the Parks and Recreation Department.

DEPARTMENT FINANCIAL SUMMARY

Department Expenditures by Category	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
SEE THE GENERAL FUND - PARKS & RECREATION DEPARTMENT				

Town Center West Maintenance Fund

MUNICIPAL SERVICES
Town Center West Maintenance Fund #21

Fund Summary

	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
REVENUES				
Other Revenue:				
Insurance Proceeds	\$ -	\$ -	\$ -	\$ -
Miscellaneous Nonclassified Revenues	-	-	-	-
Total Operating Revenues	-	-	-	-
Other Sources				
Transfers In - General Fund	15,000	15,000	15,000	45,000
Transfers In - Urban Renewal Authority	275,000	275,000	275,000	200,000
TOTAL REVENUES	290,000	290,000	290,000	245,000
EXPENDITURES				
Public Works:				
Main Street Maintenance	295,815	300,700	301,040	245,089
Total Operating Expenditures	295,815	300,700	301,040	245,089
TOTAL EXPENDITURES	295,815	300,700	301,040	245,089
NET SOURCE (USE) OF FUNDS	(5,815)	(10,700)	(11,040)	(89)
FUND BALANCES, Beginning of Year	76,793	26,773	70,978	59,938
FUND BALANCES, End of Year	\$ 70,978	\$ 16,073	\$ 59,938	\$ 59,849

Town of Avon Line Item Detail

Function: Parks and Recreation #500
 Department: Parks and Recreation #510
 Division/Program: Town Center West Maintenance #417

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel:					
61101	Regular Full-time Salaries	\$ 76,066	\$ 80,167	\$ 80,507	\$ 80,582
61106	Paid-out Leave	799	771	771	775
61121	PTS Wages	19,302	17,680	17,680	17,680
61122	PTS Bonuses	629	-	-	-
61151	Overtime Wages	2,389	3,600	3,600	3,600
61202	Ski Pass	-	659	659	709
61301	FT Pension	8,757	8,903	8,903	8,949
61302	PTS Pension	808	708	708	708
61304	Employee Assistance Program	48	48	48	48
61401	FICA/Medicare	1,484	1,502	1,502	1,509
61501	Group Health and Life Insurance	25,435	27,917	27,917	30,353
61505	Long-term Disability Insurance	762	738	738	741
61506	Short-term Disability Insurance	344	-	-	-
61507	Dental Insurance	2,500	2,520	2,520	2,520
61509	Worker's Compensation	2,689	2,426	2,426	3,246
61510	Unemployment Insurance	311	309	309	310
61000	Total Personnel	142,323	147,948	148,288	151,730
Commodities:					
62202	Sand and Gravel	203	650	650	650
62205	Plumbing and Electrical Materials and Supplies	3,186	3,000	3,000	3,000
62206	Landscaping and Plant Materials	4,129	4,700	4,700	4,700
62305	Chemicals	3,178	4,000	4,000	4,000
62401	Gasoline	1,789	2,600	2,600	2,600
62402	Diesel	2,225	3,133	3,133	3,133
62805	Clothing and Uniforms	916	980	980	980
62806	Safety Materials and Supplies	883	500	500	500
62807	Consumable Tools/Small Equipment	1,896	2,650	2,650	2,650
62899	Other Miscellaneous Operating Supplies	3,511	4,500	4,500	4,500
62000	Total Commodities	21,916	26,713	26,713	26,713
Contract Services:					
63306	Security Services	480	-	-	-
63599	Other Maintenance Services	1,094	-	-	-
63999	Other Contract Services	15,384	14,450	14,450	22,650
63000	Total Contract Services	16,958	14,450	14,450	22,650

Town of Avon Line Item Detail

Function: Parks and Recreation #500
 Department: Parks and Recreation #510
 Division/Program: Town Center West Maintenance #417

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Other Operating Costs:					
64201	Telephone	1,194	-	-	-
64202	Gas	1,474	-	-	-
64203	Electric	77,065	75,000	75,000	7,000
64401	Fleet Maintenance Charges	5,893	12,000	12,000	12,000
64402	Equipment Replacement Charges	18,199	18,232	18,232	15,624
64403	Washbay Charges	936	657	657	1,872
64905	Insurance Premiums	4,063	-	-	-
64906	Insurance Deductibles	-	-	-	-
64000	Total Other Operating Costs	108,824	105,889	105,889	36,496
Capital Outlay:					
66499	Machinery and Equipment	5,794	5,700	5,700	7,500
66000	Total Capital Outlay	5,794	5,700	5,700	7,500
60000	Total Expenditures	\$ 295,815	\$ 300,700	\$ 301,040	\$ 245,089

**TOWN OF AVON
DETAILED BUDGET REQUESTS
2014**

Department: Parks and Recreation				
Program: Town Center West Maintenance				
Account Number	Account Name	Justification	2014 Budget	
61121	PTS Wages	1,040hrs (26 weeks) X \$17.00/hr.	\$ 17,680	17,680
61151	Overtime Wages	Overtime Demands FT	3,600	\$ 3,600
62202	Sand and Gravel	Decorative Rock	\$ 650	650
62205	Plumbing & Electrical Supplies & Materials	Irrigation Supplies	3,000	3,000
62206	Landscaping and Plant Materials	Compost & Mulch	1,250	4,700
		Flowers, Trees, Shrubs & Sod	2,100	
		Sod	450	
		Seed	400	
		Other/Vandalism	500	
62305	Chemicals	Fertilizer	400	4,000
		Pesticide	300	
		Icemelt	3,300	
62401	Gasoline	Unleaded Fuel	2,600	2,600
62402	Diesel	Diesel Fuel	3,133	3,133
62805	Clothing and Uniforms	Outerwear	200	980
		Work Clothing	780	
62806	Safety Materials and Supplies	Safety Supplies	500	500
62807	Consumable Tools, Small Equipment	Maintenance Tools	1,000	2,650
		Small Equipment	1,650	
62899	Other Miscellaneous Operating Supplies	Misc. Supplies	500	4,500
		Bollard Parts	1,500	
		Holiday Lights: Replacement	2,500	
62000	Total Commodities		\$ 26,713	
63999	Other Contract Services	Tree Care (removal, pruning, spraying)	\$ 5,650	22,650
		Weed Control (Lake Street/Mall Turf)	3,150	
		Snow Removal Handwork	11,200	
		Asphalt Repair	1,200	
		Miscellaneous Repairs	1,200	
		Vandalism	250	
63000	Total Contract Services		\$ 22,650	
64203	Electrical	Avon Station, Lettuce Shed Lane	\$ 7,000	7,000

**TOWN OF AVON
DETAILED BUDGET REQUESTS
2014**

Department: Parks and Recreation				
Program: Town Center West Maintenance				
Account Number	Account Name	Justification	2014 Budget	
64401	Fleet Maintenance Charges	Annual Fleet Maintenance Charges	12,000	12,000
64402	Equipment Replacement Charges	Annual Equipment Rental Charges	15,624	15,624
64403	Washbay Charges	Annual Washbay Charges	1,872	1,872
64000	Total Other Operating Costs			\$ 36,496
66499	Machinery and Equipment	Air Compressor	\$ 7,500	7,500
66000	Total Capital Outlay			\$ 7,500

Proposed
Budget
2014**DEPARTMENT OVERVIEW**

The Urban Renewal Fund's main source of funding is property tax increment revenues for Urban Renewal Plan areas within the Town. The Town Center West Urban Renewal Plan Area was created in 2008, and is the only plan area within Avon; it has a 25-year life of increment finance. Property tax increment revenues for 2014 are based upon an increment of \$12,092,700 and an overlapping mill rate of 61.044, representing a 3.3% decrease for 2014. Refinance of the existing Vectra Bank loan, in the amount of \$6,0125,000, at an estimated fixed rate of 4%, is included in the 2013 budget. Funds from the refinance and available surplus balances will provide \$750,000 to the Capital Project Fund for the Mall Improvement in 2014. In 2014, funds transferred to the Town Center West Maintenance Fund, are reduced to \$200,000.

ADMINISTRATION OF THE DEPARTMENT

The Urban Renewal Fund is administered by the Finance Director.

DEPARTMENT FINANCIAL SUMMARY

Department Expenditures by Category	Actual	Original or	Final	Proposed
	2012	Prev. Amend. Budget	Revised Budget	Budget 2014
Personnel Services				
Commodities				
Contract Services		700	700	700
Other Operating Costs		250	250	250
Capital Outlay				
Total	\$ -	\$ 950	\$ 950	\$ 950
Department Expenditures by Program				
SEE CAPITAL PROJECTS & TOWN CENTER WEST MAINTENANCE FUND				

Avon Urban Renewal Fund

AVON URBAN RENEWAL AUTHORITY

Summary

FUND SUMMARY

	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
REVENUES				
Taxes	\$ 743,212	\$ 753,921	\$ 742,412	\$ 738,187
Investment Earnings	4,378	5,525	5,525	1,461
Total Operating Revenues	747,590	759,446	747,937	739,648
Other Sources				
Transfers In - General Fund	-	-	-	-
Loan Proceeds	-	-	6,825,000	-
TOTAL REVENUES	747,590	759,446	7,572,937	739,648
EXPENDITURES				
Current:				
General Government	-	950	950	950
Capital Improvements	53,773	358,743	100,000	-
Debt Service:				
Principal	270,000	280,000	6,295,000	305,000
Interest	193,565	195,985	183,777	239,573
Debt Issuance Costs	-	-	136,285	-
Treasurer Fees	28,829	28,000	22,618	22,146
Fiscal Charges	1,000	-	1,000	1,000
Other Uses				
Transfers Out - Capital Projects Fund	-	-	-	700,000
Transfers Out - Town Center West Mtc. Fund	275,000	275,000	275,000	200,000
TOTAL EXPENDITURES	822,167	1,138,678	7,014,630	1,468,669
NET SOURCE (USE) OF FUNDS	(74,577)	(379,232)	558,307	(729,021)
FUND BALANCES, Beginning of Year	877,095	1,170,387	802,518	1,360,825
FUND BALANCES, End of Year	\$ 802,518	\$ 791,155	\$ 1,360,825	\$ 631,804
FUND BALANCES:				
Restricted For:				
Debt Service	\$ 552,525	\$ 552,525	\$ 628,240	\$ 628,240
Capital Improvements	104,970	-	700,000	-
Urban Renewal	145,023	238,630	32,585	3,564
TOTAL FUND BALANCES	\$ 802,518	\$ 791,155	\$ 1,360,825	\$ 631,804

Function: General Government/Financial #140
Department: Finance #140
Program: Avon Urban Renewal Authority #148

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel:					
61101	Regular Full-time Salaries	\$ -	\$ -	\$ -	\$ -
61301	FT Pension	-	-	-	-
61303	Wellness	-	-	-	-
61304	Employee Assistance Program	-	-	-	-
61401	FICA/Medicare	-	-	-	-
61501	Group Health and Life Insurance	-	-	-	-
61505	Long-term Disability Insurance	-	-	-	-
61507	Dental Insurance	-	-	-	-
61509	Worker's Compensation	-	-	-	-
61510	Unemployment Insurance	-	-	-	-
61000	Total Personnel	-	-	-	-
Commodities:					
62905	Books and Periodicals	-	-	-	-
62999	Office Supplies and Materials	-	-	-	-
62000	Total Commodities	-	-	-	-
Contract Services:					
63101	Legal Services	-	500	500	500
63203	Printing and Reproduction	-	200	200	200
63000	Total Contract Services	-	700	700	700
Other Operating Costs:					
64901	Advertising/Legal	-	250	250	250
64000	Total Other Operating Costs	-	250	250	250
60000	Total Expenditures	\$ -	\$ 950	\$ 950	\$ 950

**TOWN OF AVON
DETAILED BUDGET REQUESTS
2014**

Department: Finance				
Program: Avon Urban Renewal Authority				
Account Number	Account Name	Justification	2014 Budget	
63101	Legal Services	AURA General Counsel Services	\$ 500	500
63230	Printing and Reproduction	Printing	200	200
63000	Total Contract Services		\$ 700	700
64901	Advertising and Legal	Legal Notices	\$ 250	250
64000	Total Other Operating Costs		\$ 250	250

AVON URBAN RENEWAL AUTHORITY

Debt Service

Debt Service Summary

Account Number	Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
DEBT SERVICE					
931	Series 2009, Vectra Bank Loan:				
64303	Treasurer Fees	\$ 28,829	\$ 28,000	\$ 22,618	\$ -
65101	Principal	270,000	280,000	6,295,000	-
65102	Interest	193,565	195,985	183,777	-
65103	Fiscal Charges	1,000	-	1,000	-
65104	Debt Issuance Costs	-	-	-	-
60000	Sub-total	<u>493,394</u>	<u>503,985</u>	<u>6,502,395</u>	<u>-</u>
932	Series 2013, Tax Increment Revenue Bonds				
64303	Treasurer Fees	-	-	-	22,146
65101	Principal	-	-	-	305,000
65102	Interest	-	-	-	239,573
65103	Fiscal Charges	-	-	-	1,000
65104	Debt Issuance Costs	-	-	136,285	-
60000	Sub-total	<u>-</u>	<u>-</u>	<u>136,285</u>	<u>567,719</u>
60000	TOTAL DEBT SERVICE	<u><u>493,394</u></u>	<u><u>503,985</u></u>	<u><u>6,638,680</u></u>	<u><u>567,719</u></u>

AVON URBAN RENEWAL AUTHORITY

Capital Projects

CIP Projects Inventory

Account Number	Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
CAPITAL IMPROVEMENT PROJECTS					
Roads and Streets:					
Street Improvements:					
32012	Lake Street Realignment Design	\$ -	\$ -	\$ -	\$ -
32013	Lake Street Construction	-	-	-	-
32014	Main Street Design	-	-	-	-
32015	Main Street Easements	-	-	-	-
32016	Main Street Construction	53,773	358,743	100,000	-
32017	Benchmark Road Design	-	-	-	-
Total Capital Improvement Projects		<u>\$ 53,773</u>	<u>\$ 358,743</u>	<u>\$ 100,000</u>	<u>\$ -</u>

DEPARTMENT OVERVIEW

The Community Enhancement Fund (CEF) originates from the Franchise Agreement the Town of Avon has with Holy Cross Energy to sell electricity to the Town. 1% of the revenue generated by Holy Cross Energy in the Town of Avon is placed in the Community Enhancement Fund and is restricted to the following uses: Beautification Projects, Energy Conservation Projects, Equipment and Technology Upgrades for Schools, Scholarship Funds, Acquisition of open space and/or park land and development, Sponsorship of Special Community Events, Undergrounding of Overhead Electric and Other Utility Lines.

The CEF generates \$75,000/year and there is \$533,330 currently in the CEF Fund Balance. Projects in the CIP proposed to be funded by the CEF include the remodel of the restrooms in H.A. Nottingham Park (\$275,000) in 2014 and undergrounding of the power lines along the Eagle Valley Trail between Eaglebend Apartments and Stonebridge Drive.

ADMINISTRATION OF THE DEPARTMENT

The Town Engineer administers the Community Enhancement Fund.

DEPARTMENT FINANCIAL SUMMARY

Department Expenditures by Category	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
SEE CAPITAL PROJECTS FUND				

MUNICIPAL SERVICES
Community Enhancement Fund #23

Fund Summary

	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
REVENUES				
Other Revenue:				
Community Enhancement Fees	\$ 72,862	\$ 75,000	\$ 75,000	\$ 75,000
Total Operating Revenues	<u>72,862</u>	<u>75,000</u>	<u>75,000</u>	<u>75,000</u>
Other Sources				
Transfers In - General Fund	-	-	-	-
TOTAL REVENUES	<u>72,862</u>	<u>75,000</u>	<u>75,000</u>	<u>75,000</u>
EXPENDITURES				
Public Works:				
Community Enhancement	-	-	-	-
Total Operating Expenditures	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Other Uses				
Transfers Out - Capital Projects Fund	-	350,000	-	275,000
TOTAL EXPENDITURES	<u>-</u>	<u>350,000</u>	<u>-</u>	<u>275,000</u>
NET SOURCE (USE) OF FUNDS	72,862	(275,000)	75,000	(200,000)
FUND BALANCES, Beginning of Year	<u>385,468</u>	<u>460,468</u>	<u>458,330</u>	<u>533,330</u>
FUND BALANCES, End of Year	<u>\$ 458,330</u>	<u>\$ 185,468</u>	<u>\$ 533,330</u>	<u>\$ 333,330</u>
FUND BALANCES:				
Restricted For:				
Community Enhancement Projects	\$ 458,330	\$ 185,468	\$ 533,330	\$ 233,330
Assigned For:				
US Hwy 6 Trail Project Undergrounding	-	-	-	100,000
TOTAL FUND BALANCES	<u>\$ 458,330</u>	<u>\$ 185,468</u>	<u>\$ 533,330</u>	<u>\$ 333,330</u>

Fund: Water Department: Water Utilities	Budget Summary
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DEPARTMENT OVERVIEW

The Water Fund collects revenues, which are restricted to water related projects and expenses. Revenues are generated by a \$4,000 per Single Family Equivalent (SFE) water tap fee and a \$3.25/SFE/month fee on the water bill. Expenditures in the Water Fund include engineering and construction of projects, water attorney fees and irrigation ditch maintenance. The 2014 ditch maintenance reflects significant work to catch-up on deferred maintenance. In addition, revenues are contributed to third parties for water quality monitoring, river clean-up and associated projects.

ADMINISTRATION OF THE DEPARTMENT

The Water Fund is administered by the Town Engineer. Approximately 10% of the Engineer's total administration time is charged to the Water Fund.

Department Expenditures by Category	Actual	Original or	Final	Proposed
	2012	Prev. Amend. Budget 2013	Revised Budget 2013	Budget 2014
Personnel Services	\$ 48,720	\$ 52,971	\$ 42,013	\$ 43,047
Commodities	-	-	-	-
Contract Services	41,233	62,500	62,500	122,500
Other Operating Costs	26,900	25,150	25,150	28,250
Capital Outlay	-	-	-	-
Total	\$ 116,853	\$ 140,621	\$ 129,663	\$ 193,797
Department Expenditures by Program				
Water Utilities	\$ 116,853	\$ 140,621	\$ 129,663	\$ 193,797
Total	\$ 116,853	\$ 140,621	\$ 129,663	\$ 193,797

2013 MAJOR ACCOMPLISHMENTS

1. Construction bid and management of Nottingham Lake liner replacement.
2. Implementation of wetland enhancement into the Lake liner replacement.
3. Advancement of Mountain Star water tank and fire flow evaluations.

DEPARTMENT OPERATIONS

Management of Capital Water Projects: Includes accounts payable and payroll processing and general accounting; revenue collection, compliance, licensing and administration; procurement compliance and fixed asset inventory; internal control structure and asset safekeeping; and preparation of the Town's comprehensive annual financial report.

Estimated Personnel Time 90%
 Estimated Nonpersonnel Costs \$ 135,675
Total Activity Cost \$ 174,417
 Performance Metric(s) Projects completed on time and on budget

Long-range Planning: Includes oversight of water rights and work on the resolution of issues with the Water Authority as identified in the 2013-14 Strategic Plan.

Estimated Personnel Time 10%
 Estimated Nonpersonnel Costs \$ 15,075
Total Activity Cost \$ 19,380
 Performance Metric(s) Community Survey

MUNICIPAL SERVICES Water Fund #24

Fund Summary

	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
REVENUES				
Charges for Services:				
Water Surcharges	\$ 148,233	\$ 145,000	\$ 145,000	\$ 145,000
Tap Fees	49,485	252,000	265,220	20,000
Tap Fees - Mountain Star	6,945	-	13,677	-
Total Charges for Services	204,663	397,000	423,897	165,000
Other Revenues				
Nonclassified Revenues	1,233	-	-	-
TOTAL REVENUES	\$ 205,896	\$ 397,000	\$ 423,897	\$ 165,000
EXPENDITURES				
Water Utilities	116,853	140,621	129,663	193,797
Total Operating Expenditures	116,853	140,621	129,663	193,797
Other Uses				
Transfers Out - Capital Projects Fund	648,273	1,250,000	1,300,000	-
TOTAL EXPENDITURES	765,126	1,390,621	1,429,663	193,797
NET SOURCE (USE) OF FUNDS	(559,230)	(993,621)	(1,005,766)	(28,797)
FUND BALANCES, Beginning of Year	2,339,866	1,663,063	1,780,636	774,870
FUND BALANCES, End of Year	\$ 1,780,636	\$ 669,442	\$ 774,870	\$ 746,073
FUND BALANCES:				
Restricted For:				
Water Projects	\$ 1,780,636	\$ 669,442	\$ 774,870	\$ 146,073
Assigned For:				
Mountain Star Water Tank Contribution	-	-	-	600,000
TOTAL FUND BALANCES	\$ 1,780,636	\$ 669,442	\$ 774,870	\$ 746,073

Town of Avon Line Item Detail

Function: Utilities
 Department: Public Works
 Program: Water Utilities #424

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel:					
61101	Regular Full-time Salaries	\$ 35,148	\$ 39,325	\$ 30,857	\$ 31,667
61106	Paid Out Leave	1,750	378	292	304
61111	FT Bonuses	1,250	-	-	-
61151	Overtime	40	-	-	-
61201	Automobile Allowance	930	552	900	900
61301	FT Pension	4,130	4,367	3,368	3,517
61304	Employee Assistance Program	10	11	8	8
61401	FICA/Medicare	572	584	457	477
61501	Group Health and Life Insurance	3,604	6,368	4,952	4,957
61505	Long-term Disability Insurance	179	226	171	176
61506	Short-term Disability Insurance	149	-	-	-
61507	Dental Insurance	333	567	441	441
61509	Worker's Compensation	509	472	472	501
61510	Unemployment Insurance	116	121	95	99
61000	Total Personnel	48,720	52,971	42,013	43,047
Contract Services:					
63101	Legal Service	23,388	25,000	25,000	45,000
63102	Audit and Accounting Services	1,500	1,500	1,500	1,500
63104	Engineering Services	2,926	3,000	3,000	1,000
63999	Other Contract Services	13,419	33,000	33,000	75,000
63000	Total Contract Services	41,233	62,500	62,500	122,500
Other Operating Costs:					
64902	Financial Donations & Contributions	26,650	24,900	24,900	28,000
64905	Insurance Premiums	250	250	250	250
64000	Total Other Operating Costs	26,900	25,150	25,150	28,250
60000	Total Water Utilities	\$ 116,853	\$ 140,621	\$ 129,663	\$ 193,797

**TOWN OF AVON
DETAILED BUDGET REQUESTS
2014**

Department: Public Works				
Program: Water Utilities				
Account Number	Account Name	Justification	2014 Budget	
63101	Legal Services	Water Engineers and Water Attorney Services for Water Rights Filing	\$ 45,000	45,000
63102	Audit and Accounting Services	2013 Audit	1,500	1,500
63104	Engineering Services	Miscellaneous Engineering Services	1,000	1,000
63999	Other Contract Services	Ditch Maintenance Restoration of south face of dam	60,000 15,000	75,000
63000	Total Contract Services			\$ 122,500
64902	Financial Support, Donations and Contributions	Discretionary Funding: Watershed Council Urban Runoff Group Projects ERWSD & USGS Eagle River Cleanup	\$ 4,000 10,000 13,000 1,000	28,000
64905	Insurance Premiums	Commercial and Umbrella Coverage	250	250
64000	Total Other Operating Costs			\$ 28,250

DEPARTMENT OVERVIEW

The Affordable Housing Fund was established to receive payment from two developments: \$846,000 from the Westin Riverfront development, and \$100,000 from the original Gates Development (now known as The Ascent). The exactions were paid in full satisfaction of the employee housing impact fee and mitigation requirements. Monies in the Fund may be used for any purpose deemed appropriate by the Town Council.

ADMINISTRATION OF THE DEPARTMENT

The Town Manager administers the Affordable Housing Fund.

DEPARTMENT FINANCIAL SUMMARY

	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Department Expenditures by Category				
<p>NO EXPENDITURES ARE PROVIDED IN THE 2014 BUDGET. A PROGRAM FOR USE OF THE MONIES WILL BE DEVELOPED IN EARLY 2014.</p>				

MUNICIPAL SERVICES
Affordable Housing Fund #25

Fund Summary

	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
REVENUES				
Investment Earnings	\$ 319	\$ -	\$ 1,389	\$ 1,311
Other Revenue:				
Nonclassified Revenues	36,144	-	137,727	2,429
Total Operating Revenues	36,463	-	139,116	3,740
Other Sources				
Transfers In - General Fund	-	-	-	-
Total Other Sources	-	-	-	-
TOTAL REVENUES	36,463	-	139,116	3,740
EXPENDITURES				
General Government:				
Affordable Housing	115,700	1,700	1,700	50,000
Total Operating Expenditures	115,700	1,700	1,700	50,000
TOTAL EXPENDITURES	115,700	1,700	1,700	50,000
NET SOURCE (USE) OF FUNDS	(79,237)	(1,700)	137,416	(46,260)
FUND BALANCES, Beginning of Year	651,675	535,975	572,438	709,854
FUND BALANCES, End of Year	\$ 572,438	\$ 534,275	\$ 709,854	\$ 663,594

Town of Avon Line Item Detail

Function: General Government/Executive #130
 Department: N/A
 Program: Affordable Housing #193

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Other Operating Costs:					
64501	Down Payment Assistance	114,000	-	-	-
64902	Financial Support, Donations, & Cont.	1,700	1,700	1,700	50,000
64000	Total Other Operating Costs	115,700	1,700	1,700	50,000
60000	Total Expenditures	\$ 115,700	\$ 1,700	\$ 1,700	\$ 50,000

Town of Avon Line Item Detail

Department: General Government/Executive			
Program: Affordable Housing			
Account Number	Account Name	Justification	2014 Budget
64902	Financial Support, Donations and Contributions	Discretionary Funding: Augustana Care Castle Peak Senior Care Community	\$ 50,000 50,000
64000	Total Other Operating Costs		\$ 50,000

Proposed
Budget
2014

Facilities Reserve Fund

DEPARTMENT OVERVIEW

The Facilities Reserve Fund (FRF) was originally established to accumulate funds to maintain major Town of Avon equipment that have a limited useful life and will need refurbishment or replacement such as elevators, air handlers, and vehicle lifts. The Town has not budgeted monies for the FRF since 2009. These expensive pieces of equipment also are appropriate to fund, depending on magnitude of cost and expected useful life, from the CIP Fund or the General Fund. To reduce duplicate purposes, and to better identify funding priorities, the balance of the FRF has been consolidated into the 2014 CIP Fund revenues.

MUNICIPAL SERVICES
Facilities Reserve Fund #26

Fund Summary

	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
REVENUES				
Other Revenue	\$ -	\$ -	\$ -	\$ -
Total Operating Revenues	-	-	-	-
Other Sources				
Transfers In - General Fund	-	-	-	-
TOTAL REVENUES	-	-	-	-
EXPENDITURES				
Public Works:				
Facilities Maintenance	-	-	-	-
Total Operating Expenditures	-	-	-	-
Other Uses				
Transfers Out - Capital Projects Fund	-	-	-	413,251
TOTAL EXPENDITURES	-	-	-	413,251
NET SOURCE (USE) OF FUNDS	-	-	-	(413,251)
FUND BALANCES, Beginning of Year	413,251	413,251	413,251	413,251
FUND BALANCES, End of Year	\$ 413,251	\$ 413,251	\$ 413,251	\$ -

DEPARTMENT OVERVIEW

The Debt Service fund is used to account for the accumulation of resources for the payment of principal and interest on the Town's debt not accounted for in any other fund. Property taxes are levied to pay the Town's Series 2004 General Obligation Refunding bonds, which were issued to finance the Town's roundabouts in 21996. A decline of 9.13% in assessed valuation from the previous year, will increase the mill rate from 3.027 to 3.341 to generate the amount of property taxes necessary to meet the debt service requirements. Also included in the fund, are the Series 1999 Sales Tax Revenue Refunding Bonds, with a maturity of 2014. Funding for these bonds in 2004 is provided from revenues in the Capital Projects Fund. The Series 2010, Certificates of Participation are also accounted for in the Debt Service Fund, including the \$510,285 held in trust for the certificates.

ADMINISTRATION OF THE DEPARTMENT

The Finance Director administers the Debt Service Fund.

DEPARTMENT FINANCIAL SUMMARY

Department Expenditures by Category	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
SEE FUND SUMMARY				

MUNICIPAL SERVICES

Debt Service Fund #31

Fund Summary

Account Number	Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
REVENUES					
Taxes:					
51101	General Property Taxes	\$ 569,156	\$ 546,140	\$ 557,510	\$ 550,523
51102	Property Tax - Delinquent	(5,044)	-	-	-
51103	Property Tax - Interest & Penalties	195	-	-	-
51104	Property Tax - Abatement	(2,090)	-	-	-
51000	Total Taxes	<u>562,217</u>	<u>546,140</u>	<u>557,510</u>	<u>550,523</u>
Investment Earnings:					
57101	Investment Earnings	957	1,000	1,000	1,000
Other Sources:					
59201	Transfers-In from Capital Projects Fund	710,594	714,666	714,666	712,829
59000	Total Other Sources	<u>710,594</u>	<u>714,666</u>	<u>714,666</u>	<u>712,829</u>
50000	TOTAL REVENUES	<u>1,273,768</u>	<u>1,261,806</u>	<u>1,273,176</u>	<u>1,264,352</u>
EXPENDITURES					
Debt Service:					
919	Series 1999, Sales Tax Revenue Refunding Bonds				
65101	Principal	405,000	425,000	425,000	445,000
65102	Interest	58,012	39,585	39,585	20,248
922	Series 2004, G.O. Refunding Bonds				
65101	Principal	445,000	455,000	455,000	475,000
65102	Interest	90,397	73,710	73,710	58,013
924	Series 2010, Certificates of Participation				
65101	Principal	120,000	125,000	125,000	125,000
65102	Interest	128,481	126,081	126,081	123,581
911					
64303	County Treasurer Fees	11,293	10,930	11,150	11,010
65103	Fiscal Agent Fees	2,500	6,500	6,500	6,500
	Total Debt Service	<u>1,260,683</u>	<u>1,261,806</u>	<u>1,262,026</u>	<u>1,264,352</u>
60000	TOTAL EXPENDITURES	<u>1,260,683</u>	<u>1,261,806</u>	<u>1,262,026</u>	<u>1,264,352</u>
	NET SOURCE (USE) OF FUNDS	13,085	-	11,150	-
	FUND BALANCES, Beginning of Year	<u>494,552</u>	<u>494,552</u>	<u>507,637</u>	<u>518,787</u>
	FUND BALANCES, End of Year	<u>\$ 507,637</u>	<u>\$ 494,552</u>	<u>\$ 518,787</u>	<u>\$ 518,787</u>

DEPARTMENT OVERVIEW

The Transportation Department is the singular department of the Transit Fund and is responsible for all transportation related activities for the Town of Avon. The Department's core responsibilities consist of developing and sustaining effective, safe, and consistent community transportation programs for the residents and guests of the Town of Avon. The Transit Fund operates as an enterprise fund and is used to account for operations that are financed and operated a manner similar to private business enterprises, where the intent of the Town Council is that the costs of providing services to the general public on a continuing basis be financed or recovered through user charges. Monies may also be provided to the Transit Fund from general taxes collected by the Town of Avon, when appropriate, to ensure a positive net income on an annual basis.

ADMINISTRATION OF THE DEPARTMENT

The Transportation Department is administered by the Transit Superintendent who coordinates both the operational and administrative areas; with operational oversight greater in the winter and general non-operational duties heavier in the summer.

DEPARTMENT FINANCIAL SUMMARY

		Original or Prev. Amend.	Final Revised	Proposed
Department Expenditures by Category	Actual 2012	Budget 2013	Budget 2013	Budget 2014
Personnel Services	\$ 441,503	\$ 410,092	\$ 413,152	\$ 495,934
Commodities	97,458	104,675	104,675	111,582
Contract Services	24,602	18,767	18,767	74,517
Other Operating Costs	324,876	376,524	379,980	544,539
Debt Service	60,220	60,220	60,220	60,220
Capital Outlay	378,044	112,023	114,517	411,100
Total	\$ 1,326,703	\$ 1,082,301	\$ 1,091,311	\$ 1,697,892
Department Expenditures by Program				
Administration	\$ 88,601	\$ 48,222	\$ 51,678	\$ 205,485
Operations	1,238,102	1,034,079	1,039,633	1,286,737
Wash Bay	-	-	-	205,670
Total	\$ 1,326,703	\$ 1,082,301	\$ 1,091,311	\$ 1,697,892
Authorized Positions				
Transit Director	0.35	-	-	-
Transit Superintendent	1	1	1	1
Bus Driver	3	3	3	3
Total	4.35	4	4	4

2013 MAJOR ACCOMPLISHMENTS

1. Participated in key decisions in finalizing finishes and improvements in the new Avon Regional Transportation Facility.
2. Initiated service to Buffalo Ridge apartments.
3. Negotiated lease agreement with ECO for bus storage.

PROGRAM ACTIVITIES AND OPERATIONS

Administration: The Transit Superintendent oversees the day-to-day bus service routes, transit program development, strategic planning, funding allocations, establishes performance goals, pursues coordination strategies, develops a passenger feedback systems, designs and implements advertising and promotion, completes annual reports, budgets, ADA certification and compliance, drug/alcohol program, vehicle procurement, Federal Transit Administration, Region VIII/Colorado Department of Transportation grant solicitation/management, and Intergovernmental Agreement/Third Party contract execution. The Transit Superintendent occasionally fills in for drivers on sick leave or during hiring transitions.

Estimated Personnel Time: 100%
 Estimated Nonpersonnel Costs: \$ 89,968
Total Activity Cost: \$ 205,485
 Performance Metric(s): Internal Survey
 Community Survey

Route Operations: Includes service design/service implementation schedule and policy, system safety and security, fleet management, customer (guest) service protocols, employee standards, seasonal employee recruitment, training, and certification, performance metric(s), and day to day field operational supervision.

Winter Service: Three (3) route operations occur during the winter months: The Black Line serving the Avon Core and residential areas other than Wildridge, a Skier Shuttle, supported with funding from Beaver Creek, and evening Restaurant Shuttle. Hours and route frequency are summarized in the table below. The Town provides in-kind bus service for The Birds of Prey World Cup, running additional buses.

Estimated Personnel Time: 67%
 Estimated Nonpersonnel Costs: \$ 669,040
Total Activity Cost: \$ 862,114
 Performance Metric(s): Winter cost per rider per route
 Winter on time performance
 Community Survey

Summer Service: The seven-day per week Black Line Route operates occur during the summer months: The Black Line serves the Avon Core and residential areas other than Wildridge. In 2014, a smaller 25-seat shuttle van will operate the route to meet the lower demand. Hours and route frequency are summarized in the table below.

Estimated Personnel Time: 33%
 Estimated Nonpersonnel Costs: \$ 329,527
Total Activity Cost: \$ 424,623
 Performance Metric(s): Summer cost per rider per route
 Summer on time performance
 Community Survey

Route	Winter Op Hrs	Winter Frequency	Winter # Buses	Loop Time	Winter Serv. Hr.	Summer Op Hrs	Summer Frequency	Summer # Buses	Loop Time	Summer Serv. Hr.	Annual Cost
Black Line	6:30-6:30	30 Min	1	30 Min	2,279	7:00-6:30	30	1	30	3,161	\$442,979
Skier Shuttle	8:00-6:00	15 -30 Min	2	30 Min	2,913						\$237,206
Restaurant Shuttle	6:00-10:00	30 Min	1	30 Min	625						\$50,894
											\$0
					Total Service Hrs	5,817			Total Service Hrs	3,161	\$731,079
					Grand Total Service Hours			8,978			

Proposed
Budget
2014

Wash Bay: Located in the Bus Storage Facility, a wash bay is sized for large buses and smaller vehicles and equipment. The bay also includes a service station for checking fluids and daily checklists. Charges are estimated each year based upon the operational and maintenance costs of operating the wash bay, including staff time for servicing vehicles.

Estimated Personnel Time:	100%	
Estimated Nonpersonnel Costs:	\$ 113,423	
Total Activity Cost:		\$ 205,670
Performance Metric(s):	Internal Survey	
	Cost Recovery	

Transportation Department

MUNICIPAL SERVICES Transit Enterprise Fund #52

Fund Summary

	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
REVENUES				
Taxes	\$ 40,032	\$ 40,317	\$ 40,317	\$ 39,999
Intergovernmental	305,351	88,498	90,494	328,000
Charges for Services	87,969	90,000	90,594	312,252
Other Revenues	3,172	26,500	7,636	47,632
Total Operating Revenues	436,524	245,315	229,041	727,883
Other Sources				
Transfers In from General Fund - Operating	810,000	755,000	776,000	825,000
Transfers In from General Fund - Capital	-	-	-	82,000
Total Other Sources	810,000	755,000	776,000	907,000
TOTAL REVENUES	1,246,524	1,000,315	1,005,041	1,634,883
EXPENDITURES				
Transportation	1,326,703	1,082,301	1,091,311	1,697,892
TOTAL EXPENDITURES	1,326,703	1,082,301	1,091,311	1,697,892
NET SOURCE (USE) OF FUNDS	(80,179)	(81,986)	(86,270)	(63,009)
FUND BALANCES, Beginning of Year	702,512	622,333	622,333	536,063
FUND BALANCES, End of Year	\$ 622,333	\$ 540,347	\$ 536,063	\$ 473,054

MUNICIPAL SERVICES Transit Enterprise Fund #52

Revenue Detail

Account Number	Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Taxes:					
Property Taxes					
51101	Property Tax/ Gates GID	39,999	40,317	40,317	39,999
51103	Current & Delinquent interest	33	-	-	-
51000	Total Taxes	<u>40,032</u>	<u>40,317</u>	<u>40,317</u>	<u>39,999</u>
Intergovernmental:					
Federal Grants:					
53104	FTA Grant	305,351	88,498	90,494	328,000
53000	Total Intergovernmental	<u>305,351</u>	<u>88,498</u>	<u>90,494</u>	<u>328,000</u>
Charges for Services:					
Transportation:					
54501	Beaver Creek	78,000	90,000	90,000	90,000
54502	Charter/Special Event Revenues- Snowball	9,969	-	-	-
54507	Wash Bay Services- External	-	-	594	144,870
54902	Wash Bay Services- Internal	-	-	-	77,382
54000	Total Charges for Services	<u>87,969</u>	<u>90,000</u>	<u>90,594</u>	<u>312,252</u>
Other Revenues:					
58201	Lease of Town-owned Property	-	22,500	3,636	43,632
58995	Bus Advertising Revenues	3,172	4,000	4,000	4,000
58999	Miscellaneous Nonclassified Revenues	-	-	-	-
58000	Total Other Revenues	<u>3,172</u>	<u>26,500</u>	<u>7,636</u>	<u>47,632</u>
Other Sources:					
59201	Transfers In from General Fund - Operating	810,000	755,000	776,000	825,000
59201	Transfers In from General Fund - Capital	-	-	-	82,000
59000	Total Other Sources	<u>810,000</u>	<u>755,000</u>	<u>776,000</u>	<u>907,000</u>
50000	TOTAL REVENUES	<u><u>1,246,524</u></u>	<u><u>1,000,315</u></u>	<u><u>1,005,041</u></u>	<u><u>1,634,883</u></u>

DEPARTMENT OVERVIEW

The Fleet Maintenance Fund is an enterprise fund and is used to account for operations that are financed and operated a manner similar to private business enterprises, where the intent of the Town Council is that the costs of providing services to the general public on a continuing basis be financed or recovered through user charges. Monies may also be provided to the Fleet Maintenance Fund from general taxes collected by the Town of Avon, when appropriate, to ensure a positive net income on an annual basis. The Fleet Department is the only division in the Fund and provides vehicle and rolling stock service for Town of Avon as well as other third party governmental agencies.

ADMINISTRATION OF THE DEPARTMENT

The Fleet Department is administered by the Fleet Manager who spends approximately 90% on general department administration, and the balance on mechanic training and hands-on support.

DEPARTMENT FINANCIAL SUMMARY

		Original or Prev. Amend.	Final Revised	Proposed
Department Expenditures by Category	Actual 2012	Budget 2013	Budget 2013	Budget 2014
Personnel Services	\$ 537,932	\$ 640,077	\$ 634,799	\$ 649,526
Commodities	405,144	410,823	416,173	434,384
Contract Services	61,805	69,626	93,176	67,280
Other Operating Costs	93,670	121,938	113,338	114,310
Debt Service	255,150	253,406	253,406	261,522
Capital Outlay	22,951	30,000	24,351	19,120
Total	\$ 1,376,652	\$ 1,525,870	\$ 1,535,243	\$ 1,546,142
Department Expenditures by Program				
Fleet Maintenance	\$ 1,366,968	\$ 1,512,870	\$ 1,523,693	\$ 1,546,142
Wash Bay	9,684	13,000	11,550	-
Total	\$ 1,376,652	\$ 1,525,870	\$ 1,535,243	\$ 1,546,142
Authorized Positions				
Fleet Director	0.25	-	-	-
Fleet Manager	1	1	1	1
Accounting Assistant II	1	1	1	1
Mechanic I-II	5	5	5	5
Mechanics Helper	-	1	1	1
Total	7.25	8	8	8

2013 MAJOR ACCOMPLISHMENTS

1. Met Cost Recovery Ratio and increased revenues to third parties by 30% over 2012 revenues.
2. Reorganized facility space to accommodate the Buildings Division.
3. Critically reviewed motor pool and reduced underused stock by 6 cars.

Proposed
Budget
2014

PROGRAM ACTIVITIES AND OPERATIONS

Town of Avon Vehicles and Rolling Stock: Town departments are charged a competitive “fully burdened” shop rate for regular maintenance and repair. The Fleet Department targets a billable total cost recovery of 70% from work through the year.

Estimated Personnel Time: 35%
Estimated Nonpersonnel Costs: \$ 313,816
Total Activity Cost: \$ 541,150
Performance Metric(s): 70% Cost Recovery
Internal Survey

Third Party Vehicles and Rolling Stock: Third party governmental agencies are charged a competitive “fully burdened” shop rate for regular maintenance and repair. The Fleet Department targets a cost recovery of 70% from total work through the year.

Estimated Personnel Time: 65%
Estimated Nonpersonnel Costs: \$ 582,800
Total Activity Cost: \$ 1,004,992
Performance Metric(s): 70% Cost Recovery
Internal Survey

Fleet Maintenance Department

MUNICIPAL SERVICES
Fleet Maintenance Enterprise Fund #61

Fund Summary

	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
REVENUES				
Charges for Services	\$ 1,031,412	\$ 1,348,982	\$ 1,337,733	\$ 1,299,935
Other Revenue	13,376	-	710	-
Total Operating Revenues	<u>1,044,788</u>	<u>1,348,982</u>	<u>1,338,443</u>	<u>1,299,935</u>
Other Sources				
Transfers-In from General Fund	100,000	95,000	150,000	150,000
Capital Lease Proceeds	-	30,000	30,000	-
Total Other Sources	<u>100,000</u>	<u>125,000</u>	<u>180,000</u>	<u>150,000</u>
TOTAL REVENUES	<u>1,144,788</u>	<u>1,473,982</u>	<u>1,518,443</u>	<u>1,449,935</u>
EXPENDITURES				
Public Works:				
Fleet Maintenance	1,366,968	1,512,870	1,523,693	1,546,142
Washbay	9,684	13,000	11,550	-
Total Operating Expenditures	<u>1,376,652</u>	<u>1,525,870</u>	<u>1,535,243</u>	<u>1,546,142</u>
TOTAL EXPENDITURES	<u>1,376,652</u>	<u>1,525,870</u>	<u>1,535,243</u>	<u>1,546,142</u>
NET SOURCE (USE) OF FUNDS	(231,864)	(51,888)	(16,800)	(96,207)
FUND BALANCES, Beginning of Year	<u>553,491</u>	<u>321,627</u>	<u>321,627</u>	<u>304,827</u>
FUND BALANCES, End of Year	<u>\$ 321,627</u>	<u>\$ 269,739</u>	<u>\$ 304,827</u>	<u>\$ 208,620</u>

MUNICIPAL SERVICES
Fleet Maintenance Enterprise Fund #61

Revenue Summary

Account Number	Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Charges for Services:					
54806	3rd Party Fleet Maintenance Charges	\$ 624,518	\$ 722,814	\$ 722,814	\$ 722,814
54901	Departmental Fleet Maintenance Chrgs	356,522	555,870	559,621	557,121
54902	Wash Bay Charges	41,235	45,298	45,298	-
54903	Sales of Fuel	9,137	25,000	10,000	20,000
54000	Total Charges for Services	<u>1,031,412</u>	<u>1,348,982</u>	<u>1,337,733</u>	<u>1,299,935</u>
Other Revenues:					
58205	Insurance Reimbursements	7,931	-	-	-
58999	Miscellaneous Nonclassified Revenues	5,445	-	710	-
58000	Total Other Revenues	<u>13,376</u>	<u>-</u>	<u>710</u>	<u>-</u>
Other Sources:					
59201	Transfers In - General Fund	100,000	95,000	150,000	150,000
59303	Capital Lease Proceeds	-	30,000	30,000	-
59000	Total Other Sources	<u>100,000</u>	<u>125,000</u>	<u>180,000</u>	<u>150,000</u>
50000	TOTAL REVENUES	<u>\$ 1,144,788</u>	<u>\$ 1,473,982</u>	<u>\$ 1,518,443</u>	<u>\$ 1,449,935</u>

Proposed
Budget
2014DEPARTMENT OVERVIEW

This fund is used to account for the rental of certain vehicles and equipment to other departments for the accumulation of funds for future replacements.

ADMINISTRATION OF THE DEPARTMENT

The Equipment Replacement Fund is administered by the Finance Director with assistance from other department heads..

DEPARTMENT FINANCIAL SUMMARY

Department Expenditures by Category	Actual	Original or	Final	Proposed
	2012	Prev. Amend. Budget 2013	Revised Budget 2013	Budget 2014
Fleet and Heavy Equipment	423,369	251,608	251,608	277,199
Recreation Center Equipment	49,236	45,944	45,944	104,703
Computer and Office Equipment	75,081	39,415	39,415	77,500
Total	\$ 547,686	\$ 336,967	\$ 336,967	\$ 459,402

Equipment Replacement Fund

MUNICIPAL SERVICES Equipment Replacement Internal Service Fund #63

Fund Summary

	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
REVENUES				
Charges for Services	\$ 447,199	\$ 450,035	\$ 450,035	\$ 563,570
Total Operating Revenues	447,199	450,035	450,035	563,570
Other Sources				
Sales of Fixed Assets	70,400	11,000	26,500	3,500
Capital Lease Proceeds	217,004	124,608	124,608	188,062
Total Other Sources	287,404	135,608	151,108	191,562
TOTAL REVENUES	734,603	585,643	601,143	755,132
EXPENDITURES				
Capital Outlay:				
Fleet and Heavy Equipment	423,369	251,608	251,608	277,199
Recreation Center Equipment	49,236	45,944	45,944	104,703
Computer and Office Equipment	75,081	39,415	39,415	77,500
Machinery and Equipment	-	-	-	-
TOTAL EXPENDITURES	547,686	336,967	336,967	459,402
NET SOURCE (USE) OF FUNDS	186,917	248,676	264,176	295,730
FUND BALANCES, Beginning of Year	1,982,423	2,169,340	2,169,340	2,433,516
FUND BALANCES, End of Year	\$ 2,169,340	\$ 2,418,016	\$ 2,433,516	\$ 2,729,246

MUNICIPAL SERVICES
Equipment Replacement Internal Service Fund #63

Revenue Detail

Account Number	Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Charges for Services:					
Equipment Rental Charges					
54904	Town Manager	\$ 700	\$ 462	\$ 462	\$ 211
54904	Finance	398	382	382	381
54904	Information Systems	22,194	25,381	25,381	31,663
54904	Nondepartmental	12,396	13,753	13,753	13,510
54904	Comm Dev - Administration	743	234	234	-
54904	Comm Dev - Planning	1,904	1,621	1,621	1,855
54904	Comm Dev - Building Inspection	2,939	2,903	2,903	2,148
54904	Police - Administration	10,686	7,462	7,462	7,222
54904	Police - Patrol	80,675	81,871	81,871	82,762
54904	Police - Investigations	5,244	5,244	5,244	4,427
54904	Engineering	2,741	-	2,539	2,539
54904	Public Works - Administration	-	2,539	-	-
54904	Public Works - Roads and Streets	79,013	75,932	75,932	86,254
54904	Public Works - Parks	61,056	62,797	-	-
54904	Town Center West	18,199	18,232	18,232	15,624
54904	Transit	2,476	2,476	2,476	39,838
54904	Wash Bay	-	-	-	22,003
54904	Fleet Maintenance	4,575	4,559	4,559	4,021
54904	Parks & Recreation - Special Events	2,589	2,588	2,588	2,099
54904	Parks & Recreation - Administration	5,031	5,031	5,031	4,507
54904	Parks & Recreation - Aquatics	39,728	39,811	39,811	42,479
54904	Parks & Recreation - Fitness	54,725	54,870	54,870	56,670
54904	Parks & Recreation - Maintenance	35,739	38,143	-	-
54904	Parks & Recreation - Youth Programs	221	209	209	209
54904	Parks & Recreation - Cabin	3,227	3,536	3,536	1,496
54904	Parks & Recreation - Parks and Grounds	-	-	62,797	63,028
54904	Parks & Recreation - Bldgs and Facilities	-	-	38,143	78,625
54000	Total Charges for Services	<u>447,199</u>	<u>450,035</u>	<u>450,035</u>	<u>563,570</u>
Other Sources:					
59101	Sale of Fixed Assets	70,400	11,000	26,500	3,500
59303	Capital Lease Proceeds	217,004	124,608	124,608	188,062
59000	Total Other Sources	<u>287,404</u>	<u>135,608</u>	<u>151,108</u>	<u>191,562</u>
50000	TOTAL REVENUES	<u>\$ 734,603</u>	<u>\$ 585,643</u>	<u>\$ 601,143</u>	<u>\$ 755,132</u>

**TOWN OF AVON
DETAILED BUDGET REQUESTS
2014**

Department: N/A			
Program: Fleet and Heavy Equipment #811			
Account Number	Account Name	Justification	2014 Budget
		EQUIPMENT REPLACEMENT: Fleet and Heavy Equipment	
		General Administration- Nondepartmental:	
		Hybrid Sedan	\$ 25,137
		Public Works - Road/Bridge:	
		Pickup with Plow	31,500
		Police Dept - Patrol:	
66501	Automobiles and Light Duty Trucks	Chevrolet Tahoe (1), Replacement for Units #327	32,500
			89,137
66502	Heavy Trucks and Moving Equipment	Public Works - Road/Bridge: Plow Truck	188,062
			188,062
66000	Total Capital Outlay		\$ 277,199
		Fleet and Heavy Equipment Going to Auction in 2014:	
		#320 Chevrolet Tahoe	

**TOWN OF AVON
 DETAILED BUDGET REQUESTS
 2014**

Department: N/A			
Program: Computers and Office Equipment #813			
Account Number	Account Name	Justification	2014 Budget
		EQUIPMENT REPLACEMENT: Computers and Office Equipment	
		Finance:	
		Laptop Computer	\$ 1,500
		Information Systems:	
		VM Host Server	45,000
		Muni Application Server	25,000
66402	Computers and Peripherals	Rec Center Switch	6,000
			77,500
66000	Total Capital Outlay		\$ 77,500

Proposed
Budget
2014**DEPARTMENT OVERVIEW**

The Capital Projects Fund is primarily funded with a 2% real estate transfer tax (RETT). Projected revenues reflect the current real estate market and new development, including the Wyndham timeshare project. The projects recommended in the Fund were selected based on several criteria including major maintenance of the Town's existing facilities, preparation for the 2015 World Cup Skiing Championships, and projects identified as high priorities in adopted planning documents such as the *H.A. Nottingham Park Master Plan*, *Comprehensive Transportation Plan* and the *Recreation Trails Master Plan*. The Town prepares a Five-Year Capital Improvements Program, which is important to the long-term planning of infrastructure development and maintenance.

ADMINISTRATION OF THE DEPARTMENT

The Capital Projects Fund is administered by the Town Engineer. Two engineers in the Engineering Department spend approximately 45% of each position's time on planning and implementation of the Fund and Five-Year Program. Proportional monies for the engineer's salary are transferred to the General Fund.

DEPARTMENT FINANCIAL SUMMARY

Department Expenditures by Category	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
SEE LINE ITEM DETAIL				

Capital Projects Fund

MUNICIPAL SERVICES

Capital Projects Fund #41

Fund Summary

	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
REVENUES				
Taxes	\$ 1,707,648	\$ 1,500,000	\$ 1,500,000	\$ 1,600,000
Intergovernmental	1,707,114	7,520,473	7,470,473	1,302,000
Investment Earnings	11,018	15,000	15,000	9,003
Other Revenue	694	1,500	1,500	1,500
Total Operating Revenues	3,426,474	9,036,973	8,986,973	2,912,503
Other Sources:				
Operating Transfers-In	648,273	1,400,000	1,300,000	1,388,251
Total Other Sources	648,273	1,400,000	1,300,000	1,388,251
TOTAL REVENUES	4,074,747	10,436,973	10,286,973	4,300,754
EXPENDITURES				
Debt Service:				
Capital Leases	-	-	-	153,006
Capital Improvements:				
Facilities	3,110,537	9,103,307	9,172,987	300,000
Land and Land Improvements	575	1,086,800	1,086,800	345,000
Roads and Streets	230,403	531,533	649,640	4,348,760
Utilities	43,521	55,000	-	-
Water Fund Projects	648,274	1,400,000	1,300,000	-
Communications and Technology	-	92,265	92,265	135,000
Strategic Planning	-	840,000	-	-
Total Capital Improvements	4,033,310	13,108,905	12,301,692	5,281,766
Contingency	-	-	-	150,000
Other Uses				
Operating Transfer-Out - General Fund	217,204	227,571	201,006	246,559
Operating Transfer-Out - Debt Service Fund	710,594	714,666	714,666	712,829
Total Other Uses	927,798	942,237	915,672	959,388
TOTAL EXPENDITURES	4,961,108	14,051,142	13,217,364	6,391,154
NET SOURCE (USE) OF FUNDS	(886,361)	(3,614,169)	(2,930,391)	(2,090,400)
FUND BALANCE, Beginning of Year	7,072,921	6,186,560	6,186,560	3,256,169
FUND BALANCE, End of Year	\$ 6,186,560	\$ 2,572,391	\$ 3,256,169	\$ 1,165,769

CAPITAL PROJECTS FUND 5-YEAR PLAN SUMMARY

	Actual 2012	Original or	Final	Proposed Budget 2014	Projected			
		Prev. Amend. Budget 2013	Revised Budget 2013		2015	2016	2017	2018
REVENUES								
Real Estate Transfer Tax:	\$ 1,707,648	\$ 1,500,000	\$ 1,500,000	\$ 1,600,000	\$ 3,825,312	\$ 3,318,080	\$ 3,190,368	\$ 2,000,000
Interest Earnings	11,018	15,000	15,000	9,003	5,246	7,310	11,928	14,248
Intergovernmental:								
Federal/State:								
FTA 90 SGR	1,118,012	6,360,876	6,360,876	-	-	-	-	-
FTA 84 BBF	155,342	-	-	-	-	-	-	-
FTA / CDOT - ARRA	-	523,000	523,000	-	-	-	-	-
CDOT FASTER	414,403	586,597	586,597	-	-	-	-	-
GOCO Grant - Eagle Valley Trail Bridges	-	-	-	497,000	-	-	-	-
CDOT - Eagle Valley Trail - Avon Rd. to Stonebridge	-	-	-	655,000	-	-	-	-
Other State Grants - Water Wheel	19,357	-	-	-	-	-	-	-
Local Government:								
Eagle County Trails Grant - Eagle Valley Trail Bridge	-	50,000	-	50,000	-	-	-	-
Eagle County Trails Grant - Eaglebend. to Stonebridge	-	-	-	100,000	420,000	-	-	-
Other Revenues:								
Fireplace Fees	-	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Nonclassified	694	-	-	-	-	-	-	-
Total Operating Revenues	3,426,474	9,036,973	8,986,973	2,912,503	4,252,058	3,326,890	3,203,796	2,015,748
Other Sources:								
Transfer in from the AURA - Pedestrian Mall Improvements	-	-	-	700,000	-	-	-	-
Transfer in from Community Enhancement Fund								
- 2014 Restroom Improvements;								
- 2015 Powerline Undergrounding for Eagle Valley Trail	-	-	-	275,000	100,000	-	-	-
Transfer in from Facilities Reserve Fund - Consolidation with Capital Projects Fund	-	-	-	413,251	-	-	-	-
Transfer in from Water Fund - Metcalf Drainage	648,273							
Transfer in from Water Fund - Lake Liner	-	1,400,000	1,300,000	-	-	-	-	-
Total Other Sources	648,273	1,400,000	1,300,000	1,388,251	100,000	-	-	-
Total Revenues and Sources of Funds	\$ 4,074,747	\$ 10,436,973	\$ 10,286,973	\$ 4,300,754	\$ 4,352,058	\$ 3,326,890	\$ 3,203,796	\$ 2,015,748

CAPITAL PROJECTS FUND 5-YEAR PLAN SUMMARY

	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014	Projected			
					2015	2016	2017	2018
EXPENDITURES								
Capital Improvements:								
Facilities	3,110,537	9,103,307	9,172,987	300,000	120,000	80,000	-	375,000
Land and Land Improvements	575	1,086,800	1,086,800	345,000	700,000	400,000	650,000	-
Roads and Streets	230,403	531,533	649,640	4,348,760	2,796,679	1,310,950	1,451,143	1,150,000
Utilities	43,521	55,000	-	-	-	-	-	-
Water Fund Projects	648,274	1,400,000	1,300,000	-	-	-	-	-
Communications and Technology	-	92,265	92,265	135,000	-	-	-	-
Strategic Planning	-	840,000	-	-	-	-	-	-
Debt Service:								
Capital Leases	-	-	-	153,006	94,986	94,986	94,986	94,986
Total Expenditures	4,033,310	13,108,905	12,301,692	5,281,766	3,711,665	1,885,936	2,196,129	1,619,986
Contingency - 2014 Only	-	-	-	150,000	-	-	-	-
Other Uses:								
Operating Transfer Out - General Fund Engineering Department Salary and Operations	217,204	227,571	176,006	221,559	228,206	235,052	242,104	249,367
Operating Transfer Out - General Fund (2014 Winter Wondergrass Festival)	-	-	25,000	25,000	-	-	-	-
Operating Transfer Out - Debt Service Fund - 2010 Certificates of Participation Notes	248,481	250,081	250,081	247,581	248,831	249,931	250,881	251,331
Operating Transfer Out - Debt Service, Town Hall & Parking Facility						450,000	450,000	450,000
Operating Transfer Out - Debt Service Fund 1999 Rev Bnds	462,113	464,585	464,585	465,248	-	-	-	-
Total Other Uses	927,798	942,237	915,672	959,388	477,037	934,983	942,985	950,698
Total Expenditures and Uses of Funds	4,961,108	14,051,142	13,217,364	6,391,154	4,188,702	2,820,919	3,139,114	2,570,684
Net Source (Use) of Funds	(886,361)	(3,614,169)	(2,930,391)	(2,090,400)	163,356	505,971	64,683	(554,935)
Fund Balance, Beginning of Year	7,072,921	6,186,560	6,186,560	3,256,169	1,165,769	1,329,126	1,835,097	1,899,779
Fund Balance, End of Year	\$ 6,186,560	\$ 2,572,391	\$ 3,256,169	\$ 1,165,769	\$ 1,329,126	\$ 1,835,097	\$ 1,899,779	\$ 1,344,844

**CAPITAL PROJECTS 5-YEAR PLAN
INVENTORY DETAIL**

ID	CAPITAL IMPROVEMENT PROJECTS	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014	Projected				
						2015	2016	2017	2018	
Facilities:										
<i>General Government Facilities:</i>										
F1	IT Server Room HVAC Upgrades	-	15,000	15,000	-	-	-	-	-	-
<i>Transit / PW Facilities Improvement Project:</i>										
F3	Public Works Improvements, (On-site and Lot 5)	400,347	313,865	313,865	-	-	-	-	-	-
F4	Final Design /Engineering Services (Grant #84)	73,393	-	-	-	-	-	-	-	-
F5	Final Design /Engineering Services (Grant #90)	650,817	414,742	414,742	-	-	-	-	-	-
F6	Transit Facility Construction (Grant #90)	1,325,508	6,956,380	6,956,380	-	-	-	-	-	-
F7	Transit Facility Construction (FASTER Grant)	575,560	795,320	795,320	-	-	-	-	-	-
F8	Transit Facility Construction (ARRA Grant)	-	523,000	523,000	-	-	-	-	-	-
<i>Public Works Facilities</i>										
F9	Cinder De-icer Storage	-	-	-	-	-	-	-	-	200,000
F10	Large Vehicle Storage	-	-	-	-	-	-	-	-	100,000
<i>Transportation Facilities</i>										
F11	Fuel Spill Cleanup	84,912	5,000	5,000	-	-	-	-	-	-
F12	Fleet Maintenance Wash Bay Lift Replacement	-	-	-	140,000	-	-	-	-	-
F13	Fleet Maintenance Lift Rebuild (2)	-	-	-	-	120,000	-	-	-	-
F14	Fleet Maintenance EPDM Roof Replacement	-	-	-	-	-	80,000	-	-	-
F15	Transit Bus Stop Improvements	-	-	-	-	-	-	-	-	75,000
<i>Cultural and Recreational Facilities:</i>										
F16	Recreation Center EPDM Replacement	-	80,000	149,680	-	-	-	-	-	-
F17	Recreation Center - Showers & Pool Deck	-	-	-	60,000	-	-	-	-	-
F18	Recreation Center - Water Slide Replacement (FR Fund)	-	-	-	100,000	-	-	-	-	-
Land and Land Improvements:										
L1	Forest Service Land Acquisition	575	1,001,800	1,001,800	-	-	-	-	-	-
<i>H.A. Nottingham Park Improvements</i>										
L2	Nottingham Park Capital Improvements 2013 Program	-	85,000	85,000	-	-	-	-	-	-
L3	Nottingham Park Zone C Improvements - Playground	-	-	-	70,000	700,000	-	-	-	-
L4	Nottingham Park - Remodel Restrooms (CEF)	-	-	-	275,000	-	-	-	-	-
L5	Upper Athletic Field Replacement	-	-	-	-	-	350,000	-	-	-
L6	Nottingham Park Stage	-	-	-	-	-	-	650,000	-	-
L7	Pumphouse Remodel	-	-	-	-	-	50,000	-	-	-

CAPITAL PROJECTS 5-YEAR PLAN INVENTORY DETAIL

ID		Actual	Original or	Final	Proposed	Projected			
		2012	Prev. Amend. Budget 2013	Revised Budget 2013		Budget 2014	2015	2016	2017
ID CAPITAL IMPROVEMENT PROJECTS									
Roads and Streets:									
<i>Street Improvements:</i>									
R1	Annual Paving/Road Improvements	230,369	471,533	471,533	763,760	1,796,679	935,950	626,143	750,000
R2	Stonebridge Deck Repair and Overlay	-	50,000	50,000	-	-	-	-	-
R3	US Hwy 6 Shoulder Widening Contribution	-	-	-	50,000	-	-	-	-
R4	Buck Creek Road Bridge Approach Slab Repair	-	-	-	-	-	100,000	-	-
<i>Streetscape Improvements</i>									
R5	Avon Rd. UPRR Bridge Façade	-	-	98,107	-	-	-	-	-
R6	Avon Road Monument Sign (2015 WC)	-	-	-	100,000	-	-	-	-
R7	Avon Rd./I70 Overpass Pedestrian Improvements	-	-	-	-	-	100,000	-	-
R8	2014 Mall Improvements	-	-	-	1,600,000	-	-	-	-
R9	Metcalf Road - Retaining Wall Stabilization	-	-	-	-	-	100,000	-	-
R10	Avon Rd. Streetscape Update	-	-	-	200,000	-	-	-	-
R11	W. B/C Blvd. Streetscape Improvements (Lake St./Avon Rd.)	-	-	-	-	-	75,000	750,000	-
R12	E. Beaver Creek Blvd Streetscape - Avon Rd to BC Place	-	-	-	-	-	-	25,000	250,000
<i>Multi-Modal/Alternative Mobility:</i>									
R13	CDOT - Eagle Valley Trail - Avon Rd. to Stonebridge	34	-	-	900,000	900,000	-	-	-
R14	US Hwy 6 Trail Project Undergrounding (CEF)	-	-	-	-	100,000	-	-	-
R15	GOCO Grant - Eagle Valley Trail Bridges	-	-	-	725,000	-	-	-	-
R16	Beaver Creek Overlook Trail Improvements	-	10,000	30,000	-	-	-	-	-
<i>Recreational Trails Program:</i>									
R17	Nottingham Trail-Buck Creek Trail connector	-	-	-	-	-	-	50,000	-
R18	Buck Creek Trail Improvements	-	-	-	-	-	-	-	150,000
R19	West Avon Access Improvements	-	-	-	10,000	-	-	-	-
Utilities									
<i>Waste Heat Recovery System Project:</i>									
U1	Heat Recovery System Construction	13,521	-	-	-	-	-	-	-
U2	Heat Recovery Expansion Study	30,000	-	-	-	-	-	-	-
U3	Heat Recovery Expansion Design	-	55,000	-	-	-	-	-	-

CAPITAL PROJECTS 5-YEAR PLAN INVENTORY DETAIL

ID		Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014	Projected				
						2015	2016	2017	2018	
ID CAPITAL IMPROVEMENT PROJECTS										
Water Fund Projects										
W1	Metcalf Road Drainage - Phase 1	638,297	-	-	-	-	-	-	-	-
W2	Nottingham Lake Liner Replacement	9,977	1,400,000	1,300,000	-	-	-	-	-	-
Communications and Technology										
<i>Communications:</i>										
C1	UHF Radio System and Repeater	-	34,800	34,800	-	-	-	-	-	-
C2	Enterprise-wide Security Camera System Upgrade	-	30,515	30,515	-	-	-	-	-	-
<i>e-Gov.:</i>										
C3	Digital Ticketing	-	-	-	60,000	-	-	-	-	-
C4	Paperless Packets	-	26,950	26,950	-	-	-	-	-	-
C5	CityVision Budgeting and BPM Software	-	-	-	40,000	-	-	-	-	-
C6	Timekeeping Software and Peripheral Devices	-	-	-	35,000	-	-	-	-	-
Strategic Planning										
<i>Planning and Consulting:</i>										
S1	Economic Development	-	750,000	-	-	-	-	-	-	-
S2	Feasibility Study - Town Center West Lots B&C	-	30,000	-	-	-	-	-	-	-
S3	Town Facilities Planning Study	-	30,000	-	-	-	-	-	-	-
S4	Parking and Transportation Study	-	30,000	-	-	-	-	-	-	-
Total Capital Improvement Projects		\$ 4,033,310	\$ 13,108,905	\$ 12,301,692	\$ 5,128,760	\$ 3,616,679	\$ 1,790,950	\$ 2,101,143	\$ 1,525,000	

CAPITAL PROJECT DESCRIPTIONS

F1 - Town Hall Server Room HVAC Project

Description: The current server room is prone to overheating when the power goes out or the air condition units fail which will damage the servers. The project includes fail-over protection with another air conditioning unit on a different circuit, UPS protection for electrical spikes and surges, UPS fail notification system for IT staff and shut down of servers, new environmental monitors, and improved venting and circulation of the rack systems.

Status: The project was completed in 2013.

Budget: 2013 \$15,000

F2, F3 - Relocating Public Works Operations

Description: Public Works operations and modular building will be relocated at the existing site located at 500 Swift Gulch Road to make way for new bus storage building. The proposed improvements consist of relocating the existing modular office facility and accessory structures 500 feet north on the site. Also, the project includes installing improvements such as fencing and landscaping at 375 Yoder Avenue so that some Public Works operations can be located there. The office furniture for the bus storage facility and mezzanine that is not grant eligible is included with this project.

Status: The project started in June 2012 and will be completed in 2013.

Budget: 2012 \$400,347

2013 \$313,865

F4, F5, F6, F7, F8 - I-70 Regional Transportation Operations Facility (I70-RTOF) Project

Description: The I-70 RTOF project consists of improvements to site infrastructure, construction of a 24-stall bus storage and maintenance facility and relocation of the public works modular building. The project is funded with \$2,100,000 of Town Funds, \$7,500,000 Federal Transit Administration Grant, \$1,000,000 Colorado Department of Transportation FASTER Grant and \$523,000 American Resource and Recovery Act Grant.

Status: The project construction started in June 2012 and will be completed in Fall of 2013.

Budget: 2011 \$413,314

2012 \$2,625,277

2013 \$8,689,442

F-9 – Cinder and De-icer Storage

Description: The uncovered cinder pile leaches deicer into the soil and drainage ways when it rains or snows on the pile. Also the cinders regularly freeze into large clumps making it difficult to load into the snowplows. The structure will prevent snow from landing on the pile and causing these issues thus improving snowplowing efficiency and mitigating environmental impacts. A dome-style structure would be constructed where the existing pile is located and will be partially obstructed from public view.

Budget: 2018 \$200,000

F10 – Large vehicle storage for the Road and Bridge Department

Description: When snow accumulates in the V-Box located on the back of the snow plow, it will freeze the auger that discharges the cinders onto the road. It takes up to 4-hours to defrost the cinders and auger in a garage. This lowers the reliability and efficiency of the snowplowing operations. A covered, non-heated structure will prevent snow from landing in the V-Box.

Budget: 2018 \$100,000

F11 - Fuel Spill Clean-up

Description: The clean-up of a fuel spill that was discovered during excavation for the I-70 ROTF around the oil water separators.

Status: The project was completed in 2012 and permitting was completed in 2013.

Budget: 2012 \$84,912
2013 \$5,000

F12 - Fleet Wash Bay Lift

Description: The fleet wash bay lift is no longer operational and needs to be replaced. The lift is used by fleet mechanics to clean vehicle undercarriages before repairing the vehicle. Currently, the mechanics are either not cleaning the undercarriages or doing it by hand.

Budget: 2014 \$140,000

F13 - Rebuild Fleet Lifts

Description: The existing fleet lifts are a core component of the fleet operations and almost 20-years old. These lifts are recommended to be rebuilt to ensure the safety of the mechanics and the reliability of fleet operations.

Budget: 2015 \$120,000

F14 - Fleet EPDM Roof Replacement

Description: EPDM roofs have an expected life span of 20-years and the existing roof will reach its expected life in 2016. This project will replace the EPDM roof with a similar material.

Budget: 2016 \$80,000

F15 - Transit Stop Improvements

Description: Most of the existing transit stops have minimal signage, seating and no shelters. This project would improve the signage and add seating or shelters to improve the bus riding experience.

Budget: 2018 \$75,000

F16 - Recreation Center EPDM Flat Roof Replacement

Description: The existing flat EPDM roofs are approaching the end of their 20-year life span. The roofs frequently leak during rain events and snowmelt events, particularly in the aerobic room. This project will replace the existing EPDM on the three flat roofs on the recreation center.

Status: The project was completed in 2013.

Budget: 2013 \$149,680

F17 - Recreation Center Showers and Pool Floor Remodel (2015 WC)

Description: The existing showers in the recreation center are nearly 20-years old and are due for an upgrade. The showers will be re-tiled, new plumbing fixtures installed, and shower stalls replaced. The concrete slabs around the pool deck have settled causing a trip hazard and need to be repaired. The project is recommended to occur in 2014 in order spruce up the recreation center for the 2015 World Ski Championships.

Budget: 2014 \$60,000

F18 - Recreation Center Waterslide Replacement

Description: The Waterslide is scheduled for replacement in time for the 2015 *Alpine World Championships*. This is two years ahead of its useful life, however, the slide is deteriorated and sits as an important visual amenity in the Recreation Center.

Budget: 2014 \$100,000

L1 - Forest Service Land Acquisition

Description: Participation with the US Forest Service, Eagle County, the Colorado State Land Board, and the Eagle Valley Land Trust, in a series of land exchanges that will permanently protect 2,140 acres of public lands.

Status: The land acquisition closed on May 9th, 2013.

Budget: 2013 \$1,001,800

L2 - 2013 Nottingham Park Improvements

Description: The scope of these improvements in the park includes upgrading the playground equipment to meet current standards, resurfacing the tennis courts and replacing some park benches.

Status: The improvements will be installed in the summer of 2013.

Budget: 2013: \$85,000

L3 - Nottingham Park –New Playground

Description: This project will replace the existing playground equipment with a new facility in its current location. The Park Master Plan recommended moving the playground to the current location of the restrooms. The location is recommended to be changed due to funding constraints. The new playground will be designed in 2014 for construction in 2016. Staff will seek out grant opportunities in 2015 to assist with funding the playground.

Budget: 2014 \$70,000
2015 \$700,000

L4 - Nottingham Park – Remodel Restrooms

Description: The existing restrooms are due for a remodel because of their location in the park and the on-going vandalism that occurs in the facility. The remodel will incorporate vandalism resistant fixtures and security features. The restrooms will be designed in 2016 for 2017 construction.

Budget: 2014 \$275,000

L5 - Nottingham Park – Athletic Field Replacement

Description: The replacement of the irrigation system and athletic field turf are much needed and overdue. There are gaps in the irrigation coverage that lead to dormant turf or thin turf areas that can cause the field to play less consistently during a sports event and looks poorly. This leads to having to overwater some areas of the field in order to get sufficient water to the areas that need it. The French drain in the field is also not functioning properly which causes standing water to form under normal rainfall or irrigation events.

The replacement of the 15-year old turf is also overdue. Most sand based athletic fields have a life span of 10-15 years under normal wear and tear and with yearly maintenance (aeration, fertilizing, top-dressing and over-seeding). Due to wear and tear from events such as Lacrosse, Soccer, Pond Hockey, Snowball, etc., the turf has been replaced in sections causing thin spots which have an impact on athletic play as well as overall aesthetics. Also, athletic field technology has advanced in the last 15 years to the point that sand based fields are no longer recommended. The new standard is for a sand/soil hybrid which better stands up to use.

Budget: 2016 \$350,000

L6 – Nottingham Park – Stage

Description: Construct a permanent stage in H.A. Nottingham Park near the upper athletic field to house numerous type of events including music, and stage. The performing arts pavilion will require a minimum stage size of approximately 25 feet by 35 feet, a roof, back of house space and electrical service. The stage can be constructed so that it will not encroach into the existing field by constructing the back of house operations to the side of the stage. The performing arts pavilion will be large enough to support the bands playing the Salute to the USA event, although additional equipment may have to be rented to accommodate such a large event.

Budget: 2017 \$650,000

L7 - Nottingham Park – Pump House Remodel

Description: The Nottingham Park Irrigation Pump-house needs several improvements that will help improve efficiency and extend pump life. Currently, the pumps are not the same size. Upsizing the smaller pump to match the primary pump will allow the pumps to alternate on a weekly basis, which will extend the life of both pumps by more evenly matching working hours. The addition of new pump monitors (ie., low flow alarms, high flow or break alarms, and a flow meter) will help to conserve water by allowing the irrigation system to monitor watering use and adjust flow based on local weather data and type of landscaping. A VFD drive will lessen the impacts of the startup process by slowly bring the systems flow and pressure online based on demand, thus reducing breaks and damage to the system.

Budget: 2016 \$50,000

R1 - Annual Paving/Road Improvements

Description: The Town’s annual street resurfacing and pavement maintenance program generally consists of asphalt overlays, slurry seals and related surface treatments such as curb and gutter, storm drainage repair, ADA Ramp updates and guardrail replacement or adjustment. New to this program is the addition of slurry seals to residential roads and rural roads in the Town. The slurry seals will extend the life of the asphalt by 4 to 5 years and is used in neighboring communities, including Vail and Eagle. The cost-benefit is significant because slurry seals cost 10% of what a road overlay costs resulting in a 2.5 return on investment. The slurry seal extends the life by preventing moisture from entering the road structure and reducing deterioration of the asphalt by ultra-violet radiation. The goal of the program is to start a 5-year slurry seal rotation and 20-year rebuild rotation for the roads. The paving locations are determined annually based on the Asphalt Paving Association rating system.

Budget: 2014 \$763,760
2015 \$1,796,679
2016 \$935,950
2017 \$626,143
2018 \$750,000

R2 - Stonebridge Road Bridge Deck

Description: Repair the existing concrete deck on the Stonebridge Road bridge and then add a 2” thick asphalt overlay.

Status: The project was completed in 2013.

Budget: 2013 \$50,000

R3 - U.S. Hwy. 6 Shoulder Widening

Description: Contribution to CDOT to widen the shoulders along Hwy. 6 near Avon. This a partnership with CDOT, Eagle County, Edwards Community Authority, and Edwards Metro District to widen the shoulders to at least 4 feet to improve bicyclist safety.

Budget: 2014 \$50,000

R4 - Buck Creek Road bridge approach slabs

Description: Replace the existing approach slabs of the lower bridge with a different slab to prevent the excessive heaving. The slab heaving creates a drivability issue and makes snowplowing difficult.

Budget: 2016 \$100,000

R5 - Avon Road/Railroad Bridge Façade Update

Description: The railroad bridge over Avon Road has a façade that is owned by the Town of Avon. The design and color scheme has not changed since the bridge was constructed in 1994. The project will update the color scheme, repair damage and add design features that will update the aesthetic look. This project is a priority for the 2015 World Cup Ski Championships.

Status: The project was completed in 2013.

Budget: 2013 \$98,107

R6 - Avon Road Monument Sign

Description: Construct a Welcome to Avon Monument Sign along Avon Road to improve the place making experience for the 2015 World Ski Championships. There are several potential locations including north side of roundabout one or northwest corner of roundabout 3.

Budget: 2014 \$100,000

R7 - Avon Road/I-70 Interchange Pedestrian Improvements

Description: The pedestrian experience along Avon Road underneath I-70 is important because it connects the Nottingham Road trail, Swift Gulch Road trail and the Nottingham Road neighborhood with the Town Core. It has poor connectivity, light poles in the way, and winter icing issues. The project will widen the path to the west separating it from traffic, replace the lighting and improve the safety in the area.

Budget: 2016 \$100,000

R8 - 2014 Pedestrian Mall Improvements in West Town Center:

Description: The project scope will Start at the roundabout intersection of West Benchmark Road and Avon Road, extending west past the 'old' transit stop and thereafter following the existing pedestrian mall to the Prater Lane Day Care at intersection with Benchmark Road. Lettuce Shed Lane, between the Seasons and Lot 61 is also included in the study area. The project goals are to enhance the overall pedestrian experience of the mall, by improving landscape, paving, site furnishings, signage, and lighting and establish better spatial relationships with surrounding properties including office and residential buildings, restaurants, shops, businesses, civic services and parking lots. The overarching goal is to elevate the setting, image and appeal of Town Center by and establishing a more successful pedestrian connection between Avon Road with the civic area of town to west, which includes Nottingham Park, the Recreation Center, and Library.

Budget: 2014 \$1,600,000

R9 - Metcalf Road Cliff Stabilization

Description: The sandstone cliff above Metcalf Road just prior to the upper switchback was not stabilized during its original construction. The cliff is made up of loose sandstone that is steadily eroding and causing the lot immediately above to gradually erode toward the existing structure's foundations. This project will install a retaining wall to prevent further erosion of the steep slope.

Status: The condition of the slope does not present an immediate concern. Therefore, the design and construction of the project has been budgeted for 2015.

Budget: 2016 \$ 100,000

R10 - Avon Road Streetscape Update

Description: The landscaping and streetscape was installed in 1998 and is showing signs of wear. Also, some of the landscaping is not compatible with the high traffic environment and needs to be replaced with hardier species. The project will repair and update the streetscape and modify the landscaping plan to include drought tolerant species that are compatible with a high traffic environment.

Budget: 2014 \$200,000

R11 - West Beaver Creek Boulevard Streetscape Improvements (Lake St. to Avon Rd.)

Description: The existing West Beaver Creek Boulevard design is based on outdated projected traffic volumes because it was built prior to construction of the Post Boulevard interchange and the Eagle-Vail half-diamond interchange. The existing design is wider than required and is not pedestrian focused. The lack of development on Lot B also resulted in discontinuous sidewalk and the lack of a proper pedestrian crossing at Sun Road. This project will reduce the amount of vehicular lanes, add landscaping, additional lighting, median islands, and crosswalks to enhance pedestrian mobility and safety from Avon Road to Lake Street. An asphalt overlay will also be included as part of this project scope.

Budget: 2016 \$75,000
2017 \$750,000

R12 - East Beaver Creek Boulevard Streetscape Improvements (Avon Rd. to BC Place)

Description: East Beaver Creek Boulevard was constructed based on higher traffic volumes than exist today and what will occur at build-out. This has resulted in an asphalt width larger than necessary and a vehicular orientated design. This project will reduce the amount of vehicle lanes, add median islands with landscaping, and incorporate traffic calming measures.

Status: The \$25,000 programmed for 2016 includes design and the \$250,000 programmed from 2017 includes construction of the improvements from approximately Avon Road to Beaver Creek Place.

Budget: 2017 \$25,000
2018 \$250,000

R13, R14 - Eagle Valley Trail – Avon Road to Stonebridge

Description: The Town of Avon, and the ECO Trails Department partnered to obtain a grant to construct a trail on the north side of US 6 from Avon Road to Stonebridge Road. The entities received a \$355,000 grant from CDOT for the project from the enhance grant program. The ECO Trails Department has committed \$520,000 for construction of the project and paid for the design. This is the first part of a four phase project. The first phase was to construct the trail from Post Blvd to the Eagle-Vail half diamond and was completed in 2012. The second phase is to extend the trail from Stonebridge Road to Post Blvd and is scheduled for construction this year. The third phase is to construct the trail across the Eagle River and Beaver Creek near Avon Road. This is the final phase and will connect the trail from Beaver Creek to Stonebridge Road. The above-ground electric lines will be placed underground along the route and will be paid for out of the community enhancement fund.

Budget:
2014 \$900,000
2015 \$1,000,000

R15 - Eagle Valley Trail - Eagle River Bridge at Avon Road

Description: Construct a bridge for a pedestrian and bicycle trail across the Eagle River adjacent to Avon Road. The trail will connect the existing Eagle Valley Trail on the north side of the river with the trail to be constructed along the north side of Hwy. 6 in 2015. The project is a partnership with the ECO trail committee, which is committing \$53,000 for the construction and paid for the design. Both parties obtained GOCO grant in the amount of \$497,000.

Budget:
2014 \$725,000

R16 - Beaver Creek Overlook Trail Improvements

Description: This project includes adding 6 stall parking lot across the street from Town owned property to alleviate neighborhood impacts of the trailhead. The project is included with the 2013 Street Improvement program.

Status: The project was completed in 2013.

Budget:
2013 \$30,000

R17 - Nottingham Trail-Buck Creek Trail Connector

Description: This spur trail will connect the existing Nottingham Road Bike Path to the Buck Creek Road/Nottingham Road intersection. The scope includes a paved trail from path to Nottingham Road, pedestrian improvements at the intersection, and pedestrian improvements from the intersection to the Buck Creek Trailhead. A portion of this scope was originally proposed as part of the postponed Nottingham Road improvement project.

Status: This project is scheduled for implementation in 2017 and is dependent on available funding.

Budget:
2017 \$50,000

R18 - Buck Creek Trail Improvements

Description: Construction of a gravel surface trail on the east side of Buck Creek from Swift Gulch Road north to the existing Buck Creek trailhead. The easement for this project was dedicated to the Town as part of the Buck Creek PUD.

Budget: 2018 \$150,000

R19 – West Avon Preserve Access Improvements

Description: Currently, there is only single-track bike access to the south east entrance to the West Avon Preserve. This project will provide for several on-street parking spaces, improved signage and obtaining CDOT permits to formally allow access to the West Avon Preserve across CDOT, I70 right-of-way.

Budget: 2014 \$10,000

U1 – Heat Recovery Project

Description: The Heat Recovery system extracts heat from the Eagle River Water and Sanitation District Sewer effluent, transfers the heat energy to a closed loop that is then used to heat the Recreation Center Pools. Wind energy is used to operate the system, thus providing for a carbon neutral way to heat the recreation center pools.

Status: The project was completed in 2011.

Budget: 2010 – 2012: \$3,797,963

U2 - Heat Recovery Expansion Study

Description: Examine the feasibility of expanding the heat recovery system to the Avon Transit Center and the Mall Improvement project. This involves extending a heat loop from the heat distribution building east of the recreation center to the existing snowmelt tubing at the Avon Transit Center and to the future mall improvements.

Status: The project was canceled.

Budget: \$0

U3 - Heat Recovery Expansion Design

Description: Design and prepare construction documents to extend the heat recovery system to the Avon Transit Center and the Mall Improvement project. The project has been put on hold pending a decision on the expansion of the recreation center.

Status: The project was canceled.

Budget: \$0

W1 – Metcalf Road Drainage Improvements

Description: The Project consists of the installation of twin 66” x 51” culverts, twin 24” culverts, and two separate 18” culverts for a total four crossings of Metcalf Road. Associated concrete headwalls and wingwalls, boulder walls, and erosion control measures are included in the scope of work.

Status: The project was completed in 2012.

Budget: 2011 – 2012 - \$925,640

W2 - Benchmark Lake at Nottingham Park Lake Liner Replacement

Description: Benchmark Lake was constructed in 1978 with a PVC liner that has an expected 15 year life span. The liner has not been replaced since it was originally installed and has deteriorated to the point where it leaks approximately 2 to 3 cfs of water. The liner will be replaced with a more durable liner material and accumulated sediment. Also, several other improvements are planned for the lake including improving the beach area, grading a shallow area for figure skating, replacement of irrigation intake structure, cleaning the sediment pond and replacing several inlet pipes.

Status: The project was substantially complete by December 1st, 2013 and the lake will be filled in Spring 2014.

Budget:

2012	\$9,977
2013	\$1,300,000

C1 - UHF Radio System and Repeater

Description: The Town currently uses Sprint / Nextel push to talk technology to communicate among departments without the need to place a cell phone call when they need to talk to another employee. This technology is changing in the summer of 2013 and our testing to date has not proven to be a satisfactory communication solution for the departments. The affected groups are recreation special events, police department, parks, fleet and public works. The Town owns a private UHF radio band that can be accessed via an antenna being placed within the Town. Each department would need to purchase radios so they would have the necessary number to cover shifts and special events. The Nextel / Sprint push to talk phones that are used only for that function would go away, saving the Town an estimated \$8,900 per year in cell phone costs. Once the radios are purchased and the tower and antenna are installed, there are no monthly fees associated with operation of the radio system.

Status: This is a budget estimate based on one quote the Town has received to date. A full project RPF will be performed early in 2013 to have this completed before the Nextel / Sprint system is changed over in the summer.

Budget:

2013	\$34,800
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C2 - Enterprise-wide Security Camera System Upgrade

Description: Upgrade of the existing security camera system in the Recreation Center, as well as an upgrade to the existing system in the Police Department. This will create one central system that can be used in the Municipal Building, the Recreation Center and the Cabin. Other locations can be added to this system in the future. Many of the cameras in the Recreation Center are not operational and they are all very old technology and poor quality. This would include adding a few more cameras throughout the Municipal Building as well as replacing all existing cameras in the Recreation Center and the Cabin with new Ethernet networked cameras that can be viewed from any Town of Avon network computer. This new system will also provide the Town with video data capture for up to 30 days at a time for historical purposes

Status: This will allow the Town to have a centralized security camera system that the Town of Avon Police Department is already trained and familiar with the operation and use of.

Budget:

2013	\$30,515
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C3 – Digital Ticketing

Description: Currently all tickets issued by the police department are manually written out by the officer at the time the ticket is issued. The ticket is then manually entered into the Intergraph system that the police department uses for ticket tracking purposes. The ticket is then also manually entered into the Sleuth court system so the ticket can be tracked in the Avon Municipal Court application. An electronic ticketing solution would allow officers to scan the driver's license and all of that data would be captured electronically to a handheld device. The officer can complete the ticket on the device, print out a hard copy to give to the citizen and they are done. The electronic information can then be downloaded from the hand held device and automatically interfaced to the Integraph and Sleuth Court system which would eliminate all of the duplication of effort that exists today in both systems.

Status: This project is scheduled for a 2014 installation

Budget: 2014 \$60,000

C4 - Paperless Packets

Description: There is a desire to reduce the amount of paper that is generated for each Town Council and Planning and Zoning Commission meetings. This will allow the Town to be more efficient in the packet preparation as well as reduce the use of paper and supplies and reduce costs associated with generating the paper packets. This will also require the Town to purchase 14 laptops to provide to members. We will upgrade our existing Laserfiche environment to allow members of each group to remotely access completed electronic packets in a secure manner. The upgrade will also feature the use of the Laserfiche workflow product which will automatically route the electronic files that complete the packets and have staff members sign off on each document as it progresses through the process.

Status: Proposed time line is 2013 budget. After this upgrade the automatic workflow process will allow for greater efficiency in the packet generation as well as delivery of the packet securely to Town Council and Planning and Zoning members.

Budget: 2013 \$26,950

C5 – City Vision Software

Description: City Vision is an affordably priced integrated budgeting, analysis and reporting solution that streamlines and simplifies the overall budgeting process.

Budget: 2014 - \$40,000

C6 – Timekeeping Software and Peripheral Devices

Description: The timekeeping software assists in monitoring employee time and attendance, control labor costs, help minimize compliance risks and improve workforce productivity through data collection.

Budget: 2014 - \$35,000

S1 – Economic Development

Description: This CIP budget item did not have a specific project identified. The goal was to reserve funds for seed money to promote economic development. This project has been removed from the CIP budget.

S2 - Feasibility Study – Town Center West Lot B and C

Description: Hire a consultant to examine the feasibility of using tax increment financing and other government subsidies to stimulate the development of Lot B and C, Avon Center.

Status: The project was canceled.

Budget: \$0

S3 – Town Facilities Planning Study

Description: An analysis of the different available options for the public facilities in the Town Center including Town Hall, Recreation Center, Fire Station and Parking. Project removed because it was performed by Town Staff.

Status: The project was canceled.

Budget: \$0

S4 - Parking Study – Town Center

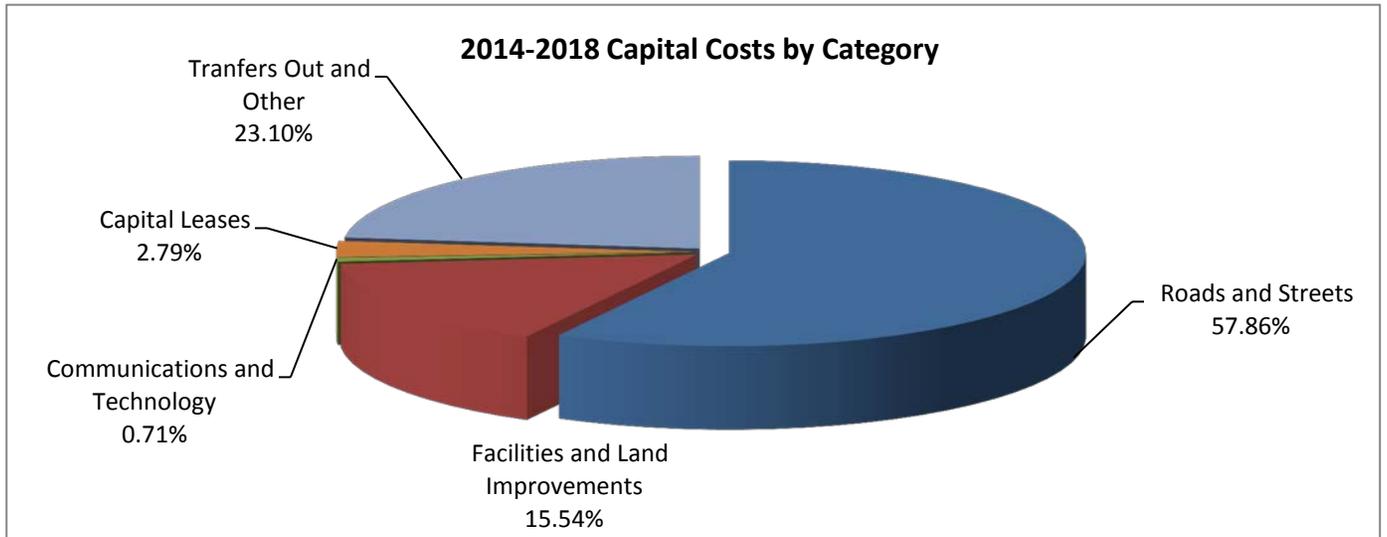
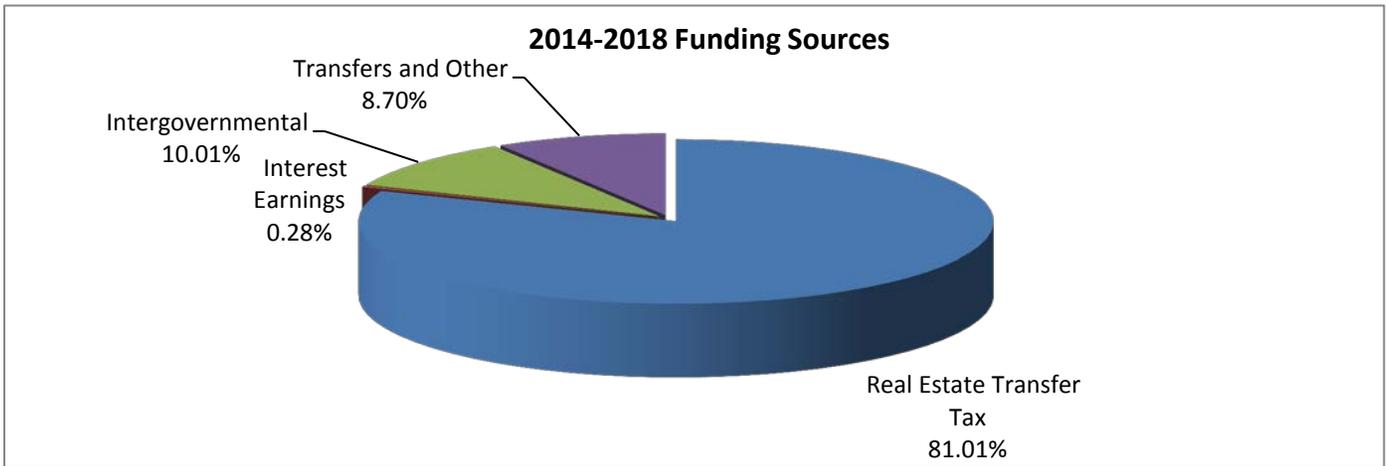
Description: Develop a parking study that will analyze the recently adopted plans for the Town Center area, update parking numbers, evaluate locations for structured parking facilities and develop financing scenarios for the parking facilities.

Status: The project was canceled.

Budget: \$0

TOWN OF AVON Capital Projects Fund #41

Capital Expenditures by Funding Source



	2014	2015	2016	2017	2018	Total
FUNDING SOURCES						
Real Estate Transfer Tax	\$ 1,600,000	\$ 3,825,312	\$ 3,318,080	\$ 3,190,368	\$ 2,000,000	\$ 13,933,760
Interest Earnings	9,003	5,246	7,310	11,928	14,248	47,736
Intergovernmental	1,302,000	420,000	-	-	-	1,722,000
Transfers and Other	1,389,751	101,500	1,500	1,500	1,500	1,495,751
TOTAL	\$ 4,300,754	\$ 4,352,058	\$ 3,326,890	\$ 3,203,796	\$ 2,015,748	\$ 17,199,247
CAPITAL COST BY CATEGORY						
Roads and Streets	\$ 4,348,760	\$ 2,796,679	\$ 1,310,950	\$ 1,451,143	\$ 1,150,000	\$ 11,057,532
Facilities and Land Improvements	645,000	820,000	480,000	650,000	375,000	2,970,000
Communications and Technology	135,000	-	-	-	-	135,000
Utilities and Water Fund Projects	-	-	-	-	-	-
Strategic Planning	-	-	-	-	-	-
Capital Leases	153,006	94,986	94,986	94,986	94,986	532,950
Transfers Out and Other	1,109,388	477,037	934,983	942,985	950,698	4,415,090
TOTAL	\$ 6,391,154	\$ 4,188,702	\$ 2,820,919	\$ 3,139,114	\$ 2,570,684	\$ 19,110,572

TOWN OF AVON Self-Supported Bonded Debt

Year	Series 1999		Series 2004		Series 2010		Series 2013	
	Revenue Refunding Bonds		G.O. Refunding Bonds		Certificates of Participation		Tax Increment Revenue Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2014	\$ 445,000.00	\$ 20,247.50	\$ 475,000.00	\$ 58,012.50	\$ 255,000.00	\$ 249,488.00	\$ 305,000.00	\$ 239,572.67
2015	-	-	490,000.00	40,200.00	265,000.00	241,838.00	320,000.00	229,504.00
2016	-	-	515,000.00	20,600.00	270,000.00	233,888.00	410,000.00	218,240.00
2017	-	-	-	-	280,000.00	225,788.00	395,000.00	203,808.00
2018	-	-	-	-	290,000.00	216,688.00	410,000.00	189,904.00
2019	-	-	-	-	295,000.00	207,625.00	425,000.00	175,472.00
2020	-	-	-	-	310,000.00	197,300.00	440,000.00	160,512.00
2021	-	-	-	-	320,000.00	186,450.00	455,000.00	145,024.00
2022	-	-	-	-	335,000.00	170,450.00	470,000.00	129,008.00
2023	-	-	-	-	355,000.00	153,700.00	485,000.00	112,464.00
2024	-	-	-	-	370,000.00	135,950.00	505,000.00	95,392.00
2025	-	-	-	-	385,000.00	117,450.00	525,000.00	77,616.00
2026	-	-	-	-	405,000.00	100,125.00	540,000.00	59,136.00
2027	-	-	-	-	425,000.00	81,900.00	560,000.00	40,128.00
2028	-	-	-	-	445,000.00	62,775.00	580,000.00	20,416.00
2029	-	-	-	-	465,000.00	42,750.00	-	-
2030	-	-	-	-	485,000.00	21,825.00	-	-
Total	\$ 445,000.00	\$ 20,247.50	\$ 1,480,000.00	\$ 118,812.50	\$ 5,955,000.00	\$ 2,645,990.00	\$ 6,825,000.00	\$ 2,096,196.67

Funding:	General Sales Taxes	Property Tax Mill Levy	Real Estate Transfer Taxes, Fleet Maintenance Revenues	Urban Renewal Fund Tax Increment Revenues
Interest Dates:	March 15 and September 15	June 1 and December 1	June 1 and December 1	June 1 and December 1
Date of Issue:	January 15, 1999	December 14, 2004	November 1, 2010	December 1, 2013
Interest Rate:	3.25% - 4.55%	3.00% - 4.00%	2.00% - 3.25%	3.52%
Amount of Issue:	\$5,580,000	\$3,656,173	\$6,680,000	\$6,825,000

TOWN OF AVON Projection of Legal Debt Margin

	2012	2013	2014
General Bonded Debt Outstanding			
General Obligation Bonds	\$ 1,935,000	\$ 1,480,000	\$ 1,005,000
Actual Taxable Property Value	\$1,566,445,080	\$1,564,516,920	\$1,406,594,920
Net Assessed Value	\$ 183,072,890	\$ 180,420,250	\$ 166,734,780
Percentage of General Bonded Debt Outstanding to Actual Taxable Property Value	0.12%	0.09%	0.07%
Town of Avon Population	6,393	6,393	6,393
Per Capita	\$ 303	\$ 232	\$ 157
<hr style="border: 1px solid black;"/>			
Legal Debt Limit	\$ 45,768,223	\$ 45,105,063	\$ 41,683,695
Total Debt Applicable to Limit	<u>(1,935,000)</u>	<u>(1,480,000)</u>	<u>(1,005,000)</u>
Legal Debt Margin	<u>\$ 43,833,223</u>	<u>\$ 43,625,063</u>	<u>\$ 40,678,695</u>
Total Debt Applicable to the Limit as a Percentage of Legal Debt Limit	4.23%	3.28%	2.41%

DEPARTMENT OVERVIEW

The General Government Department includes the Mayor/Council budget plus the direct appointees of the Council, including the Town Manager, Town Attorney, Municipal Judge, Prosecutor and Planning and Zoning Commission. Duties of the Town Clerk's office are included in the Department, as well as a Nondepartmental budget, which accounts for the global expenditures of the General Fund.

ADMINISTRATION OF THE DEPARTMENT

The Town Manager is the Chief Executive and Administrative Officer for the Town of Avon and oversees all operations and activities of the Town. The expenditures for the Town Manager, however, are accounted for entirely in General Government. The Assistant Town Manager is responsible for the duties of the Town Clerk and supervision of the Human Resources and Community Relations operations.

DEPARTMENT FINANCIAL SUMMARY

Department Expenditures by Category	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel Services	\$ 968,963	\$ 869,591	\$ 869,363	\$ 901,545
Commodities	27,093	23,520	31,949	32,500
Contract Services	658,942	377,755	351,508	273,386
Other Operating Costs	319,484	369,903	381,742	540,037
Capital Outlay	4,478	2,200	1,800	1,100
Total	\$ 1,978,960	\$ 1,642,969	\$ 1,636,362	\$ 1,748,568
Department Expenditures by Program				
Mayor and Town Council	\$ 174,669	\$ 177,734	\$ 180,710	\$ 430,975
Boards and Commissions	11,938	15,307	15,307	15,307
Town Attorney	553,562	250,000	240,000	155,000
Municipal Court	134,934	115,054	112,433	106,996
Town Manager	385,752	262,907	261,569	221,401
Town Clerk	102,781	107,410	107,654	176,293
Human Resources	228,956	272,385	281,409	243,728
Community Relations	108,674	117,085	95,031	135,346
Nondepartmental	277,694	325,087	342,249	263,522
Total	\$ 1,978,960	\$ 1,642,969	\$ 1,636,362	\$ 1,748,568
Authorized Positions				
Town Manager/Acting Town Manager	1	1	1	1
Assistant Town Manager/Director of Admin Services	-	1	1	1
HR Generalist	1	1	1	1
Personnel Assistant	1	1	1	1
Court Clerk / Planning Tech	1	1	1	1
Community Relations Officer	0.75	0.75	0.75	0.75
Total	4.75	5.75	5.75	5.75

2013 MAJOR ACCOMPLISHMENTS

1. Development and implementation of the *2013-14 Town of Avon Strategic Plan*.
2. Design and implementation of a Town-wide records management plan, including Laserfiche.
3. Negotiations and finalization of the Traer Creek Settlement Term Sheet, including commencement of the .75% Add-on Retail Sales Fee on November 1st.
4. Establishment of a Employee Benefit Committee; updating of the salary survey, and development of a salary step program and 360 performance evaluations.

PROGRAM ACTIVITIES AND OPERATIONS

Town Council: The Town Council elects the Mayor, and together the elected officials serve as the legislative body for the Town, setting policy and adopting and updating the Municipal Code, as needed. Contributions to outside agencies and investments for economic development, which are provided by other jurisdictions are approved by the Town Council.

Estimated Personnel Time:	100%
Estimated Nonpersonnel Costs:	\$ 261,305
Financial Support Contributions:	22,250
Economic Development Investments:	238,825
Total Activity Cost:	\$ 430,975
Performance Metrics:	Internal Survey Community Survey

Planning & Zoning Commission: A seven (7) person board, the Commission implements as authorized the land use code regulations and leads long-range planning.

Estimated Personnel Time:	100%
Estimated Nonpersonnel Costs:	2,000
Total Activity Cost:	\$ 15,307
Performance Metrics:	Internal Survey Community Survey

Municipal Court: Avon's Home Rule Charter Section 10.2 establishes the Municipal Court that has "exclusive original jurisdiction of all causes arising under the ordinances of the town as may be conferred by law". The Town Council appoints the Town Prosecutor and the Municipal Judge, who presides over the Court to hear violations of the Town of Avon Ordinances.

Estimated Personnel Time:	100%
Estimated Nonpersonnel Costs:	\$24,145
Total Activity Cost:	\$ 106,996
Performance Metrics:	Community Survey

Town Attorney: The Town Attorney, appointed through an Agreement for Legal Services, serves as the legal representative of the Town , advising the Town Council and staff.

Estimated Personnel Time:	Contract Services
Estimated Nonpersonnel Costs:	NA
Total Activity Cost:	\$ 155,000
Performance Metrics:	Internal Survey Community Survey

Proposed
Budget
2014

General Government

Town Manager: Appointed by the Council and serving as the Chief Executive and Administrative Officer, the Manager, in addition to general administrative responsibilities, is tasked with enforcing the laws and ordinances of the Town, oversight of all Town personnel, the preparation and implementation of the annual budget, attending Council meetings and participating in discussions with the Council in an advisory capacity, and establishing a system of accounting and auditing for the Town.

Estimated Personnel Time: 100%
Estimated Nonpersonnel Costs: \$11,911
Total Activity Cost: \$ 221,401
Performance Metrics: Internal Survey
Community Survey

Town Clerk: The Town Clerk's office is responsible for maintaining the Town's official records and the minutes of all meetings, as well as providing notifications to the public per the Town's Charter. The office is responsible for the administration of municipal elections and for the administration of business and liquor licenses. The Clerk's office also responds to citizen inquiries concerning Town legislation and public records requests.

Estimated Personnel Time: 100%
Estimated Nonpersonnel Costs: \$11,520
Total Activity Cost: \$ 176,293
Performance Metrics: Internal Survey

Human Resources: Human Resources oversee organizational and employee related programs for the town, some of which functions include recruiting, hiring, retention, compensation and benefits administration, compliance with federal & state regulations, and risk management.

Estimated Personnel Time: 100%
Estimated Nonpersonnel Costs: \$43,000
Total Activity Cost: \$ 243,728
Performance Metrics: Internal Survey

Community Relations: The Community Relations office plays a primary role in communicating with the Town of Avon residents through the accurate and consistent flow of public information and promotion of special events to the media and the Town's various constituencies. The "Communications Plan" adopted in 2010 outlines the Town's communication goals, objectives, and tactics, and guides of how the town works to "build community through communications".

Estimated Personnel Time: 100%
Estimated Nonpersonnel Costs: \$74,620
Total Activity Cost: \$ 135,346
Performance Metrics: Internal Survey
Community Survey

Town of Avon Line Item Detail

Function: General Government/Legislative #110

Department: N/A

Program: Mayor and Town Council #111

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel:					
61121	PTS Wages	\$ 51,000	\$ 51,000	\$ 51,000	\$ 51,000
61207	Telephone Allowance	480	480	480	480
61302	PTS Pension	1,913	1,913	1,913	1,913
61401	FICA/Medicare	371	774	774	774
61501	Group Health and Life Insurance	92,553	96,773	96,773	106,433
61507	Dental Insurance	10,851	7,560	8,820	8,820
61509	Worker's Compensation	83	96	96	96
61510	Unemployment Insurance	153	154	154	154
61000	Total Personnel	157,404	158,750	160,010	169,670
Commodities:					
62801	Employee Recognition	1,056	-	-	1,000
62000	Total Commodities	1,056	-	-	1,000
Contract Services:					
63203	Printing and Reproduction	2,588	500	500	300
63303	Photography Services	860	500	-	1,500
63999	Other Contract Services	-	-	1,800	1,800
63000	Total Contract Services	3,448	1,000	2,300	3,600
Other Operating Costs:					
64101	Travel, Training and Conference	-	500	500	300
64102	Dues, Licenses and Memberships	11,830	14,334	14,800	14,260
64104	Meeting Expense	931	2,050	2,000	2,000
64902	Financial Support, Contributions	-	-	-	26,250
64903	Economic Development	-	-	-	213,895
64000	Total Other Operating Costs	12,761	16,884	17,300	256,705
Capital Outlay:					
66402	Computers and Peripherals	-	1,100	1,100	-
66000	Total Capital Outlay	-	1,100	1,100	-
60000	Total Expenditures	\$ 174,669	\$ 177,734	\$ 180,710	\$ 430,975

Town of Avon Line Item Detail

Function: General Government/Legislative #110

Department: N/A

Program: Boards and Commissions #112

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Services:					
61121	PTS Wages	\$ 9,450	\$ 12,600	\$ 12,600	\$ 12,600
61302	PTS Pension	354	473	473	473
61401	FICA/Medicare	142	190	190	190
61509	Worker's Compensation	4	6	6	6
61510	Unemployment Insurance	29	38	38	38
61000	Total Personnel	<u>9,979</u>	<u>13,307</u>	<u>13,307</u>	<u>13,307</u>
Other Operating Costs:					
64104	Meeting Expenses	1,959	2,000	2,000	2,000
64000	Total Other Operating Costs	<u>1,959</u>	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>
60000	Total Expenditures	<u>\$ 11,938</u>	<u>\$ 15,307</u>	<u>\$ 15,307</u>	<u>\$ 15,307</u>

Town of Avon Line Item Detail

Function: General Government/Legislative #110
 Department: N/A
 Program: Town Attorney #113

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Contract Services:					
63101	Legal Services	553,562	250,000	240,000	155,000
63203	Printing and Reproduction	-	-	-	-
63000	Total Contract Services	<u>553,562</u>	<u>250,000</u>	<u>240,000</u>	<u>155,000</u>
60000	Total Expenditures	<u>\$ 553,562</u>	<u>\$ 250,000</u>	<u>\$ 240,000</u>	<u>\$ 155,000</u>

Town of Avon Line Item Detail

Function: General Government/Legislative #110

Department: N/A

Program: Town Clerk #115

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel:					
61101	Regular Full-time Salaries	\$ 64,558	\$ 48,718	\$ 49,126	\$ 105,097
61106	Paid-out Leave	1,287	462	462	1,011
61111	FT Bonuses	2,400	-	-	-
61121	PTS Wages	-	12,319	12,319	24,219
61122	PTS Bonuses	-	110	110	-
61151	Overtime Wages	1,045	18	18	-
61201	Automobile Allowance	1,278	1,440	1,440	2,700
61301	FT Pension	7,495	5,331	5,331	11,672
61302	PTS Pension	-	1,142	1,142	908
61304	Employee Assistance Program	17	10	10	23
61401	FICA/Medicare	1,027	1,181	1,181	1,942
61501	Group Health and Life Insurance	9,315	5,714	5,714	14,845
61505	Long-term Disability Insurance	339	223	223	518
61506	Short-term Disability Insurance	271	-	-	-
61507	Dental Insurance	904	504	504	1,197
61509	Worker's Compensation	473	147	147	242
61510	Unemployment Insurance	215	241	241	399
61000	Total Personnel	90,624	77,560	77,968	164,773
Commodities:					
62801	Employee Recognition	-	-	-	20
62905	Books and Periodicals	1,176	3,000	2,200	3,000
62999	Office Supplies and Materials	1,153	500	717	500
62000	Total Commodities	2,329	3,500	2,917	3,520
Contract Services:					
63304	Computer Services and Support	480	750	480	480
63504	R&M - Office Equipment	75	250	100	100
63999	Other Contract Services	-	19,000	19,000	1,000
63000	Total Contract Services	555	20,000	19,580	1,580
Other Operating Costs:					
64101	Travel, Training and Conference	36	1,700	669	1,000
64102	Dues, Licenses and Memberships	495	500	170	170
64103	Mileage Reimbursement	-	100	-	-
64201	Telephone	-	100	-	-
64301	Postage and Delivery	89	100	150	100
64302	Recording Fees	89	250	500	150
64305	Election and Registration Costs	3,665	-	2,500	2,500
64901	Advertising and Legal Notices	3,376	2,500	2,500	2,500
64000	Total Other Operating Costs	7,750	5,250	6,489	6,420

Town of Avon Line Item Detail

Function: General Government/Legislative #110
 Department: N/A
 Program: Town Clerk #115

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
	Capital Outlay:				
66402	Computers and Peripherals	1,523	1,100	700	-
66000	Total Capital Outlay	1,523	1,100	700	-
60000	Total Expenditures	\$ 102,781	\$ 107,410	\$ 107,654	\$ 176,293

Town of Avon Line Item Detail

Function: General Government/Judicial #120

Department: N/A

Division/Program: Municipal Court #121

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel:					
61101	Regular Full-time Salaries	\$ 59,115	\$ 47,834	\$ 48,548	\$ 40,718
61106	Paid-out Leave	242	458	458	392
61111	FT Bonuses	600	-	-	-
61121	PTS Wages	19,963	21,000	21,000	22,260
61201	Automobile Allowance	333	360	360	-
61301	FT Pension	6,759	5,292	5,292	4,522
61302	PTS Pension	777	788	788	835
61304	Employee Assistance Program	26	19	19	18
61401	FICA/Medicare	1,177	1,019	1,019	931
61501	Group Health and Life Insurance	21,268	11,230	11,230	11,547
61505	Long-term Disability Insurance	496	384	384	375
61506	Short-term Disability Insurance	260	-	-	-
61507	Dental Insurance	2,148	1,008	1,008	945
61509	Worker's Compensation	232	129	129	118
61510	Unemployment Insurance	248	208	208	190
61000	Total Personnel	113,644	89,729	90,443	82,851
Commodities:					
62801	Employee Recognition	-	-	-	20
62999	Office Supplies and Materials	524	500	500	500
62000	Total Commodities	524	500	500	520
Contract Services:					
63101	Legal Services	15,819	18,500	16,000	18,000
63199	Other Professional Services	-	750	250	500
63202	Jury Fees	-	250	250	250
63203	Printing and Reproduction Services	500	500	500	500
63304	Computer Services and Support	784	700	700	700
63999	Other Contract Services	3,504	3,500	3,600	3,100
63000	Total Contract Services	20,607	24,200	21,300	23,050
Other Operating Costs:					
64101	Travel, Training and Conference	159	500	170	500
64102	Dues, Licenses and Memberships	-	75	20	75
64201	Telephone	-	50	-	-
64000	Total Other Operating Costs	159	625	190	575
60000	Total Expenditures	\$ 134,934	\$ 115,054	\$ 112,433	\$ 106,996

Town of Avon Line Item Detail

Function: General Government/Executive #130

Department: N/A

Program: Town Manager #131

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel:					
61101	Regular Full-time Salaries	\$ 201,532	\$ 181,926	\$ 181,926	\$ 145,638
61106	Paid-out Leave	80,590	5,587	5,587	1,400
61151	Overtime Wages	522	-	-	-
61201	Automobile Allowance	13,405	13,000	15,000	12,000
61204	Moving Expenses	-	-	-	12,000
61301	FT Pension	31,709	20,497	20,497	16,174
61304	Employee Assistance Program	31	28	28	24
61401	FICA/Medicare	567	2,267	2,267	2,306
61501	Group Health and Life Insurance	15,226	17,677	17,677	15,769
61505	Long-term Disability Insurance	634	580	580	497
61506	Short-term Disability Insurance	721	-	-	-
61507	Dental Insurance	1,448	1,472	1,472	1,260
61509	Worker's Compensation	2,207	2,483	3,745	1,945
61510	Unemployment Insurance	583	878	878	477
61000	Total Personnel	349,175	246,395	249,657	209,490
Commodities:					
62999	Office Supplies and Materials	728	200	100	100
62000	Total Commodities	728	200	100	100
Contract Services:					
63999	Other Contract Services	25,473	5,000	750	2,500
63000	Total Contract Services	25,473	5,000	750	2,500
Other Operating Costs:					
64101	Travel, Training and Conference	1,085	3,000	3,000	3,000
64102	Dues, Licenses, and Memberships	-	1,000	1,000	1,000
64104	Meeting Expenses	2,683	3,000	3,000	3,000
64201	Telephone	-	250	-	-
64206	Cellular and Paging	2,953	2,000	2,000	2,000
64301	Postage and Delivery Costs	-	100	100	100
64402	Equipment Replacement Charges	700	462	462	211
64902	Financial Support, Donations, & Cont.	-	1,500	1,500	-
64000	Total Other Operating Costs	7,421	11,312	11,062	9,311
Capital Outlay:					
66402	Computers and Peripherals	2,955	-	-	-
66000	Total Capital Outlay	2,955	-	-	-
60000	Total Expenditures	\$ 385,752	\$ 262,907	\$ 261,569	\$ 221,401

Town of Avon Line Item Detail

Function: General Government/Executive #130

Department: N/A

Program: Human Resources #132

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel:					
61101	Regular Full-time Salaries	\$ 141,799	\$ 174,278	\$ 175,808	\$ 143,108
61106	Paid-out Leave	2,835	1,658	1,658	1,376
61111	FT Bonuses	11,793	-	-	-
61121	PTS Wages	-	1,819	1,819	-
61122	PTS Bonuses	-	110	110	-
61151	Overtime Wages	1,045	18	18	-
61201	Automobile Allowance	1,584	1,800	1,800	540
61301	FT Pension	16,496	19,151	19,151	15,893
61302	PTS Pension	-	73	73	-
61304	Employee Assistance Program	43	60	60	52
61401	FICA/Medicare	2,290	2,580	2,580	2,103
61501	Group Health and Life Insurance	22,618	35,191	35,191	33,210
61505	Long-term Disability Insurance	878	1,166	1,166	1,034
61506	Short-term Disability Insurance	608	-	-	-
61507	Dental Insurance	2,195	3,150	3,150	2,709
61509	Worker's Compensation	710	327	327	268
61510	Unemployment Insurance	488	534	534	435
61000	Total Personnel	205,382	241,915	243,445	200,728
Commodities:					
62801	Employee Recognition	-	-	9,192	8,040
62905	Books and Periodicals	1,023	1,820	-	1,000
62999	Office Supplies and Materials	686	900	900	700
62000	Total Commodities	1,709	2,720	10,092	9,740
Contract Services:					
63101	Legal Services	6,336	4,500	3,974	4,000
63203	Printing and Reproduction Services	-	300	300	300
63205	Police Checks	1,696	2,500	2,000	2,000
63504	R&M - Office Equip & Computer	75	250	250	100
63999	Other Purchased and Contract Services	1,700	6,500	6,000	13,000
63000	Total Contract Services	9,807	14,050	12,524	19,400
Other Operating Costs:					
64101	Travel, Training and Conference	978	2,500	1,000	2,000
64102	Dues, Licenses and Memberships	5,135	5,000	5,459	5,500
64103	Mileage Reimbursement	137	200	-	-
64104	Meetings	1,788	1,500	999	1,500
64201	Telephone	-	200	-	-
64206	Cellular and Paging	1,117	1,200	872	660
64301	Postage and Delivery Costs	132	100	100	100
64901	Advertising and Legal Notices	2,771	3,000	3,000	3,000
64906	Insurance Deductibles	-	-	3,918	-
64000	Total Other Operating Costs	12,058	13,700	15,348	12,760

Town of Avon Line Item Detail

Function: General Government/Executive #130
 Department: N/A
 Program: Human Resources #132

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
	Capital Outlay:				
66402	Computers and Peripherals	-	-	-	1,100
66000	Total Capital Outlay	-	-	-	1,100
60000	Total Expenditures	\$ 228,956	\$ 272,385	\$ 281,409	\$ 243,728

Town of Avon Line Item Detail

Function: General Government/Executive #130

Department: N/A

Program: Community Relations #133

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel:					
61101	Regular Full-time Salaries	\$ -	\$ -	\$ -	\$ 12,565
61106	Paid-out Leave	-	-	-	121
61121	PTS Wages	39,776	39,000	32,000	41,168
61122	PTS Bonuses	629	659	659	709
61151	Overtime Wages	11	-	-	-
61201	Automobile Allowance	-	-	-	360
61301	FT Pension	-	-	-	1,395
61302	PTS Pension	1,534	1,487	1,225	1,570
61304	Employee Assistance Program	-	-	-	2
61401	FICA/Medicare	616	597	491	819
61501	Group Health and Life Insurance	-	-	-	1,569
61505	Long-term Disability Insurance	-	-	-	56
61507	Dental Insurance	-	-	-	126
61509	Worker's Compensation	66	73	60	101
61510	Unemployment Insurance	123	119	98	165
61000	Total Personnel	42,755	41,935	34,533	60,726
Commodities:					
62801	Employee Recognition	-	-	-	20
62999	Office Supplies and Materials	103	100	100	100
62000	Total Commodities	103	100	100	120
Contract Services:					
63203	Printing and Reproduction	1,189	5,300	4,000	2,300
63999	Other Contract Services	19,104	22,500	12,698	27,000
63000	Total Contract Services	20,293	27,800	16,698	29,300
Other Operating Costs:					
64101	Travel, Training and Conference	187	1,100	-	500
64102	Dues, Licenses and Memberships	650	650	-	-
64103	Mileage Reimbursement	96	100	-	-
64201	Telephone	50	100	-	-
64206	Cellular and Paging	240	1,000	400	400
64301	Postage and Delivery Costs	1,280	1,300	1,300	1,300
64901	Advertising and Legal Notices	-	1,000	-	-
64904	Operating Fees, Assessments & Chgs	43,020	42,000	42,000	43,000
64000	Total Other Operating Costs	45,523	47,250	43,700	45,200
60000	Total Expenditures	\$ 108,674	\$ 117,085	\$ 95,031	\$ 135,346

Town of Avon Line Item Detail

Function: General Government/Finance & Administration #140

Department: N/A

Program: Nondepartmental #149

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Commodities:					
62401	Gasoline	\$ 745	\$ 1,500	\$ 1,500	\$ 1,500
62802	Food and Beverage	6,645	5,000	6,740	6,000
62999	Office Supplies and Materials	13,254	10,000	10,000	10,000
62000	Total Commodities	20,644	16,500	18,240	17,500
Contract Services:					
63203	Printing and Reproduction Services	-	2,500	2,500	1,000
63504	R&M - Office Equipment	-	7,100	7,100	7,100
63603	Rental - Office Equipment	10,313	9,905	12,556	12,556
63999	Other Contract Services	14,884	16,200	16,200	18,300
63000	Total Contract Services	25,197	35,705	38,356	38,956
Other Operating Costs:					
64104	Meeting Expenses	2,314	1,000	1,000	-
64201	Telephone	14,366	21,702	21,302	31,056
64301	Postage	5,555	6,500	6,000	6,000
64303	Treasurer's Fees	32,563	32,560	32,560	29,515
64307	Bank Service Chgs & Credit Card Fees	-	250	250	250
64401	Fleet Maintenance Charges	-	-	1,500	1,500
64402	Equipment Replacement Charges	12,396	13,753	13,753	13,510
64403	Washbay Charges	-	1,040	1,040	1,488
64905	Insurance Premiums	110,494	113,077	121,000	123,747
64996	Bad Debt Expense	54,165	83,000	87,248	-
64000	Total Other Operating Costs	231,853	272,882	285,653	207,066
60000	Total Expenditures	\$ 277,694	\$ 325,087	\$ 342,249	\$ 263,522

Fund: General	Budget Summary
Dept: Finance and Information Systems	

DEPARTMENT OVERVIEW

The Finance Department is responsible for all financial activities of the Town and maintaining its fiscal integrity. The Finance Department is also responsible for the Town's information technology systems including its enterprise-wide area network and telephony solutions.

ADMINISTRATION OF THE DEPARTMENT

The Finance Department is administered by the Finance Director who spends approximately 35% of the time in finance administration, accounting and auditing, and another 40% in budgeting and long-range planning activities. The remainder of the time is split between debt administration, treasury management, and benefits administration. The finance division is managed on a day-to-day basis by the Finance Manager. The Information Technology division is managed by the Town's Information Technology Manager.

DEPARTMENT FINANCIAL SUMMARY

Department Expenditures by Category	Actual	Original or	Final	Proposed
	2012	Prev. Amend. Budget 2013	Revised Budget 2013	Budget 2014
Personnel Services	\$ 700,797	\$ 785,508	\$ 792,648	\$ 816,438
Commodities	20,078	60,714	68,674	80,099
Contract Services	101,330	132,037	127,973	153,935
Other Operating Costs	43,196	44,883	44,033	57,734
Capital Outlay	-	-	-	4,400
Total	\$ 865,401	\$ 1,023,142	\$ 1,033,328	\$ 1,112,606
Department Expenditures by Program				
Finance	\$ 618,056	\$ 704,588	\$ 712,434	\$ 772,300
Information Technology	247,345	318,554	320,894	340,306
Total	\$ 865,401	\$ 1,023,142	\$ 1,033,328	\$ 1,112,606
Authorized Positions				
Finance Director	1	1	1	1
Finance Manager	1	1	1	1
Budget Analyst	1	1	1	1
Payroll Specialist	1	1	1	1
Accounting Assistant II	2	2	2	2
IT Administrator	1	1	1	1
Help Desk Technician	1	1	1	1
Total	8	8	8	8

2013 MAJOR ACCOMPLISHMENTS

1. Implemented EFT program for accounts payable vendors.
2. No findings or questioned costs in 2012 Single Audit and A-133 Compliance Requirements.
3. Cell phone and UHF radio transition.
4. I-70 Regional Transportation Facility - IT and Telephony set up.
5. Laserfiche upgrade.
6. Metro Ethernet conversion
7. Completed three software evaluations for the 2014 budget
8. Assisted in ballot question effort for recreation center expansion.

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PROGRAM ACTIVITIES AND OPERATIONS- FINANCE

Accounting and Financial Reporting: Includes accounts payable and payroll processing and general accounting; revenue collection, compliance, licensing and administration; procurement compliance and fixed asset inventory; internal control structure and asset safekeeping; and preparation of the Town's comprehensive annual financial report.

Estimated Personnel Time: 67%
Estimated Nonpersonnel Costs: \$ 103,270
Total Activity Cost: \$ 517,441
Performance Metric(s): Internal Survey
Auditor's Comments

Budgeting and Long-range Planning: Includes establishing budgetary policies, coordination of the budget process and preparation of the annual budget document. Also includes the capital improvement program and preparing the 5-year capital improvement long-range plan, various other financial modeling, and gathering and reporting on economic and financial statistical information and analysis.

Estimated Personnel Time: 23%
Estimated Nonpersonnel Costs: \$ 35,451
Total Activity Cost: \$ 177,629
Performance Metric(s): Internal Survey
Budget vs. Actual Deviations

Debt Administration and Treasury Management: Debt administration includes capital planning and analysis, debt issuance, meeting on-going disclosure and bond covenant requirements, maintaining credit ratings and investing bond proceeds. Treasury management includes establishing and reviewing cash controls, monitoring cash collection and disbursement procedures, forecasting, maintaining banking relations, cash management services, establishing investment policies and portfolio management.

Estimated Personnel Time: 6%
Estimated Nonpersonnel Costs: \$ 9,248
Total Activity Cost: \$ 46,338
Performance Metric(s): None

Benefits Administration: Includes financial analysis of self-insurance pools and renewals, reconciliation of departmental claims to premium invoices, reserve accounting and human resources support. Other responsibilities include retirement plan administration and support. Finance Director and Finance Manager serve on the retirement boards.

Estimated Personnel Time: 4%
Estimated Nonpersonnel Costs: \$ 6,165
Total Activity Cost: \$ 30,892
Performance Metric(s): Internal Survey

Finance Department

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PROGRAM ACTIVITIES AND OPERATIONS- INFORMATION TECHNOLOGY

Network Administration: Includes maintaining the Town's computer network systems, telephone systems, servers, security, routine maintenance & upgrades of hardware and software, documentation & disaster recovery.

Estimated Personnel Time: 45%
Estimated Nonpersonnel Costs: \$ 63,915
Total Activity Cost: \$ 153,138
Performance Metric(s): System Availability

Customer Service: Provides support and service to all Town computer and telephone users. Log calls, resolve issues, track requests for equipment, software and training.

Estimated Personnel Time: 50%
Estimated Nonpersonnel Costs: \$ 71,017
Total Activity Cost: \$ 170,153
Performance Metric(s): Problem Resolution Performance; Internal Survey

Technology Planning: Continuously evaluate new technologies that can assist the Town in being more efficient.

Estimated Personnel Time: 5%
Estimated Nonpersonnel Costs: \$ 7,102
Total Activity Cost: \$ 17,015
Performance Metric(s): Long-range IT Plan

Finance Department

Town of Avon Line Item Detail

Function: General Government/Financial #140

Department: Finance #140

Program: Finance #141

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel Services:					
61101	Regular Full-time Salaries	\$ 391,906	\$ 434,072	\$ 439,172	\$ 447,989
61105	STD Wages	372	-	-	-
61106	Paid-out Leave	4,792	4,121	4,121	4,308
61111	FT Bonuses	9,000	-	-	-
61151	Overtime Wages	2,554	1,500	1,500	1,500
61201	Automobile Allowance	3,600	3,600	3,600	3,600
61301	FT Pension	45,468	47,603	47,603	49,753
61304	Employee Assistance Program	136	144	144	144
61401	FICA/Medicare	4,783	5,050	5,050	5,238
61501	Group Health and Life Insurance	59,834	84,519	84,519	92,878
61505	Long-term Disability Insurance	2,750	2,983	2,983	2,984
61506	Short-term Disability Insurance	1,703	-	-	-
61507	Dental Insurance	5,711	7,560	7,560	7,560
61509	Worker's Compensation	729	803	803	840
61510	Unemployment Insurance	1,275	1,314	1,314	1,372
61000	Total Personnel Services	534,613	593,269	598,369	618,166
Commodities:					
62801	Employee Recognition	-	-	-	120
62903	Data Processing Supplies	885	2,000	2,000	2,000
62904	Software	255	1,500	750	14,401
62905	Books and Periodicals	2,319	2,014	2,014	2,200
62999	Office Supplies and Materials	2,025	2,250	2,000	2,850
62000	Total Commodities	5,484	7,764	6,764	21,571
Contract Services:					
63102	Audit and Accounting Services	24,350	33,530	33,530	33,530
63199	Other Professional Services	4,039	8,500	3,500	5,500
63203	Printing and Reproduction Services	2,560	5,300	4,500	4,550
63304	Computer Services and Support	35,260	41,723	52,769	65,672
63504	R & M - Office Equipment	-	700	350	700
63000	Total Contract Services	66,209	89,753	94,649	109,952

Town of Avon Line Item Detail

Function: General Government/Financial #140
 Department: Finance #140
 Program: Finance #141

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Other Operating Costs:					
64101	Travel, Training and Conference	7,156	7,800	7,000	7,000
64102	Dues, Licenses and Memberships	1,323	1,395	1,395	1,495
64103	Mileage Reimbursement	359	600	600	-
64104	Meeting Expenses	749	750	750	750
64201	Telephone	-	350	-	-
64206	Cellular and Paging	717	700	700	660
64301	Postage and Delivery	19	250	250	250
64307	Bank Charges and Credit Card Fees	-	-	-	6,100
64399	Other Administrative Fees	1,029	1,450	1,450	1,450
64402	Equipment Replacement Charges	398	382	382	381
64901	Advertising and Legal Notices	-	125	125	125
64000	Total Other Operating Costs	11,750	13,802	12,652	18,211
Capital Outlay:					
66402	Computers and Peripherals	-	-	-	4,400
66000	Total Capital Outlay	-	-	-	4,400
60000	Total Expenditures	\$ 618,056	\$ 704,588	\$ 712,434	\$ 772,300

Town of Avon Line Item Detail

Function: General Government/Financial #140

Department: Finance #140

Program: Information Systems #143

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel Services:					
61101	Regular Full-time Salaries	\$ 131,879	\$ 139,930	\$ 141,970	\$ 142,748
61106	Paid-out Leave	1,002	1,343	1,343	1,373
61151	Overtime Wages	-	1,000	1,000	1,000
61301	FT Pension	15,196	15,510	15,510	15,853
61304	Employee Assistance Program	48	48	48	48
61401	FICA/Medicare	1,986	2,059	2,059	2,104
61501	Group Health and Life Insurance	12,746	28,160	28,160	30,932
61505	Long-term Disability Insurance	976	981	981	991
61506	Short-term Disability Insurance	579	-	-	-
61507	Dental Insurance	1,124	2,520	2,520	2,520
61509	Worker's Compensation	234	262	262	268
61510	Unemployment Insurance	414	426	426	435
61000	Total Personnel Services	166,184	192,239	194,279	198,272
Commodities:					
62801	Employee Recognition	-	-	-	40
62903	Data Processing Supplies	5,452	9,850	4,850	27,000
62904	Software	9,010	42,000	55,960	30,388
62905	Books and Periodicals	40	750	750	750
62999	Office Supplies and Materials	92	350	350	350
62000	Total Commodities	14,594	52,950	61,910	58,528
Contract Services:					
63304	Computer Services and Support	33,669	39,534	30,574	41,233
63504	R & M - Office Equipment and Computers	1,452	2,750	2,750	2,750
63000	Total Contract Services	35,121	42,284	33,324	43,983
Other Operating Costs:					
64101	Travel, Training and Conference	6,755	5,100	4,000	6,300
64102	Dues and Licenses	300	600	300	300
64206	Cellular and Paging	2,197	-	1,700	1,260
64402	Equipment Replacement Charges	22,194	25,381	25,381	31,663
64000	Total Other Operating Costs	31,446	31,081	31,381	39,523
60000	Total Expenditures	\$ 247,345	\$ 318,554	\$ 320,894	\$ 340,306

DEPARTMENT OVERVIEW

The Community Development Department takes the lead role in ensuring the Town's built environment maintains and advances a livable community, one which meets the needs of the residents, businesses, and visitors. The Building Official provides permit and inspection services for residential and commercial development. In 2014, the Director of Economic Initiatives will take the lead role in implementing the Town's Economic Development program under the supervision of the Town Manager.

ADMINISTRATION OF THE DEPARTMENT

The Community Development Department is administered by the Planning Manager, who spends approximately 50% of the position's time in managing applications, Planning and Zoning Commission agendas and special project work. The remainder of the Planning Manager's time is spent in hands-on project review and special project work. The Director of Economic Initiatives is managed by the Town Manager.

DEPARTMENT FINANCIAL SUMMARY

Department Expenditures by Category	Actual	Original or	Final	Proposed
	2012	Prev. Amend. Budget	Revised Budget	Budget
	2012	2013	2013	2014
Personnel Services	\$ 377,622	\$ 352,866	\$ 356,334	\$ 403,336
Commodities	6,838	7,599	7,599	7,879
Contract Services	23,199	29,288	25,468	53,253
Other Operating Costs	141,346	187,667	186,667	20,725
Capital Outlay	978	600	950	15,000
Total	\$ 549,983	\$ 578,020	\$ 577,018	\$ 500,193
Department Expenditures by Program				
Administration	\$ 41,813	\$ 46,502	\$ 46,402	\$ -
Planning/GIS	266,558	237,158	235,236	258,319
Building	112,762	126,485	127,505	129,398
Economic Development	128,850	167,875	167,875	112,476
Total	\$ 549,983	\$ 578,020	\$ 577,018	\$ 500,193
Authorized Positions				
Planning Manager	-	-	-	1
Senior Planner	1	1	1	-
Building Official	1	1	1	1
Planner II	-	-	1	1
Planner I	1	1	-	-
GIS Programmer/Analyst	1	-	-	-
Director of Economic Initiatives	-	-	-	1
Total	4	3	3	4

2013 MAJOR ACCOMPLISHMENTS

1. Updates of Avon Municipal Code
2. Initiated Economic Development Office and collaborated with local business community
3. Developed Town-owned Properties Concept Plan; Ballot Issue Completed for Recreation Amenities
4. Wyndham Resort: Entitlements to Building permit

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Community Development Department

PROGRAM ACTIVITIES AND OPERATIONS - PLANNING

Administration: Review all new applications and contractor registration applications at the front counter, including assisting the general public with inquiries.

Estimated Personnel Time: 10%
 Estimated Nonpersonnel Costs: \$ 6,315
Total Activity Cost: \$ 25,832
 Performance Metric(s): Community Survey

Current Planning / Land Use Applications: Review and process applications for land use under the rules and procedures of the Avon Municipal Code.

Estimated Personnel Time: 35%
 Estimated Nonpersonnel Costs: \$ 22,101
Total Activity Cost: \$ 90,412
 Performance Metric(s): Community Survey

Long-Term Planning: The Community Development Department is responsible for the development of long range planning for the Town of Avon. In the 2013-24 Strategic Plan, the development of a Parking and Transportation Plan, a Pedestrian and Bike Network Plan, and update of the 2006 Comprehensive Plan are scheduled. Policy work with the PZC (and Council) will include evaluating Retail Marijuana, evaluating East Avon Master Plan and additional code updates.

Estimated Personnel Time: 50%
 Estimated Nonpersonnel Costs: \$ 31,574
Total Activity Cost: \$ 129,160
 Performance Metric(s): Community Survey
 Completion of Plan

GIS Mapping / Informational Services: Create and manage all mapping functions and associated data management for the Town. Supports special projects with geographical information as well as cartography useful in land use decisions and Comprehensive Planning.

Estimated Personnel Time: 5%
 Estimated Nonpersonnel Costs: \$ 3,157
Total Activity Cost: \$ 12,916
 Performance Metric(s): None

PROGRAM ACTIVITIES AND OPERATIONS - BUILDING PERMITS AND INSPECTIONS

Building Inspection: The Building Division provides all construction related services in the Town. The division is responsible for the enforcement of the building, plumbing, and mechanical codes, and Title 15 of the Avon Municipal Code. On a day to day basis this division reviews and processes permit applications, performs inspections, and coordinates with other agencies that perform specialized inspections such as Eagle County Health, NWCCOG, and State Electrical Inspectors. Code enforcement matters are handled on an as-needed, or complaint driven basis.

Estimated Personnel Time: 100%
 Estimated Nonpersonnel Costs: \$ 12,940
Total Activity Cost: \$ 129,398
 Performance Metric(s): Community Survey

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PROGRAM ACTIVITIES AND OPERATIONS - ECONOMIC DEVELOPMENT

Economic Development: Implements the Town's Economic Development initiatives including Special Event development, retail and accommodation business assistance and regional representation. Special contracts for the Town of Avon Brand Development and Destitrips are included in this operational budget.

Estimated Personnel Time:	100%
Estimated Nonpersonnel Costs:	20,770
Total Activity Cost:	\$ 112,476
Performance Metric(s):	Community Survey Sales tax growth

Community Development Department

Town of Avon Line Item Detail

Function: Community Development #200
 Department: Community Development #210
 Program: Administration #211

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel:					
61101	Regular Full-time Salaries	\$ 11,813	\$ 15,429	\$ 15,429	\$ -
61106	Paid Out Leave	-	148	148	-
61121	PTS Wages	6,768	-	-	-
61151	Overtime	72	-	-	-
61201	Automobile Allowance	300	-	-	-
61301	FT Pension	1,737	1,714	1,714	-
61302	PTS Pension	257	-	-	-
61304	Employee Assistance Program	2	10	10	-
61401	FICA/Medicare	337	226	226	-
61501	Group Health and Life Insurance	547	5,581	5,581	-
61505	Long-term Disability Insurance	41	142	142	-
61506	Short-term Disability Insurance	40	-	-	-
61507	Dental Insurance	47	504	504	-
61509	Worker's Compensation	38	29	29	-
61510	Unemployment Insurance	68	47	47	-
61000	Total Personnel	22,067	23,830	23,830	-
Commodities:					
62999	Office Supplies and Materials	1,716	3,000	3,000	-
62000	Total Commodities	1,716	3,000	3,000	-
Contract Services:					
63203	Printing and Reproduction	120	500	500	-
63304	Computer Services and Support	6,271	6,400	6,400	-
63504	R&M - Office Equipment	2,109	1,700	1,700	-
63603	Rentals - Office Equipment	5,032	5,318	5,318	-
63000	Total Contract Services	13,532	13,918	13,918	-
Other Operating Costs:					
64101	Travel, Training, and Conference	-	1,000	1,000	-
64102	Dues, Licenses and Memberships	400	400	400	-
64104	Meeting Expense	560	1,500	1,500	-
64201	Telephone	-	100	-	-
64206	Cellular	358	800	800	-
64301	Postage and Delivery Costs	390	520	520	-
64402	Equipment Replacement Charges	743	234	234	-
64901	Advertising and Legal Notices	1,069	1,200	1,200	-
64000	Total Other Operating Costs	3,520	5,754	5,654	-
Capital Outlay					
66402	Computers and Peripherals	978	-	-	-
66000	Total Capital Outlay	978	-	-	-
60000	Total Expenditures	\$ 41,813	\$ 46,502	\$ 46,402	\$ -

Town of Avon Line Item Detail

Function: Community Development #200
 Department: Community Development #210
 Program: Planning #212

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel:					
61101	Regular Full-time Salaries	\$ 168,577	\$ 155,289	\$ 157,737	\$ 138,848
61105	STD Wages	2,407	-	-	-
61106	Paid-out Leave	1,778	1,278	1,278	1,335
61111	FT Bonuses	8,318	-	-	-
61121	PTS Wages	6,768	-	-	-
61151	Overtime Wages	72	-	-	-
61301	FT Pension	19,741	17,222	17,222	15,420
61302	PTS Pension	257	-	-	-
61304	Employee Assistance Program	72	54	54	49
61401	FICA/Medicare	2,731	2,250	2,250	2,033
61501	Group Health and Life Insurance	32,162	33,932	33,932	31,605
61505	Long-term Disability Insurance	1,464	1,131	1,131	1,055
61506	Short-term Disability Insurance	764	-	-	-
61507	Dental Insurance	3,090	3,016	3,016	2,583
61509	Worker's Compensation	1,575	1,816	1,816	1,823
61510	Unemployment Insurance	584	470	470	421
61000	Total Personnel	250,360	216,458	218,906	195,172
Commodities:					
62401	Gasoline	35	-	-	-
62801	Employee Recognition	-	-	-	40
62904	Software	3,349	3,349	3,349	3,349
62905	Books and Periodicals	240	250	250	250
62999	Office Supplies and Materials	-	-	-	2,500
62000	Total Commodities	3,624	3,599	3,599	6,139
Contract Services:					
63101	Legal Services	3,336	-	4,800	-
63199	Other Professional Services	5,631	10,620	2,000	10,000
63203	Printing and Reproduction Services	-	750	750	500
63304	Computer Services and Support	-	-	-	17,735
63504	R&M - Office Equipment	-	-	-	1,500
63603	Rentals - Office Equipment	-	-	-	5,318
63000	Total Contract Services	8,967	11,370	7,550	35,053
Other Operating Costs					
64101	Travel, Training and Conference	817	2,200	1,300	2,500
64102	Dues, Licenses and Memberships	773	1,310	1,310	650
64104	Meeting Expense	113	-	-	500
64301	Postage and Delivery Costs	-	-	-	250
64402	Equipment Replacement Charges	1,904	1,621	1,621	1,855
64901	Advertising and Legal Notices	-	-	-	1,200
64000	Total Other Operating Costs	3,607	5,131	4,231	6,955

Town of Avon Line Item Detail

Function: Community Development #200
 Department: Community Development #210
 Program: Planning #212

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Capital Outlay					
66402	Computers and Peripherals	-	600	950	-
66404	Furniture and Fixtures	-	-	-	15,000
66000	Total Capital Outlay	-	600	950	15,000
60000	Total Expenditures	\$ 266,558	\$ 237,158	\$ 235,236	\$ 258,319

Town of Avon Line Item Detail

Function: Community Development #200
 Department: Community Development #210
 Program: Building Inspection #213

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel:					
61101	Regular Full-time Salaries	\$ 78,397	\$ 84,018	\$ 85,038	\$ 86,091
61106	Paid-out Leave	1,587	802	802	828
61301	FT Pension	9,144	9,257	9,257	9,561
61304	Employee Assistance Program	24	24	24	24
61401	FICA/Medicare	1,201	1,220	1,220	1,260
61501	Group Health and Life Insurance	11,679	14,135	14,135	15,526
61505	Long-term Disability Insurance	497	497	497	497
61506	Short-term Disability Insurance	344	-	-	-
61507	Dental Insurance	1,123	1,260	1,260	1,260
61509	Worker's Compensation	950	1,113	1,113	1,150
61510	Unemployment Insurance	249	252	252	261
61000	Total Personnel	105,195	112,578	113,598	116,458
Commodities:					
62401	Gasoline	517	650	650	650
62801	Employee Recognition	-	-	-	20
62807	Consumable Tools/Small Equipment	-	50	50	50
62905	Books and Periodicals	981	300	300	300
62000	Total Commodities	1,498	1,000	1,000	1,020
Contract Services:					
63199	Other Professional Services	700	4,000	4,000	4,000
63000	Total Contract Services	700	4,000	4,000	4,000
Other Operating Costs:					
64101	Travel, Training and Conference	1,269	1,500	1,500	1,500
64102	Dues, Licenses and Memberships	125	250	250	250
64103	Mileage Reimbursement	-	200	200	-
64206	Cellular & Pagers	412	600	600	360
64401	Fleet Maintenance Charges	-	2,414	2,414	2,414
64402	Equipment Replacement Charges	2,939	2,903	2,903	2,148
64403	Washbay Charges	624	1,040	1,040	1,248
64000	Total Other Operating Costs	5,369	8,907	8,907	7,920
60000	Total Expenditures	\$ 112,762	\$ 126,485	\$ 127,505	\$ 129,398

Town of Avon Line Item Detail

Function: Community Development #200
 Department: Community Development #210
 Program: Economic Development #214

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel:					
61101	Regular Full-time Salaries	\$ -	\$ -	\$ -	\$ 65,325
61106	Paid-out Leave	-	-	-	628
61301	FT Pension	-	-	-	7,255
61304	Employee Assistance Program	-	-	-	24
61401	FICA/Medicare	-	-	-	956
61501	Group Health and Life Insurance	-	-	-	15,441
61505	Long-term Disability Insurance	-	-	-	497
61507	Dental Insurance	-	-	-	1,260
61509	Worker's Compensation	-	-	-	122
61510	Unemployment Insurance	-	-	-	198
61000	Total Personnel	-	-	-	91,706
Commodities:					
62801	Employee Recognition	-	-	-	20
62905	Books and Periodical	-	-	-	300
62999	Office Supplies and Materials	-	-	-	400
62000	Total Commodities	-	-	-	720
Contract Services:					
63203	Printing and Reproduction Services	-	-	-	200
63304	Computer Services and Support	-	-	-	14,000
63000	Total Contract Services	-	-	-	14,200
Other Operating Costs					
64101	Travel, Training and Conference	-	-	-	1,200
64104	Meeting Expense	-	-	-	400
64301	Postage and Delivery	-	-	-	250
64102	Dues, Licenses and Memberships	-	550	550	-
64902	Financial Support, Donations and Cont.	38,850	42,325	42,325	-
64903	Economic Development	90,000	125,000	125,000	4,000
64000	Total Other Operating Costs	128,850	167,875	167,875	5,850
60000	Total Expenditures	\$ 128,850	\$ 167,875	\$ 167,875	\$ 112,476

DEPARTMENT OVERVIEW

The Avon Police Department is a full service municipal law enforcement agency responsible for 24/7 police protection in the Town of Avon. The Department consists of 18 sworn police officers and two (2) non-sworn employees. Avon Police employees focus attention to the *Department's Mission Statement and Goals* on a day-to-day basis to ensure the safety and security of residents and visitors.

ADMINISTRATION OF THE DEPARTMENT

The Police Department is administered by the Police Chief and is assisted by a Lieutenant and three (3) Sergeants. The Police Chief spends 90 % of the position's time in general administration, with 10% contributed to the oversight of community policing programs, including time on law enforcement committees and organizations. The Lieutenant provides general administration approximately 95% of time, with the balance spent in the field. Each Patrol Sergeant oversees six (6) police officers, while the Detective Sergeant supervises the Detective and manages the Police Training Program and Police Volunteers.

DEPARTMENT FINANCIAL SUMMARY

	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Department Expenditures by Category				
Personnel Services	\$ 1,921,951	\$ 1,952,529	\$ 1,943,748	\$ 2,030,726
Commodities	117,125	113,729	105,476	116,654
Contract Services	33,255	38,020	36,285	37,546
Other Operating Costs	466,511	483,928	487,279	513,682
Capital Outlay	12,647	10,000	10,000	17,400
Total	\$ 2,551,489	\$ 2,598,206	\$ 2,582,788	\$ 2,716,008
Department Expenditures by Program				
Administration	\$ 541,191	\$ 529,769	\$ 526,995	\$ 533,151
Patrol	1,915,284	1,960,107	1,945,406	1,964,998
Investigation	95,014	108,330	110,387	217,859
Total	\$ 2,551,489	\$ 2,598,206	\$ 2,582,788	\$ 2,716,008
Authorized Positions				
Police Chief	1	1	1	1
Police Lieutenant	1	1	1	1
Sergeant	3	3	3	3
Administrative Services Officer	2	2	2	2
Investigator/Detective	1	1	1	1
Officer	12	12	12	12
Total	20	20	20	20

2013 MAJOR ACCOMPLISHMENTS

1. The Department has been accredited through CALEA and the Colorado Association of Chiefs of Police.
2. Successfully completed the 5th Annual Avon Police citizen's Academy.
3. Successfully completed the First Latino Eagle County Citizen's Academy.
4. All supervisors have completed the IACP Leadership in Police Organization (LPO) 3-week curriculum.
5. For the first six (6) months of 2013, crime rates and traffic crash rates continued to trend down and remain near record lows; with increases noted in theft, domestic violence, and traffic crashes.
6. Avon crime rates and traffic crash rates continue to trend downward with 2012 being the lowest rate since 2010. Between 2011 and 2012: There was a 63% reduction in burglaries, thefts fell 46% (160 to 87). Assaults and domestic violence cases decreased by 10% and 7%, respectively. DUI arrests were down 25% at 89 compared to 118 in 2011.

Proposed
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Police Department

PROGRAM ACTIVITIES AND OPERATIONS

Administration: The Police Chief, Lieutenant, and two (2) Administrative Services Officers are responsible for the day-to-day operations of the Police Department, including interaction with Avon Town staff on projects such as budget and department liaisons. Administration is responsible for managing the front desk, customer service, accreditation, records management, outside government liaisons, evidence/property management, policy/procedure, training, and support for police operations. The Chief and Lieutenant also provide service to community outreach programs.

Estimated Personnel Time: 100%
Estimated Nonpersonnel Costs: \$ 76,842
Total Activity Cost: \$ 533,151
Performance Metric(s): Internal Survey; Community Survey

Patrol Operations: Patrol Operations are staffed by two (2) sergeants and twelve (12) patrol officers. These teams are responsible for proactive patrol and response to emergencies and calls for service. Officers are responsible for investigation of crimes to property and persons, including traffic enforcement, education, traffic crash investigations and crime prevention/community outreach.

Estimated Personnel Time: 93%
Estimated Nonpersonnel Costs: \$ 551,072
Total Activity Cost: \$ 1,827,448
Performance Metric(s): Police response times by type of call and season
Analysis of crime and traffic statistics/trends
Community Survey

Investigations: The Investigations Division is staffed by one (1) Detective Sergeant and one (1) Detective. The Detectives are responsible to support patrol operations, investigate major crimes, conduct background investigations, administer the police training program, and provide administrative support to the Town Clerk for licensing of businesses.

Estimated Personnel Time: 100%
Estimated Nonpersonnel Costs: \$ 15,890
Total Activity Cost: \$ 217,860
Performance Metric(s): Crime Clearance Rates

Community Programs/Outreach: Community Policing is the philosophy of the Avon Police Department and each member is responsible to Make a Difference in the community during every shift. These programs include Community Outreach; Community Programs such as Citizens Academies/National Night Out; Neighborhood Watch; School Programs; Public Safety/Community Committees, Task Forces and Coalitions. Approximately 1,900 hours of Avon Police time is associated with community programs and outreach.

Estimated Personnel Time: 7%
Estimated Nonpersonnel Costs: \$ 41,479
Total Activity Cost: \$ 137,550
Performance Metric(s): Internal Survey; Community Survey

Town of Avon Line Item Detail

Function: Public Safety #300
 Department: Police #310
 Program: Administration #311

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel:					
61101	Regular Full-time Salaries	\$ 318,842	\$ 331,222	\$ 332,242	\$ 326,637
61106	Paid-out Leave	2,285	3,163	3,163	3,141
61151	Overtime Wages	4,774	3,000	3,000	3,000
61301	FT Pension	36,663	36,528	36,528	36,276
61304	Employee Assistance Program	92	96	96	96
61401	FICA/Medicare	4,735	4,859	4,859	4,825
61501	Group Health and Life Insurance	75,009	56,522	56,522	62,033
61505	Long-term Disability Insurance	6,394	6,490	6,490	6,663
61506	Short-term Disability Insurance	1,347	-	-	-
61507	Dental Insurance	7,534	5,040	5,040	5,040
61509	Worker's Compensation	6,295	7,352	7,352	7,600
61510	Unemployment Insurance	1,014	1,005	1,005	998
61000	Total Personnel	464,984	455,277	456,297	456,309
Commodities:					
62401	Gasoline	5,675	3,160	2,950	3,160
62801	Employee Recognition	341	500	535	500
62802	Food and Beverages	1,250	1,500	1,500	1,500
62805	Clothing and Uniforms	1,231	1,000	1,000	1,000
62807	Consumable Tools/Small Equipment	747	1,000	1,116	1,000
62808	Promotional, Informational, & Mkting Mtls.	3,479	1,000	300	1,000
62901	Duplicating Supplies	122	600	300	600
62903	Data Processing Supplies	9	300	300	300
62904	Software	280	300	300	300
62905	Books and Periodicals	69	750	650	750
62999	Office Supplies and Materials	2,898	2,500	2,500	2,500
62000	Total Commodities	16,101	12,610	11,451	12,610
Contract Services:					
63203	Printing and Reproduction Services	2,428	4,500	4,100	4,100
63301	Medical Services and Examinations	900	1,500	900	1,300
63302	Laboratory Services	415	1,500	1,300	1,300
63504	R&M - Office Equipment	2,143	1,285	1,285	1,285
63506	R&M - Radio and Communications Equip	-	1,000	200	200
63603	Rentals - Office Equipment	5,995	5,535	5,800	5,535
63999	Other Contract Services	15,798	17,000	17,000	18,126
63000	Total Contract Services	27,679	32,320	30,585	31,846

Town of Avon Line Item Detail

Function: Public Safety #300
 Department: Police #310
 Program: Administration #311

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Other Operating Costs:					
64101	Travel, Training and Conference	10,019	9,000	9,000	9,000
64102	Dues, Licenses and Memberships	2,440	2,000	2,000	2,000
64201	Telephone	-	1,200	-	-
64206	Cellular and Paging	4,047	2,300	2,300	1,260
64301	Postage and Delivery Costs	1,493	1,300	1,600	1,300
64401	Fleet Maintenance Charges	2,056	4,780	4,780	4,780
64402	Equipment Replacement Charges	10,686	7,462	7,462	7,222
64403	Washbay Charges	468	520	520	624
64901	Advertising and Legal Notices	280	1,000	1,000	1,000
64000	Total Other Operating Costs	31,489	29,562	28,662	27,186
Capital Outlay:					
66402	Computers and Peripherals	938	-	-	5,200
66000	Total Capital Outlay	938	-	-	5,200
60000	Total Expenditures	\$ 541,191	\$ 529,769	\$ 526,995	\$ 533,151

Town of Avon Line Item Detail

Function: Public Safety #300
 Department: Police #310
 Program: Patrol #312

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel:					
61101	Regular Full-time Salaries	\$ 872,856	\$ 879,043	\$ 859,513	\$ 852,203
61106	Paid-out Leave	-	10,704	18,353	8,194
61151	Overtime Wages	89,533	105,500	125,500	105,500
61156	Extra Duty Pay	12,013	12,000	12,000	12,000
61301	FT Pension	99,800	97,171	92,950	94,644
61304	Employee Assistance Program	356	362	344	336
61401	FICA/Medicare	14,334	14,532	14,223	14,180
61501	Group Health and Life Insurance	208,235	211,332	200,079	215,927
61505	Long-term Disability Insurance	20,075	20,362	19,310	19,943
61506	Short-term Disability Insurance	3,674	-	-	-
61507	Dental Insurance	20,493	18,962	17,923	17,640
61509	Worker's Compensation	28,125	29,675	28,691	28,946
61510	Unemployment Insurance	3,047	3,006	2,942	2,934
61000	Total Personnel	1,372,541	1,402,649	1,391,828	1,372,447
Commodities:					
62101	Police Operating and Field Supplies	6,857	3,000	3,000	3,000
62102	Firearms and Weapons Supplies	10,881	15,275	18,275	17,000
62401	Gasoline	53,246	48,980	37,800	48,980
62804	Training Supplies	370	500	500	500
62805	Clothing and Uniforms	14,410	13,200	14,500	13,200
62806	Safety Materials and Supplies	10,188	11,000	12,000	12,400
62807	Consumable or Small Equipment Items	2,212	3,000	2,500	3,000
62809	Medical Supplies and 1st Aid	215	1,000	1,000	1,000
62902	Audio/Visual Supplies	-	150	150	150
62000	Total Commodities	98,379	96,105	89,725	99,230
Contract Services:					
63199	Other Professional Services	214	-	-	-
63302	Laboratory Services	4,320	4,000	4,000	4,000
63549	R&M - Other Specialized Equipment	142	500	500	500
63000	Total Contract Services	4,676	4,500	4,500	4,500

Town of Avon Line Item Detail

Function: Public Safety #300
 Department: Police #310
 Program: Patrol #312

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Other Operating Costs:					
64101	Travel, Training and Conference	15,063	15,000	15,000	15,000
64103	Mileage Reimbursement	173	400	400	-
64206	Cellular and Paging	12,437	18,342	18,342	17,000
64401	Fleet Maintenance Charges	64,866	62,500	65,000	62,500
64402	Equipment Replacement Charges	80,675	81,871	81,871	82,762
64403	Washbay Charges	4,680	6,240	6,240	7,488
64901	Advertising and Legal Notices	50	500	500	500
64904	Operating Fees, Assessments and Charges	249,739	262,000	262,000	291,371
64906	Insurance Deductibles	1,239	-	-	-
64000	Total Other Operating Costs	428,922	446,853	449,353	476,621
Capital Outlay:					
66402	Computers and Peripherals	1,951	-	-	2,200
66405	Radio & Communication Equipment	8,815	10,000	10,000	10,000
66000	Total Capital Outlay	10,766	10,000	10,000	12,200
60000	Total Expenditures	\$ 1,915,284	\$ 1,960,107	\$ 1,945,406	\$ 1,964,998

Town of Avon Line Item Detail

Function: Public Safety #300
 Department: Police #310
 Program: Investigations #313

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel:					
61101	Regular Full-time Salaries	\$ 57,472	\$ 58,618	\$ 59,638	\$ 132,979
61106	Paid-out Leave	-	558	558	1,279
61151	Overtime Wages	3,157	9,000	9,000	9,000
61301	FT Pension	6,562	6,447	6,447	14,768
61304	Employee Assistance Program	24	24	24	48
61401	FICA/Medicare	895	980	980	2,077
61501	Group Health and Life Insurance	11,542	14,032	14,032	30,893
61505	Long-term Disability Insurance	1,494	1,509	1,509	3,457
61506	Short-term Disability Insurance	243	-	-	-
61507	Dental Insurance	1,119	1,260	1,260	2,520
61509	Worker's Compensation	1,729	1,972	1,972	4,517
61510	Unemployment Insurance	189	203	203	432
61000	Total Personnel	84,426	94,603	95,623	201,970
Commodities:					
62101	Police Operating and Field Supplies	1,397	2,500	1,250	2,500
62401	Gasoline	1,142	1,264	2,000	1,264
62805	Clothing and Uniforms	-	600	400	400
62806	Safety Materials	-	200	200	200
62807	Consumable Tools/Small Equipment	106	250	250	250
62902	Audio/Visual Supplies	-	200	200	200
62000	Total Commodities	2,645	5,014	4,300	4,814
Contract Services:					
63301	Medical Services and Exams	900	1,200	1,200	1,200
63000	Total Contract Services	900	1,200	1,200	1,200
Other Operating Costs:					
64206	Cellular and Paging	-	-	500	1,200
64401	Fleet Maintenance Charges	388	1,749	3,000	3,000
64402	Equipment Replacement Charges	5,244	5,244	5,244	4,427
64403	Washbay Charges	468	520	520	1,248
64000	Total Other Operating Costs	6,100	7,513	9,264	9,875
Capital Outlay:					
66402	Computers and Peripherals	943	-	-	-
66000	Total Capital Outlay	943	-	-	-
60000	Total Expenditures	\$ 95,014	\$ 108,330	\$ 110,387	\$ 217,859

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DEPARTMENT OVERVIEW

The Road and Bridge Department is responsible for maintenance of over 60 lane miles of streets and roads, six bridges, two railroad overpasses, eight miles of sidewalk and the Town's major storm water infrastructure.

ADMINISTRATION OF THE DEPARTMENT

The Department is managed on a day-to-day basis by the Road and Bridge Superintendent, who reports directly to the Town Manager. The Superintendents spends approximately 75% in general department administration, including developing work plans and work supervision. Right-of-way and snow removal permit administration and inspection of permits takes 20% of the position's time, with the balance working in the field.

DEPARTMENT FINANCIAL SUMMARY

		Original or Prev. Amend. Budget	Final Revised Budget	Proposed Budget
Department Expenditures by Category	Actual 2012	2013	2013	2014
Personnel Services	\$ 1,239,998	\$ 587,348	\$ 512,109	\$ 532,669
Commodities	264,252	230,478	188,917	194,944
Contract Services	349,491	253,816	253,649	310,767
Other Operating Costs	500,672	387,199	377,315	393,994
Total Debt Service	179,971	121,829	121,829	-
Capital Outlay	24,613	27,850	27,850	2,200
Total	\$ 2,558,997	\$ 1,608,520	\$ 1,481,669	\$ 1,434,574
Department Expenditures by Program				
Administration	\$ 66,861	\$ -	\$ -	\$ -
Road and Bridge	1,371,021	1,608,520	1,481,669	1,434,574
Facility Maintenance	333,342	-	-	-
Parks	787,773	-	-	-
Total	\$ 2,558,997	\$ 1,608,520	\$ 1,481,669	\$ 1,434,574
Authorized Positions				
Public Works Director	0.40	-	-	-
Road and Bridge Superintendent	1	1	1	1
Maintenance Supervisor	1	1	1	-
Operator II	-	-	-	1
Operator I	5	5	5	5
Total	7.4	7	7	7

2013 MAJOR ACCOMPLISHMENTS

1. Reorganized structure with merger of Parks and Recreation Department.
2. Developed prioritized work plan.
3. Completed Phase 1 Post Boulevard clean-up.
4. Completed Segment 1 of Ditch Maintenance Catch-up.
4. Developed new snowplow schedule to reduce overtime, maximize CDL scheduling and increase service.

Proposed
 Budget
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Road and Bridge Department

PROGRAM ACTIVITIES AND OPERATIONS

Administration: Includes management of ROW permit program, including inspections of construction sites, utility projects, budgetary planning and approval of travel, training and conferences. Manages contract work, locate requests and oversight of snow plow schedules and service levels and summer work programs, including ditch maintenance and noxious weed program. Assists Police Department with vehicular accident investigation.

Estimated Personnel Time: 95%
 Estimated Nonpersonnel Costs: \$ -
Total Activity Cost: \$ 102,362
 Performance Metric(s): Internal Survey

Snow Removal Operations: Snow and ice removal on all streets, roads and bridges. , including traffic enforcement, education, traffic crash investigations and crime prevention/community outreach.

Estimated Personnel Time: 30%
 Estimated Nonpersonnel Costs: \$ 270,572
Total Activity Cost: \$ 399,664
 Performance Metric(s): Cost per lane mile
 Community Survey

Ditch Maintenance: Maintenance of the Town's major storm water system, includes traffic control and cleaning of ditches and hauling of waste.

Estimated Personnel Time: 17%
 Estimated Nonpersonnel Costs: \$ 153,324
Total Activity Cost: \$ 226,476
 Performance Metric(s): Cost per linear foot

General Road Maintenance: Work includes guardrail repair, utility locates, Special Event assistance, street sweeping, including cinder pick-up, street striping, sign production and maintenance, banner placement, and weed control.

Estimated Personnel Time: 50%
 Estimated Nonpersonnel Costs: \$ 450,953
Total Activity Cost: \$ 666,106
 Performance Metric(s): Internal Survey
 Community Survey

Street Light Maintenance: Includes contracts for outside electrical firms and materials for maintenance of the Town's exterior street lights and interior building lights. Personnel, other than 2% for Road and Bridge Supervisor is in the Parks and Recreation Budget.

Estimated Personnel Time: 3%
 Estimated Nonpersonnel Costs: \$ 27,057
Total Activity Cost: \$ 39,966
 Performance Metric(s): 95% working lights at all times

Town of Avon Line Item Detail

Function: Public Works #400
 Department: Public Works Department #410
 Program: Administration #411

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel:					
61101	Regular Full-time Salaries	\$ 27,487	\$ -	\$ -	\$ -
61106	Paid-out Leave	5,053	-	-	-
61201	Automobile Allowance	900	-	-	-
61301	FT Pension	3,711	-	-	-
61304	Employee Assistance Program	6	-	-	-
61401	FICA/Medicare	483	-	-	-
61501	Group Health and Life Insurance	4,727	-	-	-
61505	Long-term Disability Insurance	124	-	-	-
61506	Short-term Disability Insurance	120	-	-	-
61507	Dental Insurance	467	-	-	-
61509	Worker's Compensation	390	-	-	-
61510	Unemployment Insurance	101	-	-	-
61000	Total Personnel	43,569	-	-	-
Commodities:					
62401	Gasoline	730	-	-	-
62802	Food and Beverages	1,562	-	-	-
62805	Clothing and Uniforms	85	-	-	-
62905	Books and Periodicals	66	-	-	-
62999	Office Supplies and Materials	1,632	-	-	-
62000	Total Commodities	4,075	-	-	-
Contract Services:					
63506	R&M - Radios and Communications Equip.	3,589	-	-	-
63603	Rentals - Office Equipment	325	-	-	-
63999	Other Contract Services	123	-	-	-
63000	Total Contract Services	4,037	-	-	-
Other Operating Costs:					
64101	Travel, Training and Conference	510	-	-	-
64102	Dues, Licenses and Memberships	599	-	-	-
64104	Meeting Expense	189	-	-	-
64201	Telephone	1,235	-	-	-
64206	Cellular and Paging	10,964	-	-	-
64301	Postage and Delivery Costs	348	-	-	-
64401	Fleet Maintenance Charges	867	-	-	-
64403	Washbay Charges	468	-	-	-
64000	Total Other Operating Costs	15,180	-	-	-
60000	Total Expenditures	\$ 66,861	\$ -	\$ -	\$ -

Town of Avon Line Item Detail

Function: Public Works #400
 Department: Public Works Department #410
 Program: Road and Bridge #413

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel:					
61101	Regular Full-time Salaries	\$ 321,848	\$ 361,280	\$ 318,470	\$ 326,837
61106	Paid-out Leave	2,292	3,457	7,194	3,143
61151	Overtime Wages	23,671	32,000	20,000	24,000
61301	FT Pension	36,998	39,627	34,754	36,032
61304	Employee Assistance Program	180	192	168	168
61401	FICA/Medicare	5,037	5,728	4,898	5,133
61501	Group Health and Life Insurance	115,818	111,827	97,832	107,558
61505	Long-term Disability Insurance	2,962	3,147	2,697	2,805
61506	Short-term Disability Insurance	1,453	-	-	-
61507	Dental Insurance	11,544	10,080	8,820	8,820
61509	Worker's Compensation	16,268	18,825	16,263	17,111
61510	Unemployment Insurance	1,082	1,185	1,013	1,062
61000	Total Personnel	539,153	587,348	512,109	532,669
Commodities:					
62201	Street Repair & Maint. Mtls & Supplies	10,272	22,000	18,500	18,500
62202	Sand and Gravel	50,957	56,000	48,000	48,000
62203	Street Sign Materials and Supplies	18,064	28,800	25,500	25,400
62205	Plumbing & Electrical Supplies & Mtls	12,282	16,059	16,000	15,072
62305	Chemicals	-	23,300	18,640	22,500
62401	Gasoline	10,670	8,927	8,927	8,927
62402	Diesel	33,952	52,332	37,000	40,000
62801	Employee Recognition	-	-	-	140
62802	Food and Beverage	531	2,500	1,075	1,605
62804	Training Supplies	-	600	200	200
62805	Clothing and Uniforms	3,968	4,400	2,500	3,200
62806	Safety Materials and Supplies	1,863	2,270	1,135	1,700
62807	Consumable Tools/Small Equipment	8,343	9,040	9,040	8,000
62899	Other Miscellaneous Operating Supplies	912	1,800	1,000	1,000
62904	Software	-	500	500	-
62905	Books and Periodicals	-	200	200	-
62999	Office Supplies and Materials	-	1,750	700	700
62000	Total Commodities	151,814	230,478	188,917	194,944
Contract Services:					
63301	Medical Services and Exams	555	1,764	1,000	1,000
63502	R&M - Streets	87,874	104,203	105,000	93,000
63504	R&M - Office Equipment and Computer	-	882	882	1,000
63506	R&M - Radios and Communications Equip	-	7,850	7,850	8,450
63603	Rentals - Office Equipment	-	1,917	1,917	1,917
63608	Rentals - Machinery & Equipment	329	700	500	500
63999	Other Contract Services	145,834	136,500	136,500	204,900
63000	Total Contract Services	234,592	253,816	253,649	310,767

Town of Avon Line Item Detail

Function: Public Works #400
 Department: Public Works Department #410
 Program: Road and Bridge #413

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Other Operating Costs:					
64101	Travel, Training and Conference	4,255	9,175	459	7,700
64102	Dues, Licenses and Memberships	-	1,068	390	338
64104	Meeting Expense	-	120	-	-
64201	Telephone	-	1,300	1,300	1,300
64203	Electric	36,401	41,800	41,800	41,800
64206	Cellular and Paging	-	4,200	5,100	1,488
64301	Postage and Delivery Costs	-	300	30	150
64401	Fleet Maintenance Charges	114,783	208,200	208,200	208,200
64402	Equipment Replacement Charges	79,013	75,932	75,932	86,254
64403	Washbay Charges	7,008	8,104	8,104	10,764
64901	Advertising and Legal	235	1,000	-	-
64902	Financial Support, Donations & Cont	23,796	36,000	36,000	36,000
64000	Total Other Operating Costs	265,491	387,199	377,315	393,994
Debt Service:					
65201	Capital Lease Payments	179,971	121,829	121,829	-
65000	Total Debt Service	179,971	121,829	121,829	-
Capital Outlay:					
66401	Office Equipment	-	550	550	-
66402	Computers and Peripherals	-	200	200	2,200
66404	Furniture and Fixtures	-	2,100	2,100	-
66499	Other Machinery & Equipment	-	25,000	25,000	-
66000	Total Capital Outlay	-	27,850	27,850	2,200
60000	Total Expenditures	\$ 1,371,021	\$ 1,608,520	\$ 1,481,669	\$ 1,434,574

Town of Avon Line Item Detail

Function: Public Works #400
 Department: Public Works Department #410
 Program: Facility Maintenance #414

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel:					
61101	Regular Full-time Salaries	\$ 102,402	\$ -	\$ -	\$ -
61106	Paid-out Leave	935	-	-	-
61151	Overtime Wages	5,392	-	-	-
61301	FT Pension	12,376	-	-	-
61304	Employee Assistance Program	60	-	-	-
61401	FICA/Medicare	1,668	-	-	-
61501	Group Health and Life Insurance	32,322	-	-	-
61505	Long-term Disability Insurance	973	-	-	-
61506	Short-term Disability Insurance	467	-	-	-
61507	Dental Insurance	3,211	-	-	-
61509	Worker's Compensation	3,607	-	-	-
61510	Unemployment Insurance	354	-	-	-
61000	Total Personnel	163,767	-	-	-
Commodities:					
62205	Plumbing & Electrical Supplies & Materials	5,726	-	-	-
62401	Gasoline	2,665	-	-	-
62402	Diesel	989	-	-	-
62803	Janitorial, Custodial & Cleaning Supplies	7,505	-	-	-
62805	Clothing and Uniforms	721	-	-	-
62807	Consumable Tools/Small Equipment	955	-	-	-
62899	Other Miscellaneous Operating Supplies	460	-	-	-
62000	Total Commodities	19,021	-	-	-
Contract Services:					
63501	R&M - Buildings and Facilities	39,794	-	-	-
63599	Other Maintenance Services	15,527	-	-	-
63000	Total Contract Services	55,321	-	-	-
Other Operating Costs:					
64101	Travel, Training and Conference	1,842	-	-	-
64102	Dues, Licenses and Memberships	3,924	-	-	-
64201	Telephone	645	-	-	-
64202	Gas	11,485	-	-	-
64203	Electric	43,806	-	-	-
64204	Water and Sanitation	9,192	-	-	-
64205	Trash and Recycling	5,936	-	-	-
64401	Fleet Maintenance Charges	8,881	-	-	-
64403	Washbay Charges	936	-	-	-
64000	Total Other Operating Costs	86,647	-	-	-

Town of Avon Line Item Detail

Function: Public Works #400
 Department: Public Works Department #410
 Program: Facility Maintenance #414

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
	Capital Outlay:				
66202	Building Improvements	8,586	-	-	-
66000	Total Capital Outlay	8,586	-	-	-
60000	Total Expenditures	\$ 333,342	\$ -	\$ -	\$ -

Town of Avon Line Item Detail

Function: Public Works #400
 Department: Public Works Department #410
 Program: Parks #415

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel:					
61101	Regular Full-time Salaries	\$ 258,489	\$ -	\$ -	\$ -
61106	Paid-out Leave	4,419	-	-	-
61121	PTS Wages	96,482	-	-	-
61122	PTS Bonuses	629	-	-	-
61151	Overtime Wages	11,074	-	-	-
61301	FT Pension	29,981	-	-	-
61302	PTS Pension	3,796	-	-	-
61304	Employee Assistance Program	135	-	-	-
61401	FICA/Medicare	5,527	-	-	-
61501	Group Health and Life Insurance	62,365	-	-	-
61505	Long-term Disability Insurance	2,368	-	-	-
61506	Short-term Disability Insurance	1,157	-	-	-
61507	Dental Insurance	6,034	-	-	-
61509	Worker's Compensation	9,905	-	-	-
61510	Unemployment Insurance	1,148	-	-	-
61000	Total Personnel	493,509	-	-	-
Commodities:					
62202	Sand and Gravel	1,377	-	-	-
62204	Construction, Maint. and Permanent Materials	4,738	-	-	-
62205	Plumbing and Electrical Supplies and Materials	13,702	-	-	-
62206	Landscaping and Plant Materials	12,124	-	-	-
62305	Chemicals	6,680	-	-	-
62401	Gasoline	9,158	-	-	-
62402	Diesel	7,794	-	-	-
62802	Food and Beverage	399	-	-	-
62803	Janitorial, Custodial and Cleaning Supplies	4,859	-	-	-
62804	Training Supplies	145	-	-	-
62805	Clothing and Uniforms	2,452	-	-	-
62806	Safety Materials and Supplies	4,446	-	-	-
62807	Consumable Tools/Small Equipment	3,701	-	-	-
62809	Medical Supplies and First Aid	75	-	-	-
62899	Other Miscellaneous Operating Supplies	17,692	-	-	-
62000	Total Commodities	89,342	-	-	-
Contract Services:					
63608	Rentals - Machinery and Equipment	61	-	-	-
63999	Other Contract Services	55,480	-	-	-
63000	Total Contract Services	55,541	-	-	-

Town of Avon Line Item Detail

Function: Public Works #400
 Department: Public Works Department #410
 Program: Parks #415

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Other Operating Costs:					
64101	Travel, Training and Conference	4,001	-	-	-
64203	Electric	12,688	-	-	-
64204	Water and Sewer	3,349	-	-	-
64401	Fleet Maintenance Charges	47,208	-	-	-
64402	Equipment Replacement Charges	61,056	-	-	-
64403	Washbay Charges	5,052	-	-	-
64000	Total Other Operating Costs	133,354	-	-	-
Capital Outlay:					
66402	Computers and Peripherals	788	-	-	-
66499	Other Machinery and Equipment	15,239	-	-	-
66000	Total Capital Outlay	16,027	-	-	-
60000	Total Expenditures	\$ 787,773	\$ -	\$ -	\$ -

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DEPARTMENT OVERVIEW

The Engineering Department provides and maintains public infrastructure, such as roads, drainage ways, and town facilities in a safe and well-designed manner. Department work includes the planning and managing construction of Town capital improvement projects, review of proposed construction documents, and assists in the planning for infrastructure needed to meet growth and development. The Engineering Department also supports other Town departments by providing technical review, project management and other support, as requested.

ADMINISTRATION OF THE DEPARTMENT

The Engineering Department is administered by the Town Engineer who spends approximately 15% on general department administration, 25% managing the Water Fund, 15% on development review and subdivision and the remaining 45% on the Capital Improvement Program. The Engineer II spends the majority of the time on managing capital projects and assists with development review.

DEPARTMENT FINANCIAL SUMMARY

		Original or Prev. Amend.	Final Revised	Proposed
Department Expenditures by Category	Actual 2012	Budget 2013	Budget 2013	Budget 2014
Personnel Services	\$ 202,007	\$ 239,740	\$ 200,511	\$ 246,241
Commodities	3,227	4,640	4,640	3,690
Contract Services	8,486	7,650	7,650	8,200
Other Operating Costs	7,379	7,829	7,829	9,147
Capital Outlay	-	-	-	2,200
Total	\$ 221,099	\$ 259,859	\$ 220,630	\$ 269,478
Department Expenditures by Program				
Engineering	\$ 221,099	\$ 259,859	\$ 220,630	\$ 269,478
Total	\$ 221,099	\$ 259,859	\$ 220,630	\$ 269,478
Authorized Positions				
Town Engineer	1	1	1	1
Project Engineer	1	1	0	0
Engineer II	0	0	1	1
Total	2	2	2	2

2013 MAJOR ACCOMPLISHMENTS

1. Successful completion of the Avon Regional Transportation Facility, on time and on budget.
2. Restructure and implementation of the Street Improvement Program to include slurry seals.
3. Completed other capital projects, including Beaver Creek Point parking lot and Stone bridge deck repair.

PROGRAM ACTIVITIES AND OPERATIONS

Capital Improvement Program: The Engineering Department implements the Capital Improvement Program by procuring engineering and architecture firms to design identified projects, preparing the contract documents, advertising and bidding out the projects, selecting the contractor and managing the projects through construction and warranty.

Estimated Personnel Time: 85%
Estimated Nonpersonnel Costs: \$ 19,751
Total Activity Cost: \$ 229,056
Performance Metric(s): Construction on time and on budget

Subdivision and Development Review: Assisting the Community Development Department with the review of all development applications, the Engineering Department ensures conformance with the Town's adopted design guidelines, codes and standards.

Estimated Personnel Time: 15%
Estimated Nonpersonnel Costs: \$ 3,486
Total Activity Cost: \$ 40,422
Performance Metric(s): Community Survey

Town of Avon Line Item Detail

Function: Public Works #400
 Department: Public Works Department #410
 Program: Engineering #412

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel:					
61101	Regular Full-time Salaries	\$ 132,198	\$ 146,827	\$ 147,762	\$ 150,783
61106	Paid Out Leave	-	1,401	1,401	1,450
61111	FT Bonuses	3,750	-	-	-
61121	PTS Wages	29,428	37,097	-	37,097
61201	Automobile Allowance	2,970	3,348	2,700	2,700
61301	FT Pension	15,052	16,183	16,183	16,746
61302	PTS Pension	1,104	1,391	-	1,391
61304	Employee Assistance Program	39	42	42	42
61401	FICA/Medicare	2,514	2,740	2,172	2,805
61501	Group Health and Life Insurance	10,224	24,736	24,736	27,171
61505	Long-term Disability Insurance	799	915	915	915
61506	Short-term Disability Insurance	564	-	-	-
61507	Dental Insurance	887	2,205	2,205	2,205
61509	Worker's Compensation	1,968	2,292	1,946	2,360
61510	Unemployment Insurance	510	563	449	576
61000	Total Personnel	202,007	239,740	200,511	246,241
Commodities:					
62401	Gasoline	525	790	790	600
62801	Employee Recognition	-	-	-	40
62802	Food and Beverages	704	500	500	250
62807	Consumable Tools/Small Equipment	219	250	250	250
62899	Other Miscellaneous Operating Supplies	68	750	750	750
62901	Duplicating Supplies	383	300	300	300
62904	Software	178	800	800	500
62905	Books and Periodicals	430	250	250	250
62999	Office Supplies and Materials	720	1,000	1,000	750
62000	Total Commodities	3,227	4,640	4,640	3,690
Contract Services:					
63199	Other Professional Services	6,000	6,000	6,000	6,000
63203	Printing and Reproduction Services	-	750	750	1,200
63504	R&M - Office Equipment	931	900	900	1,000
63603	Rentals - Office Equipment	1,555	-	-	-
63000	Total Contract Services	8,486	7,650	7,650	8,200

Town of Avon Line Item Detail

Function: Public Works #400
 Department: Public Works Department #410
 Program: Engineering #412

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Other Operating Costs:					
64101	Travel, Training and Conference	896	1,000	1,000	3,500
64102	Dues, Licenses and Memberships	235	900	900	500
64206	Cellular and Pagers	1,624	2,250	2,250	1,260
64301	Postage and Delivery Costs	51	100	100	100
64401	Fleet Maintenance	1,208	-	-	-
64402	Equipment Replacement Charges	2,741	2,539	2,539	2,539
64403	Washbay Charges	624	1,040	1,040	1,248
64000	Total Other Operating Costs	7,379	7,829	7,829	9,147
Capital Outlay:					
66402	Computers and Peripherals	-	-	-	2,200
66000	Total Capital Outlay	-	-	-	2,200
60000	Total Expenditures	\$ 221,099	\$ 259,859	\$ 220,630	\$ 269,478

Proposed
Budget
2014

DEPARTMENT OVERVIEW

The Parks and Recreation Department oversees youth, adult and senior recreational programs which are provide at the Avon Recreation Center and Town Parks. The Department is responsible for operational oversight and management of Special Events, which includes a variety of cultural, athletic and community based events. In addition to maintaining all Town parks, public spaces and Nottingham Lake, the Department is responsible for all facility maintenance, including the Recreation Center, Town Hall and Swift Gulch buildings.

ADMINISTRATION OF THE DEPARTMENT

The Parks and Recreation Department is administered by the Parks and Recreation Director, who dedicates up to 80% of the position's time to strategic leadership, personnel management, financial reporting and controls, contract negotiations, and the development and implementation of operating guidelines. The Director also oversees all program development and implementation, online brochure production and distribution.

DEPARTMENT FINANCIAL SUMMARY

Department Expenditures by Category	Actual	Original or	Final	Proposed
	2012	Prev. Amend. Budget	Revised Budget	Budget
		2013	2013	2014
Personnel Services	\$ 1,376,715	\$ 2,181,161	\$ 2,106,706	\$ 2,208,543
Commodities	105,863	285,421	271,951	268,207
Contract Services	252,605	439,232	445,682	340,442
Other Operating Costs	403,811	702,755	758,100	790,510
Capital Outlay	9,416	42,400	42,400	70,300
Total	\$ 2,148,410	\$ 3,650,969	\$ 3,624,839	\$ 3,678,002
Department Expenditures by Program				
Special Events	\$ 293,092	\$ 334,892	\$ 329,177	\$ 260,665
Administration	381,620	263,219	254,262	319,848
Adult Programs	27,344	35,505	34,705	32,785
Aquatics	406,727	469,896	468,686	424,757
Childcare	35,990	40,761	40,761	38,685
Fitness	131,527	135,747	135,752	152,715
Guest Services	203,151	232,795	225,781	249,355
Maintenance	511,061	-	-	-
Youth Programs	124,460	133,209	132,209	127,186
Cabin	33,438	52,033	10,534	43,647
Parks and Grounds	-	912,009	951,833	1,041,229
Buildings and Facilities	-	1,040,903	1,041,139	987,130
Total	\$ 2,148,410	\$ 3,650,969	\$ 3,624,839	\$ 3,678,002

Parks & Recreation Department

Fund: General	Budget Summary
Dept: Parks and Recreation	

Authorized Positions				
Parks and Recreation Director	1	-	-	1
Recreation Superintendent / Intermim Director	1	1	1	1
Guest Services Coordinator	1	1	1	1
Administrative Assistant	1	-	-	-
Recreation Programs Coordinator	1	1	1	1
Special Events Supervisor	1	1	1	1
Aquatics Coordinator	1	1	1	1
Senior Lifeguard	2	2	2	2
Guest Services Attendant III	1	-	-	1
Buildings Superintendent	0.25	-	-	-
Master Electrician	1	1	1	1
Buildings Maintenance Supervisor	1	-	-	-
Building Technician I-II	1	2	2	2
Building Attendant	3	3	3	3
Parks and Grounds Superintendent	0.75	1	1	1
Parks and Grounds Maintenance Supervisor	2	2	2	2
Maintenance Worker II	5	6	6	6
Total	24	22	22	24

2013 MAJOR ACCOMPLISHMENTS

1. Reorganized structure with merger of Parks and Recreation Department.
2. As positions became open, reorganized and repurposed staffing; salary savings of \$60,000
3. Developed plan for recreation improvements, including expansion of the Recreation Center, for November ballot.
4. Implemented all hands on deck July 3rd staffing plan.

PROGRAM ACTIVITIES AND OPERATIONS

Administration: The Parks and Recreation Department is administered by the Parks and Recreation Director, who dedicates up to 80% of the position's time to strategic leadership, personnel management, financial reporting and controls, contract negotiations, and the development and implementation of operating guidelines. The Director also oversees all program development and implementation, online brochure production and distribution.

Estimated Personnel Time: 100%
 Estimated Nonpersonnel Costs: \$ 87,689
Total Activity Cost: \$ 319,848
 Performance Metric(s): Internal Survey

Special Events: The Special Events Division oversees Special Events held in Town, including venue scheduling and event permitting. The Division has one full-time employee, the Special Events Supervisor. For Town produced events, such as Salute to the USA, the Division is in charge of marketing and advertising, media relations/collateral, sponsorship solicitation and fulfillment, contracting entertainment and event operations, including staffing and production logistics. Events which are produced by private and/or nonprofit entities on Town-owned venues, the Supervisor is the key contact between the Town and the producer for agreement negotiations and event production. This Division is the Town representative on internal and external Special Events. A volunteer program, consisting of approximately 45 volunteers assists with a variety of assignments. The Special Events Supervisor position allocates 92% to administration, with the balance devoted to operations and event programming.

Estimated Personnel Time: 100%
 Estimated Nonpersonnel Costs: \$ 163,174
Total Activity Cost: \$ 260,665
 Performance Metric(s): Community Survey
 Event Surveys
 Tourism Tracker data

Adult Programs: The Adult Program Division provides a wide variety of leagues and recreational activities, including, but not limited to, exercise classes, sports leagues, and drop in sports. The Program Coordinator spends 85% of the position's time developing and overseeing programs, and 15% on scheduling, marketing and researching new program ideas. The recovery ratio for 2013 is expected to be 104%.

Estimated Personnel Time: 100%
 Estimated Nonpersonnel Costs: \$ 3,455
Total Activity Cost: \$ 32,785
 Performance Metric(s): Revenue trends and positive recovery ratio
 Community Survey

Aquatics: This Division offers aquatic programming for people of all ages and abilities including swim lessons, lifeguard training classes, water safety instructor courses, swim team, kayak and scuba offerings, water aerobics classes, beginning diving classes and public safety classes. The Aquatics Division is devotes 60% of personnel time to those pool safeguarding activities, with 20% of time with swim lessons and other programs, 9% spent on administration, 7% on maintenance of the pools and 4% on training and hiring.

Estimated Personnel Time: 100%
 Estimated Nonpersonnel Costs: \$ 78,033
Total Activity Cost: 424,757
 Performance Metric(s): Revenue trends and positive recovery ratio
 Community Survey

Childcare: Providing the opportunity for parent's to drop off their children while utilizing the Recreation Center, the Childcare Division offers babysitting services in a small, child friendly area. Small fees offsets salary and operational budget expenses, with a cost recovery ratio of 32%. The child care room is utilized for birthday parties, which generates approximately \$2,000 annually. 95% of staff time is spent caring for young people in the childcare area; with 5% of time spent on training and scheduling.

Estimated Personnel Time: 100%
 Estimated Nonpersonnel Costs: \$ 1,750
Total Activity Cost: \$ 38,685
 Performance Metric(s): Positive recovery ratio
 # of children trend

Fitness: The Fitness Division provides the community with over 30-hours of weekly "Group X" classes to include a balanced offering of yoga/Pilates based classes, spin, aerobics based and strength/conditioning based classes, as well as personal training services, fitness assessments and orientation and body composition testing. The Division offers seasonal programming and classes such as Outdoor Boot Camp and Winter Sports Conditioning. The Fitness Division oversees the management of the fitness floor. 91% of staffing is applied to fitness classes and programs, with the balance 9% on the administrative responsibilities for hiring, training, scheduling and marketing.

Estimated Personnel Time: 100%
 Estimated Nonpersonnel Costs: \$ 73,320
Total Activity Cost: \$ 152,715
 Performance Metric(s): Positive recovery ratio
 Participation
 Community Survey

Proposed
 Budget
 2014

Parks & Recreation Department

Guest Services: This Division primarily provides admission to the recreation center, pass/punch card sales, and program registration. The front desk serves as the focal point for information dissemination to customers as well as personnel. The Guest Service division also oversees childcare at the Recreation Center and Cabin operations. The salary to operational budget expenses ratio is 64%. Guest Services Division spends 69% of time with front desk operations, 12% with facility supervision of childcare and cabin, 13% on administrative duties and 6% on hiring and training.

Estimated Personnel Time: 100%
 Estimated Nonpersonnel Costs: \$ 41,066
Total Activity Cost: \$ 249,355
 Performance Metric(s): Internal Survey
 Community Survey

Youth Programs: This Division provides a large variety of sports, educational and recreational activities, and camps for infants through teenagers. The estimated recovery ratio for 2013 is 92%. The Youth Programs Division spends 40% of time on summer camp operations, 30% on "Before-and-After School Programs, 15% on "Schools Out Camps and Days", 5% for youth sport programs and 10% on the administration of the Division.

Estimated Personnel Time: 100%
 Estimated Nonpersonnel Costs: \$ 18,033
Total Activity Cost: \$ 127,186
 Performance Metric(s): Positive recovery ratio
 Community Survey
 Participation

Cabin: Avon's "Cabin" is a seasonal recreation amenity. Summer season provides the rental of paddle boats, stand up paddle boards, fishing rods and concessions. The winter season provides skate rentals and concessions.

Estimated Personnel Time: 100%
 Estimated Nonpersonnel Costs: \$ 6,396
Total Activity Cost: \$ 43,647
 Performance Metric(s): Positive recovery ratio
 Community Survey

Parks and Grounds: This division provides maintenance of parks, streetscapes, and open spaces and trails throughout Avon, the division maintains four parks, including over sixty-five acres of irrigated open space and multi-use athletic fields. The group is also responsible for the maintenance and care of three tennis courts, two new in 2013 Pickle Ball courts, three basketball courts, two picnic shelters, the over eight hundred trees, and more than twenty thousand square feet of planting beds. Avon Station and nine bus-stops, plus eighty three total trash receptacles and twenty-four pet stations complete the facility responsibilities

The Parks Division spends 42% of time on the maintenance of Town parks, 4% of time on administrative duties, 15% with irrigation operations, 4% supporting recreation, 7% supporting special events, 7 % on plantings and landscaping, 7% on snow removal, 2% snow plowing operations and 2% spent on training of personnel.

Estimated Personnel Time: 100%
 Estimated Nonpersonnel Costs: \$ 445,139
Total Activity Cost: \$ 1,041,229
 Performance Metric(s): Community Survey

Proposed
Budget
2014

Buildings: The Buildings Division is responsible for the maintenance, repair, electrical and custodial needs of town buildings and assets. The Division critically reviews what can be done in-house and what should be contracted, utilizing outside resources when the Town lacks the personnel or specialized expertise or equipment for timely maintenance. The Building Division employs two (2) full-time Building Technicians, one full-time master electrician and three full-time building attendants. Salary to operational budget ratio is 29%, with the Division dividing its time between building maintenance and repair (30%), 30% custodial, 30% electrical and 10% on administrative duties.

Estimated Personnel Time: 100%
Estimated Nonpersonnel Costs: \$ 551,404
Total Activity Cost: \$ 987,130
Performance Metric(s): Internal Survey
Response Time
Complaints

Parks & Recreation Department

Town of Avon Line Item Detail

Function: Recreation and Culture #500
 Department: Parks and Recreation #510
 Program: Special Events #513

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel:					
61101	Regular Full-time Salaries	\$ 44,614	\$ 47,759	\$ 48,524	\$ 67,054
61106	Paid-out Leave	896	452	452	645
61121	PTS Wages	14,454	16,320	5,426	-
61122	PTS Bonuses	-	330	-	-
61151	Overtime Wages	14,467	22,684	13,500	720
61156	Extra Duty	15,803	-	-	-
61159	Other Wages	1,504	3,750	1,313	2,212
61301	FT Pension	5,182	5,226	5,226	7,447
61302	PTS Pension	687	624	203	-
61304	Employee Assistance Program	18	18	18	24
61401	FICA/Medicare	1,340	1,529	985	1,024
61501	Group Health and Life Insurance	18,546	10,538	10,538	15,449
61505	Long-term Disability Insurance	373	418	418	557
61506	Short-term Disability Insurance	196	-	-	-
61507	Dental Insurance	1,961	945	945	1,260
61509	Worker's Compensation	1,282	839	695	887
61510	Unemployment Insurance	281	314	203	212
61000	Total Personnel	121,604	111,746	88,446	97,491
Commodities:					
62302	Special Event Materials and Supplies	4,098	4,600	3,600	2,000
62801	Employee Recognition	2,952	4,500	2,500	2,700
62802	Food and Beverages	5,279	5,650	5,650	4,000
62805	Clothing and Uniforms	-	-	-	2,500
62902	Audio and Visual Supplies	-	500	500	500
62000	Total Commodities	12,329	15,250	12,250	11,700
Contract Services:					
63199	Other Professional Services	92,101	107,700	98,200	89,050
63203	Printing and Reproduction Services	3,027	3,600	3,600	3,600
63303	Photography Services	-	-	-	1,800
63305	Audio/Visual Services	9,000	13,400	12,000	9,000
63606	Rentals - Crowd & Traffic Control Equip	4,009	13,400	13,400	7,900
63607	Rentals - Portable Facilities	770	12,083	10,533	6,000
63699	Rentals - Other Miscellaneous	-	2,600	700	-
63999	Other Contract Services	8,131	3,700	3,700	16,000
63000	Total Contract Services	117,038	156,483	142,133	133,350

Town of Avon Line Item Detail

Function: Recreation and Culture #500
 Department: Parks and Recreation #510
 Program: Special Events #513

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Other Operating Costs:					
64101	Travel, Training and Conference	-	1,000	1,000	1,000
64102	Dues, Licenses and Memberships	-	275	275	275
64103	Mileage Reimbursement	224	500	-	-
64301	Postage and Delivery Costs	32	600	185	250
64306	Permit & Licensing Fees	660	800	800	800
64402	Equipment Replacement Charges	2,589	2,588	2,588	2,099
64901	Advertising and Legal Notices	13,650	20,250	17,600	10,950
64902	Financial Donations and Contributions	21,405	22,500	62,500	-
64905	Insurance Premiums	316	1,900	400	1,750
64000	Total Other Operating Costs	38,876	50,413	85,348	17,124
Capital Outlay:					
66402	Computers and Peripherals	2,327	-	-	-
66403	Audio/Visual Equipment	918	1,000	-	-
66407	Athletic and Recreation Equipment	-	-	1,000	1,000
66000	Total Capital Outlay	3,245	1,000	1,000	1,000
60000	Total Expenditures	\$ 293,092	\$ 334,892	\$ 329,177	\$ 260,665

Town of Avon Line Item Detail

Function: Recreation and Culture #500
 Department: Parks and Recreation #510
 Program: Administration #514

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel:					
61101	Regular Full-time Salaries	\$ 204,982	\$ 90,473	\$ 91,749	\$ 169,244
61106	Paid-out Leave	3,030	30,692	30,692	1,627
61121	PTS Wages	14,460	16,320	8,160	-
61122	PTS Bonuses	-	330	-	-
61151	Overtime Wages	1,027	200	200	-
61201	Automobile Allowance	3,600	3,600	3,600	3,600
61202	Ski Pass	-	-	330	-
61301	FT Pension	23,717	13,270	13,270	18,796
61302	PTS Pension	591	632	314	-
61304	Employee Assistance Program	57	24	24	48
61401	FICA/Medicare	1,556	1,319	1,196	2,530
61501	Group Health and Life Insurance	36,408	14,316	14,316	31,041
61505	Long-term Disability Insurance	1,190	550	550	1,054
61506	Short-term Disability Insurance	889	-	-	-
61507	Dental Insurance	3,585	1,260	1,260	2,520
61509	Worker's Compensation	1,210	1,228	1,120	1,176
61510	Unemployment Insurance	695	423	399	523
61000	Total Personnel	296,997	174,637	167,180	232,159
Commodities:					
62401	Gasoline	3,136	3,160	3,160	3,160
62801	Employee Recognition	-	-	-	480
62802	Food and Beverages	596	1,000	600	300
62899	Other Miscellaneous Operating Supplies	3,214	2,150	2,150	2,150
62901	Duplicating Supplies	906	1,200	1,200	1,200
62903	Data Processing Supplies	1,143	1,200	1,200	1,200
62999	Office Supplies and Materials	1,125	1,500	1,500	1,500
62000	Total Commodities	10,120	10,210	9,810	9,990
Contract Services:					
63199	Other Professional Services	2,280	2,500	2,500	2,500
63304	Computer Services	3,690	4,055	4,055	4,055
63504	R&M - Office Equipment	1,479	700	700	700
63603	Rentals - Office Equipment	3,769	3,829	3,829	3,829
63999	Other Contract Services	1,120	2,000	2,000	2,000
63000	Total Contract Services	12,338	13,084	13,084	13,084

Town of Avon Line Item Detail

Function: Recreation and Culture #500
 Department: Parks and Recreation #510
 Program: Administration #514

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Other Operating Costs:					
64101	Travel, Training and Conference	-	1,500	600	600
64102	Dues, Licenses and Memberships	375	450	-	225
64103	Mileage Reimbursement	228	200	200	-
64201	Telephone	3,247	3,200	3,450	3,450
64206	Cellular and Paging	4,939	2,940	2,940	1,872
64301	Postage and Delivery Services	177	500	500	500
64308	Sales Tax	542	900	900	900
64401	Fleet Maintenance Charges	3,597	6,435	6,435	6,435
64402	Equipment Replacement Charges	5,031	5,031	5,031	4,507
64403	Washbay Charges	2,124	1,560	1,560	1,872
64901	Advertising and Legal Notices	28,132	29,103	29,103	29,620
64905	Insurance Premiums	12,895	13,469	13,469	14,634
		878	-	-	-
64000	Total Other Operating Costs	62,165	65,288	64,188	64,615
60000	Total Expenditures	\$ 381,620	\$ 263,219	\$ 254,262	\$ 319,848

Town of Avon Line Item Detail

Function: Recreation and Culture #500
 Department: Parks and Recreation #510
 Program: Adult Programs #515

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel:					
61101	Regular Full-time Salaries	\$ 12,642	\$ 13,412	\$ 13,412	\$ 10,862
61106	Paid-out Leave	159	129	129	104
61121	PTS Wages	7,636	10,380	10,380	10,380
61122	PTS Bonuses	-	659	659	709
61151	Overtime Wages	280	-	-	-
61202	Ski Pass	80	659	659	709
61301	FT Pension	1,464	1,487	1,487	1,206
61302	PTS Pension	302	414	414	416
61304	Employee Assistance Program	6	6	6	6
61401	FICA/Medicare	315	372	372	336
61501	Group Health and Life Insurance	1,577	3,503	3,503	3,838
61505	Long-term Disability Insurance	122	123	123	100
61506	Short-term Disability Insurance	56	-	-	-
61507	Dental Insurance	141	315	315	315
61509	Worker's Compensation	219	315	315	281
61510	Unemployment Insurance	64	76	76	68
61000	Total Personnel	<u>25,063</u>	<u>31,850</u>	<u>31,850</u>	<u>29,330</u>
Commodities:					
62301	General Program Supplies	1,367	2,180	2,180	2,180
62801	Employee Recognition	-	200	100	200
62802	Food and Beverages	351	400	100	400
62805	Clothing and Uniforms	530	800	400	600
62000	Total Commodities	<u>2,248</u>	<u>3,580</u>	<u>2,780</u>	<u>3,380</u>
Other Operating Costs:					
64102	Dues, Licenses and Memberships	33	75	75	75
64000	Total Other Operating Costs	<u>33</u>	<u>75</u>	<u>75</u>	<u>75</u>
60000	Total Expenditures	<u>\$ 27,344</u>	<u>\$ 35,505</u>	<u>\$ 34,705</u>	<u>\$ 32,785</u>

Town of Avon Line Item Detail

Function: Recreation and Culture #500
 Department: Parks and Recreation #510
 Program: Aquatics #516

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel:					
61101	Regular Full-time Salaries	\$ 120,771	\$ 149,742	\$ 150,082	\$ 108,949
61106	Paid-out Leave	2,007	1,437	1,437	1,048
61121	PTS Wages	158,267	153,107	153,107	153,914
61122	PTS Bonuses	1,258	1,977	1,977	2,127
61151	Overtime Wages	1,281	1,500	1,500	1,500
61202	Ski Pass	1,258	1,977	1,977	2,127
61301	FT Pension	13,932	16,594	16,594	12,100
61302	PTS Pension	6,248	5,816	5,816	5,852
61304	Employee Assistance Program	67	84	84	72
61401	FICA/Medicare	4,359	4,571	4,571	3,995
61501	Group Health and Life Insurance	22,758	48,892	48,892	45,970
61505	Long-term Disability Insurance	992	1,246	1,246	1,002
61506	Short-term Disability Insurance	515	-	-	-
61507	Dental Insurance	2,130	4,410	4,410	3,780
61509	Worker's Compensation	2,989	4,004	4,004	3,479
61510	Unemployment Insurance	880	928	928	809
61000	Total Personnel	339,712	396,285	396,625	346,724
Commodities:					
62301	General Program Supplies	3,262	2,000	2,000	2,205
62305	Chemicals	17,663	24,000	24,000	24,000
62805	Clothing and Uniforms	414	750	750	750
62806	Safety Materials and Supplies	452	700	300	300
62809	Medical Supplies and 1st Aid	52	500	500	500
62899	Other Miscellaneous Operating Supplies	1,929	2,100	2,100	2,100
62000	Total Commodities	23,772	30,050	29,650	29,855
Contract Services:					
63302	Laboratory Services	-	200	-	-
63000	Total Contract Services	-	200	-	-
Other Operating Costs:					
64101	Travel, Training and Conference	-	1,000	1,000	1,000
64102	Dues, Licenses and Memberships	830	1,100	1,100	2,815
64103	Mileage Reimbursement	-	250	-	-
64399	Other Administrative Fees	838	1,200	500	1,884
64402	Equipment Replacement Charges	39,728	39,811	39,811	42,479
64000	Total Other Operating Costs	41,396	43,361	42,411	48,178

Town of Avon Line Item Detail

Function: Recreation and Culture #500
 Department: Parks and Recreation #510
 Program: Aquatics #516

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
	Capital Outlay				
66402	Computers and Peripherals	1,847	-	-	-
66000	Total Capital Outlay	1,847	-	-	-
60000	Total Expenditures	\$ 406,727	\$ 469,896	\$ 468,686	\$ 424,757

Town of Avon Line Item Detail

Function: Recreation and Culture #500
 Department: Parks and Recreation #510
 Program: Child Care #517

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel:					
61101	Regular Full-time Salaries	\$ 12,642	\$ 13,412	\$ 12,556	\$ 11,386
61106	Paid-out Leave	159	129	985	109
61121	PTS Wages	18,123	18,300	18,300	18,300
61301	FT Pension	1,464	1,487	1,487	1,264
61302	PTS Pension	705	686	686	686
61304	Employee Assistance Program	6	6	6	6
61401	FICA/Medicare	476	471	471	442
61501	Group Health and Life Insurance	1,577	3,503	3,503	3,840
61505	Long-term Disability Insurance	122	123	123	105
61506	Short-term Disability Insurance	56	-	-	-
61507	Dental Insurance	140	315	315	315
61509	Worker's Compensation	327	419	419	393
61510	Unemployment Insurance	96	95	95	89
61000	Total Personnel	35,893	38,946	38,946	36,935
Commodities:					
62301	General Program Supplies	59	1,000	1,000	1,000
62899	Other Misc Supplies	-	500	500	500
62000	Total Commodities	59	1,500	1,500	1,500
64101	Travel, Training and Conference	-	250	250	250
64102	Dues, Licenses and Memberships	38	65	65	-
64000	Total Other Operating Costs	38	315	315	250
60000	Total Expenditures	\$ 35,990	\$ 40,761	\$ 40,761	\$ 38,685

Town of Avon Line Item Detail

Function: Recreation and Culture #500
 Department: Parks and Recreation #510
 Program: Fitness #518

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel:					
61101	Regular Full-time Salaries	\$ 14,871	15,920	16,175	10,862
61106	Paid-out Leave	299	151	151	104
61121	PTS Wages	45,383	48,145	48,145	58,561
61122	PTS Bonuses	629	-	-	-
61151	Overtime Wages	-	-	-	-
61159	Other Wages	501	-	-	-
61202	Ski Pass	-	-	-	-
61301	FT Pension	1,727	1,742	1,742	1,206
61302	PTS Pension	1,772	1,805	1,805	2,196
61304	Employee Assistance Program	6	6	6	6
61401	FICA/Medicare	938	954	954	1,040
61501	Group Health and Life Insurance	4,874	3,513	3,513	3,838
61505	Long-term Disability Insurance	124	139	139	139
61506	Short-term Disability Insurance	65	-	-	-
61507	Dental Insurance	492	315	315	315
61509	Worker's Compensation	639	845	845	919
61510	Unemployment Insurance	191	192	192	209
61000	Total Personnel	72,511	73,727	73,982	79,395
Commodities:					
62301	General Program Supplies	2,368	2,500	3,400	3,400
62899	Other Miscellaneous Operating Supplies	1,923	3,400	2,500	2,500
62000	Total Commodities	4,291	5,900	5,900	5,900
Contract Services:					
63549	R&M - Other Specialized Equipment	-	-	-	-
63999	Other Contract Services	-	-	-	-
63000	Total Contract Services	-	-	-	-
Other Operating Costs:					
64101	Travel, Training and Conference	-	1,000	1,000	2,000
64102	Dues, Licenses and Memberships	-	250	-	250
64402	Equipment Replacement Charges	54,725	54,870	54,870	56,670
64000	Total Other Operating Costs	54,725	56,120	55,870	58,920
Capital Outlay					
66407	Athletic and Recreational Equipment	-	-	-	8,500
66000	Total Capital Outlay	-	-	-	8,500
60000	Total Expenditures	\$ 131,527	\$ 135,747	\$ 135,752	\$ 152,715

Town of Avon Line Item Detail

Function: Recreation and Culture #500
 Department: Parks and Recreation #510
 Program: Guest Services #519

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel:					
61101	Regular Full-time Salaries	\$ 54,204	\$ 57,413	\$ 57,668	\$ 63,310
61106	Paid-out Leave	615	548	548	609
61121	PTS Wages	84,645	93,667	93,667	93,695
61122	PTS Bonuses	-	1,977	439	1,418
61151	Overtime Wages	2,590	2,025	1,900	1,836
61202	Ski Pass	1,186	1,977	584	2,127
61301	FT Pension	6,271	6,330	6,330	7,031
61302	PTS Pension	2,634	3,663	3,600	3,636
61304	Employee Assistance Program	41	36	36	42
61401	FICA/Medicare	2,196	2,332	2,287	2,416
61501	Group Health and Life Insurance	13,527	20,925	20,925	26,815
61505	Long-term Disability Insurance	650	524	524	582
61506	Short-term Disability Insurance	246	-	-	-
61507	Dental Insurance	1,261	1,890	1,890	2,205
61509	Worker's Compensation	1,500	1,994	1,994	2,078
61510	Unemployment Insurance	444	472	462	489
61000	Total Personnel	172,010	195,773	192,854	208,289
Commodities:					
62301	General Program Supplies	66	800	400	10,200
62304	Merchandise for Resale	5,633	6,500	6,500	8,464
62802	Food and Beverages	346	250	250	250
62805	Clothing and Uniforms	1,092	1,200	1,200	1,200
62899	Other Miscellaneous Operating Supplies	5,681	9,300	6,105	-
62000	Total Commodities	12,818	18,050	14,455	20,114
Other Operating Costs:					
64101	Travel, Training and Conference	-	1,000	500	1,180
64103	Mileage Reimbursement	8	100	100	-
64307	Bank Service Charges and Credit Card Fees	17,485	16,472	16,472	16,472
64402	Equipment Replacement Charges	-	-	-	-
64000	Total Other Operating Costs	17,493	17,572	17,072	17,652
Capital Outlay:					
66402	Computers and Peripherals	830	1,400	1,400	3,300
66407	Athletic & Recreation Equipment	-	-	-	-
66000	Total Capital Outlay	830	1,400	1,400	3,300
60000	Total Expenditures	\$ 203,151	\$ 232,795	\$ 225,781	\$ 249,355

Town of Avon Line Item Detail

Function: Recreation and Culture #500
 Department: Parks and Recreation #510
 Program: Maintenance #520

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel:					
61101	Regular Full-time Salaries	\$ 118,479	\$ -	\$ -	\$ -
61105	STD Wages	-	-	-	-
61106	Paid-out Leave	-	-	-	-
61121	PTS Wages	-	-	-	-
61122	PTS Bonuses	-	-	-	-
61151	Overtime Wages	-	-	-	-
61301	FT Pension	13,515	-	-	-
61302	PTS Pension	-	-	-	-
61303	Wellness	-	-	-	-
61304	Employee Assistance Program	60	-	-	-
61401	FICA/Medicare	1,726	-	-	-
61501	Group Health and Life Insurance	36,763	-	-	-
61505	Long-term Disability Insurance	1,093	-	-	-
61506	Short-term Disability Insurance	530	-	-	-
61507	Dental Insurance	3,651	-	-	-
61509	Worker's Compensation	1,291	-	-	-
61510	Unemployment Insurance	369	-	-	-
61000	Total Personnel	177,477	-	-	-
Commodities:					
62204	Construction, Maint. & Permanent Mtls	2,452	-	-	-
62205	Plumbing and Electrical Supplies & Mtls	2,417	-	-	-
62207	Electrical	4,785	-	-	-
62208	Mechanical- HVAC	307	-	-	-
62209	Mechanical- Other	1,969	-	-	-
62803	Janitorial, Custodial & Cleaning Supplies	14,599	-	-	-
62805	Clothing and Uniforms	-	-	-	-
62806	Safety Materials and Supplies	162	-	-	-
62807	Consumable Tools/Small Equipment	1,508	-	-	-
62899	Other Miscellaneous Operating Supplies	877	-	-	-
62000	Total Commodities	29,076	-	-	-
Contract Services:					
63104	Engineering Services	635	-	-	-
63304	Computer Services and Support	-	-	-	-
63306	Security and Monitoring Services	2,680	-	-	-
63501	R&M - Buildings and Facilities	57,155	-	-	-
63507	R&M - Machinery and Equipment	4,430	-	-	-
63549	R&M - Other Specialized Equipment	5,365	-	-	-
63551	Laundry and Cleaning Services	-	-	-	-
63599	Other Maintenance Services	52,593	-	-	-
63699	Rentals - Other Miscellaneous	-	-	-	-
63000	Total Contract Services	122,858	-	-	-

Town of Avon Line Item Detail

Function: Recreation and Culture #500
 Department: Parks and Recreation #510
 Program: Maintenance #520

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Other Operating Costs:					
64101	Travel, Training and Conference	2,577	-	-	-
64102	Dues, Licenses and Memberships	-	-	-	-
64103	Mileage Reimbursement	-	-	-	-
64202	Gas	27,701	-	-	-
64203	Electric	83,934	-	-	-
64204	Water and Sanitation	27,070	-	-	-
64205	Trash Collection and Recycling	1,965	-	-	-
64402	Equipment Replacement Charges	35,739	-	-	-
64000	Total Other Operating Costs	178,986	-	-	-
Capital Outlay:					
66402	Computers and Peripherals	2,664	-	-	-
66000	Total Capital Outlay	2,664	-	-	-
60000	Total Expenditures	\$ 511,061	\$ -	\$ -	\$ -

Town of Avon Line Item Detail

Function: Recreation and Culture #500
 Department: Parks and Recreation #510
 Program: Youth Programs #521

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel:					
61101	Regular Full-time Salaries	\$ 25,284	\$ 26,824	\$ 25,111	\$ 21,723
61106	Paid-out Leave	319	257	1,970	209
61121	PTS Wages	68,445	69,404	69,404	68,415
61122	PTS Bonuses	-	-	-	-
61151	Overtime Wages	743	1,000	1,000	1,000
61202	Ski Pass	620	1,318	1,318	1,418
61301	FT Pension	2,927	2,974	2,974	2,413
61302	PTS Pension	2,726	2,640	2,640	2,603
61304	Employee Assistance Program	12	12	12	12
61401	FICA/Medicare	1,492	1,470	1,470	1,383
61501	Group Health and Life Insurance	3,154	7,007	7,007	7,676
61505	Long-term Disability Insurance	244	246	246	200
61506	Short-term Disability Insurance	112	-	-	-
61507	Dental Insurance	281	630	630	630
61509	Worker's Compensation	997	1,273	1,273	1,193
61510	Unemployment Insurance	298	296	296	278
61000	Total Personnel	107,654	115,351	115,351	109,153
Commodities:					
62301	General Program Supplies	2,925	3,349	3,349	2,349
62802	Food and Beverages	3,276	4,100	4,100	4,100
62805	Clothing and Uniforms	1,700	1,700	1,700	1,700
62808	Promotional, Informational & Marketing Mtls	500	500	500	500
62809	Medical Supplies and 1st Aid	-	200	200	200
62899	Other Miscellaneous Operating Supplies	332	-	-	-
62000	Total Commodities	8,733	9,849	9,849	8,849
Contract Services:					
63103	Training Facilitators	232	300	300	300
63203	Printing and Reproduction Services	139	350	350	350
63000	Total Contract Services	371	650	650	650
Other Operating Costs:					
64101	Travel and Conference	-	1,000	100	1,000
64102	Dues, Licenses and Memberships	218	200	200	375
64103	Mileage Reimbursement	-	100	-	-
64306	Permit and Licensing Fees	176	150	150	150
64399	Other Administrative Fees	6,257	5,700	5,700	6,800
64402	Equipment Replacement Charges	221	209	209	209
64000	Total Other Operating Costs	6,872	7,359	6,359	8,534

Town of Avon Line Item Detail

Function: Recreation and Culture #500
 Department: Parks and Recreation #510
 Program: Youth Programs #521

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
	Capital Outlay:				
66402	Computers and Peripherals	830	-	-	-
66000	Total Capital Outlay	830	-	-	-
60000	Total Expenditures	\$ 124,460	\$ 133,209	\$ 132,209	\$ 127,186

Town of Avon Line Item Detail

Function: Recreation and Culture #500
 Department: Parks and Recreation #510
 Program: Cabin #522

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel:					
61121	PTS Wages	\$ 25,890	\$ 37,213	\$ 2,100	\$ 33,437
61122	PTS Bonuses	-	659	659	-
61151	Overtime	157	765	765	750
61202	Ski Pass	-	659	-	709
61302	PTS Pension	1,002	1,449	107	1,282
61401	FICA/Medicare	402	591	53	525
61509	Worker's Compensation	263	493	28	443
61510	Unemployment Insurance	80	118	11	105
61000	Total Personnel	<u>27,794</u>	<u>41,947</u>	<u>3,723</u>	<u>37,251</u>
Commodities:					
62301	General Program Supplies	167	750	750	750
62304	Merchandise for Resale	1,892	3,000	200	3,000
62802	Food and Beverages	-	100	25	150
62809	Medical Supplies and 1st Aid	-	150	150	150
62899	Other Miscellaneous Operating Supplies	358	1,700	1,300	-
62000	Total Commodities	<u>2,417</u>	<u>5,700</u>	<u>2,425</u>	<u>4,050</u>
Contract Services:					
63599	Other Maintenance Services	-	750	750	750
63000	Total Contract Services	<u>-</u>	<u>750</u>	<u>750</u>	<u>750</u>
Other Operating Costs:					
64101	Travel, Training, Conference	-	100	100	100
64402	Equipment Replacement	3,227	3,536	3,536	1,496
64000	Total Other Operating Costs	<u>3,227</u>	<u>3,636</u>	<u>3,636</u>	<u>1,596</u>
60000	Total Expenditures	<u>\$ 33,438</u>	<u>\$ 52,033</u>	<u>\$ 10,534</u>	<u>\$ 43,647</u>

Town of Avon Line Item Detail

Function: Recreation and Culture #500
 Department: Parks and Recreation #510
 Program: Parks and Grounds #551

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel:					
61101	Regular Full-time Salaries	\$ -	\$ 292,232	\$ 315,717	\$ 341,318
61106	Paid-out Leave	-	2,786	2,966	3,282
61121	PTS Wages	-	95,504	76,784	60,044
61151	Overtime Wages	-	12,698	12,698	12,698
61202	Ski Pass	-	1,318	1,318	1,418
61301	FT Pension	-	32,179	34,258	37,906
61302	PTS Pension	-	3,581	2,879	2,252
61304	Employee Assistance Program	-	142	154	166
61401	FICA/Medicare	-	5,882	5,874	6,105
61501	Group Health and Life Insurance	-	82,573	89,547	104,721
61505	Long-term Disability Insurance	-	2,592	2,765	2,973
61507	Dental Insurance	-	7,434	8,064	8,694
61509	Worker's Compensation	-	12,724	12,724	13,257
61510	Unemployment Insurance	-	1,206	1,207	1,256
61000	Total Personnel	-	552,851	566,955	596,090
Commodities:					
62202	Sand and Gravel	-	4,100	4,100	4,100
62204	Construction, Maint. & Permanent Mtls	-	4,950	4,950	6,250
62205	Plumbing and Electrical Supplies & Mtls	-	22,100	22,100	22,100
62206	Landscaping and Plant Materials	-	13,445	13,445	19,945
62305	Chemicals	-	7,500	7,500	7,500
62401	Gasoline	-	8,344	8,344	8,344
62402	Diesel	-	7,832	7,832	7,832
62802	Food and Beverage	-	750	750	750
62803	Janitorial, Custodial & Cleaning Supplies	-	5,200	5,200	6,000
62804	Training Supplies	-	200	200	200
62805	Clothing and Uniforms	-	3,130	3,130	3,130
62806	Safety Materials and Supplies	-	4,525	4,525	4,525
62807	Consumable Tools/Small Equipment	-	6,650	6,650	5,850
62809	Medical Supplies and First Aid	-	900	900	900
62899	Other Miscellaneous Operating Supplies	-	18,823	18,823	19,025
62000	Total Commodities	-	108,449	108,449	116,451
Contract Services:					
63503	R&M - Parks and Athletic Facilities	-	5,000	5,000	13,000
63608	Rentals - Machinery and Equipment	-	700	700	600
63999	Other Contract Services	-	57,190	57,190	99,890
63000	Total Contract Services	-	62,890	62,890	113,490

Town of Avon Line Item Detail

Function: Recreation and Culture #500
 Department: Parks and Recreation #510
 Program: Parks and Grounds #551

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Other Operating Costs:					
64101	Travel, Training and Conference	-	5,550	5,550	6,900
64203	Electric	-	15,132	15,132	15,132
64204	Water and Sewer	-	5,466	30,466	5,466
64206	Cellular and Paging	-	-	720	1,080
64401	Fleet Maintenance Charges	-	84,800	84,800	84,800
64402	Equipment Replacement Charges	-	62,797	62,797	63,028
64403	Washbay Charges	-	6,574	6,574	6,292
64000	Total Other Operating Costs	-	180,319	206,039	182,698
Capital Outlay:					
66402	Computers and Peripherals	-	1,100	1,100	-
66404	Furniture and Fixtures	-	2,400	2,400	25,000
66499	Other Machinery and Equipment	-	4,000	4,000	7,500
66000	Total Capital Outlay	-	7,500	7,500	32,500
60000	Total Expenditures	\$ -	\$ 912,009	\$ 951,833	\$ 1,041,229

Town of Avon Line Item Detail

Function: Recreation and Culture #500
 Department: Parks and Recreation #510
 Program: Buildings and Facilities #571

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel:					
61101	Regular Full-time Salaries	\$ -	\$ 299,993	\$ 287,802	\$ 285,552
61106	Paid-out Leave	-	2,869	2,350	2,746
61151	Overtime Wages	-	5,520	5,520	1,200
61301	FT Pension	-	32,823	31,039	31,411
61304	Employee Assistance Program	-	144	152	144
61401	FICA/Medicare	-	4,444	4,205	4,198
61501	Group Health and Life Insurance	-	83,987	81,499	92,215
61505	Long-term Disability Insurance	-	2,613	2,723	2,520
61507	Dental Insurance	-	7,560	7,346	7,560
61509	Worker's Compensation	-	7,175	7,288	7,312
61510	Unemployment Insurance	-	920	870	868
61000	Total Personnel	-	448,048	430,794	435,726
Commodities:					
62204	Construction, Maint. and Permanent Mtls	-	6,211	6,211	5,211
62205	Plumbing & Electrical Supplies & Mtls	-	9,155	9,155	2,770
62207	Electrical	-	5,621	5,621	5,621
62208	Mechanical- HVAC	-	2,770	2,770	2,770
62209	Mechanical- Other	-	7,180	7,180	10,000
62401	Gasoline	-	3,160	3,160	3,160
62402	Diesel	-	2,136	2,136	2,136
62803	Janitorial, Custodial & Cleaning Supplies	-	31,000	29,000	20,000
62805	Clothing and Uniforms	-	1,500	1,500	700
62806	Safety Materials and Supplies	-	500	500	500
62807	Consumable Tools/Small Equipment	-	3,500	3,500	1,500
62899	Other Miscellaneous Operating Supplies	-	4,150	4,150	2,050
62000	Total Commodities	-	76,883	74,883	56,418
Contract Services:					
63104	Engineering Services	-	2,334	2,334	500
63304	Computer Services and Support	-	2,550	2,550	2,550
63306	Security Services	-	5,000	5,000	5,000
63501	R&M - Buildings and Facilities	-	103,468	124,468	19,500
63507	R&M - Machinery and Equipment	-	5,600	5,600	5,600
63549	R&M - Other Specialized Equipment	-	10,340	10,340	10,340
63551	Laundry and Cleaning Services	-	1,188	1,188	1,188
63599	Other Maintenance Services	-	73,195	73,195	32,940
63699	Rentals - Other Miscellaneous	-	1,500	1,500	1,500
63000	Total Contract Services	-	205,175	226,175	79,118

Town of Avon Line Item Detail

Function: Recreation and Culture #500
 Department: Parks and Recreation #510
 Program: Buildings and Facilities #571

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Other Operating Costs:					
64101	Travel, Training and Conference	-	6,300	2,300	3,300
64102	Dues, Licenses and Memberships	-	4,109	4,109	4,109
64103	Mileage Reimbursement	-	264	264	-
64201	Telephone	-	-	2,250	2,250
64202	Gas	-	48,880	48,880	48,880
64203	Electric	-	128,589	128,589	201,882
64204	Water and Sanitation	-	28,384	28,384	28,384
64205	Trash and Recycling	-	14,160	14,160	13,922
64206	Cellular and Paging	-	-	240	360
64401	Fleet Maintenance Charges	-	7,908	7,908	7,908
64402	Equipment Replacement Charges	-	38,143	38,143	78,625
64403	Washbay Charges	-	1,560	1,560	1,248
64000	Total Other Operating Costs	-	278,297	276,787	390,868
Capital Outlay:					
66202	Building Improvements	-	32,500	32,500	25,000
66000	Total Capital Outlay	-	32,500	32,500	25,000
60000	Total Expenditures	\$ -	\$ 1,040,903	\$ 1,041,139	\$ 987,130

DEPARTMENT OVERVIEW

The Transportation Department is the singular department of the Transit Fund and is responsible for all transportation related activities for the Town of Avon. The Department's core responsibilities consist of developing and sustaining effective, safe, and consistent community transportation programs for the residents and guests of the Town of Avon. The Transit Fund operates as an enterprise fund and is used to account for operations that are financed and operated a manner similar to private business enterprises, where the intent of the Town Council is that the costs of providing services to the general public on a continuing basis be financed or recovered through user charges. Monies may also be provided to the Transit Fund from general taxes collected by the Town of Avon, when appropriate, to ensure a positive net income on an annual basis.

ADMINISTRATION OF THE DEPARTMENT

The Transportation Department is administered by the Transit Superintendent who coordinates both the operational and administrative areas; with operational oversight greater in the winter and general non-operational duties heavier in the summer.

DEPARTMENT FINANCIAL SUMMARY

		Original or Prev. Amend.	Final Revised	Proposed
Department Expenditures by Category	Actual 2012	Budget 2013	Budget 2013	Budget 2014
Personnel Services	\$ 441,503	\$ 410,092	\$ 413,152	\$ 495,934
Commodities	97,458	104,675	104,675	111,582
Contract Services	24,602	18,767	18,767	74,517
Other Operating Costs	324,876	376,524	379,980	544,539
Debt Service	60,220	60,220	60,220	60,220
Capital Outlay	378,044	112,023	114,517	411,100
Total	\$ 1,326,703	\$ 1,082,301	\$ 1,091,311	\$ 1,697,892
Department Expenditures by Program				
Administration	\$ 88,601	\$ 48,222	\$ 51,678	\$ 205,485
Operations	1,238,102	1,034,079	1,039,633	1,286,737
Wash Bay	-	-	-	205,670
Total	\$ 1,326,703	\$ 1,082,301	\$ 1,091,311	\$ 1,697,892
Authorized Positions				
Transit Director	0.35	-	-	-
Transit Superintendent	1	1	1	1
Fleet Care Coordinator	0	0	1	1
Bus Driver	3	3	3	3
Total	4.35	4	5	5

2013 MAJOR ACCOMPLISHMENTS

1. Participated in key decisions in finalizing finishes and improvements in the new Avon Regional Transportation Facility.
2. Initiated service to Buffalo Ridge apartments.
3. Negotiated lease agreement with ECO for bus storage.

PROGRAM ACTIVITIES AND OPERATIONS

Administration: The Transit Superintendent oversees the day-to-day bus service routes, transit program development, strategic planning, funding allocations, establishes performance goals, pursues coordination strategies, develops a passenger feedback systems, designs and implements advertising and promotion, completes annual reports, budgets, ADA certification and compliance, drug/alcohol program, vehicle procurement, Federal Transit Administration, Region VIII/Colorado Department of Transportation grant solicitation/management, and Intergovernmental Agreement/Third Party contract execution. The Transit Superintendent occasionally fills in for drivers on sick leave or during hiring transitions.

Estimated Personnel Time: 100%
 Estimated Nonpersonnel Costs: \$ 89,968
Total Activity Cost: \$ 205,485
 Performance Metric(s): Internal Survey
 Community Survey

Route Operations: Includes service design/service implementation schedule and policy, system safety and security, fleet management, customer (guest) service protocols, employee standards, seasonal employee recruitment, training, and certification, performance metric(s), and day to day field operational supervision.

Winter Service: Three (3) route operations occur during the winter months: The Black Line serving the Avon Core and residential areas other than Wildridge, a Skier Shuttle, supported with funding from Beaver Creek, and evening Restaurant Shuttle. Hours and route frequency are summarized in the table below. The Town provides in-kind bus service for The Birds of Prey World Cup, running additional buses.

Estimated Personnel Time: 67%
 Estimated Nonpersonnel Costs: \$ 669,040
Total Activity Cost: \$ 862,114
 Performance Metric(s): Winter cost per rider per route
 Winter on time performance
 Community Survey

Summer Service: The seven-day per week Black Line Route operates occur during the summer months: The Black Line serves the Avon Core and residential areas other than Wildridge. In 2014, a smaller 25-seat shuttle van will operate the route to meet the lower demand. Hours and route frequency are summarized in the table below.

Estimated Personnel Time: 33%
 Estimated Nonpersonnel Costs: \$ 329,527
Total Activity Cost: \$ 424,623
 Performance Metric(s): Summer cost per rider per route
 Summer on time performance
 Community Survey

Route	Winter Op Hrs	Winter Frequency	Winter # Buses	Loop Time	Winter Serv. Hr.	Summer Op Hrs	Summer Frequency	Summer # Buses	Loop Time	Summer Serv. Hr.	Annual Cost
Black Line	6:30-6:30	30 Min	1	30 Min	2,279	7:00-6:30	30	1	30	3,161	\$442,979
Skier Shuttle	8:00-6:00	15 -30 Min	2	30 Min	2,913						\$237,206
Restaurant Shuttle	6:00-10:00	30 Min	1	30 Min	625						\$50,894
											\$0
					Total Service Hrs	5,817			Total Service Hrs	3,161	\$731,079
					Grand Total Service Hours			8,978			

Proposed
Budget
2014

Wash Bay: Located in the Bus Storage Facility, a wash bay is sized for large buses and smaller vehicles and equipment. The bay also includes a service station for checking fluids and daily checklists. Charges are estimated each year based upon the operational and maintenance costs of operating the wash bay, including staff time for servicing vehicles.

Estimated Personnel Time:	100%	
Estimated Nonpersonnel Costs:	\$ 113,423	
Total Activity Cost:		\$ 205,670
Performance Metric(s):	Internal Survey	
	Cost Recovery	

Transportation Department

MUNICIPAL SERVICES Transit Enterprise Fund #52

Fund Summary

	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
REVENUES				
Taxes	\$ 40,032	\$ 40,317	\$ 40,317	\$ 39,999
Intergovernmental	305,351	88,498	90,494	328,000
Charges for Services	87,969	90,000	90,594	312,252
Other Revenues	3,172	26,500	7,636	47,632
Total Operating Revenues	436,524	245,315	229,041	727,883
Other Sources				
Transfers In from General Fund - Operating	810,000	755,000	776,000	825,000
Transfers In from General Fund - Capital	-	-	-	82,000
Total Other Sources	810,000	755,000	776,000	907,000
TOTAL REVENUES	1,246,524	1,000,315	1,005,041	1,634,883
EXPENDITURES				
Transportation	1,326,703	1,082,301	1,091,311	1,697,892
TOTAL EXPENDITURES	1,326,703	1,082,301	1,091,311	1,697,892
NET SOURCE (USE) OF FUNDS	(80,179)	(81,986)	(86,270)	(63,009)
FUND BALANCES, Beginning of Year	702,512	622,333	622,333	536,063
FUND BALANCES, End of Year	\$ 622,333	\$ 540,347	\$ 536,063	\$ 473,054

Town of Avon Line Item Detail

Function: Transportation #430
 Department/Division: Transportation #430
 Program: Administration #431

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel:					
61101	Regular Full-time Salaries	\$ 26,934	-	-	82,380
61106	Paid-out Leave	-	-	-	792
61151	Overtime Wages	5,895	-	-	-
61201	Automobile Allowance	1,050	-	-	-
61301	FT Pension	4,330	-	-	9,149
61304	Employee Assistance Program	7	-	-	24
61401	FICA/Medicare	563	-	-	1,206
61501	Group Health and Life Insurance	5,515	-	-	15,511
61505	Long-term Disability Insurance	145	-	-	497
61506	Short-term Disability Insurance	140	-	-	-
61507	Dental Insurance	545	-	-	1,260
61509	Worker's Compensation	455	-	-	4,448
61510	Unemployment Insurance	118	-	-	250
61000	Total Personnel	45,697	-	-	115,517
Commodities:					
62801	Employee Recognition	-	-	-	100
62899	Other Miscellaneous Operating Supplies	418	500	500	500
62901	Duplicating Supplies	214	600	600	600
62904	Software	-	500	500	-
62905	Books and Periodicals	349	500	500	-
62999	Office Supplies and Materials	131	500	500	500
62000	Total Commodities	1,112	2,600	2,600	1,700
Contract Services:					
63203	Printing and Reproduction	5,726	4,500	4,500	5,000
63304	Computer Services and Support	-	500	500	-
63504	R&M - Office Equipment and Computers	1,254	1,000	1,000	1,200
63603	Rentals - Office Equipment	3,286	1,917	1,917	1,917
63999	Other Contract Services	4,575	4,600	4,600	4,600
63000	Total Contract Services	14,841	12,517	12,517	12,717
Other Operating Costs:					
64101	Travel, Training and Conference	2,024	1,550	1,550	1,200
64103	Mileage Reimbursement	-	300	300	-
64201	Telephone	1,731	1,925	1,925	4,220
64202	Gas	1,239	3,500	3,500	17,832
64203	Electric	9,126	11,000	11,000	36,764
64204	Water and Sanitation	788	1,000	1,000	1,500
64301	Postage and Delivery Costs	6	90	90	50
64303	Treasurer Fees	1,201	1,290	1,290	1,290
64306	Permit and Licensing Fees	-	275	275	-
64901	Advertising and Legal Notices	-	950	950	500
64905	Insurance Premiums	10,836	11,225	11,225	12,195
64906	Insurance Deductibles	-	-	3,456	-
64000	Total Other Operating Costs	26,951	33,105	36,561	75,551
60000	Total Expenditures	\$ 88,601	\$ 48,222	\$ 51,678	\$ 205,485

Town of Avon Line Item Detail

Function: Transportation #430
 Department/Division: Transportation #430
 Program: Operations #432

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel:					
61101	Regular Full-time Salaries	\$ 180,544	\$ 200,756	\$ 203,816	\$ 130,183
61106	Paid-out Leave	2,167	1,921	1,921	1,252
61121	PTS Wages	82,202	83,656	83,656	62,586
61122	PTS Bonuses	2,516	4,613	4,613	3,545
61151	Overtime Wages	3,815	9,868	9,868	8,203
61202	Ski Pass	629	-	-	-
61301	FT Pension	21,415	22,188	22,188	14,458
61302	PTS Pension	3,460	3,680	3,680	2,788
61304	Employee Assistance Program	96	96	96	72
61401	FICA/Medicare	4,182	4,401	4,401	3,024
61501	Group Health and Life Insurance	69,863	55,995	55,995	46,056
61505	Long-term Disability Insurance	1,666	1,674	1,674	1,198
61506	Short-term Disability Insurance	833	-	-	-
61507	Dental Insurance	7,022	5,040	5,040	3,780
61509	Worker's Compensation	14,523	15,304	15,304	10,408
61510	Unemployment Insurance	873	900	900	617
61000	Total Personnel	395,806	410,092	413,152	288,170
Commodities:					
62401	Gasoline	2,963	3,000	3,000	3,000
62402	Diesel	91,577	92,083	92,083	95,885
62801	Employee Recognition	-	600	600	600
62802	Food and Beverages	1,025	1,250	1,250	1,000
62805	Clothing and Uniforms	377	3,892	3,892	3,147
62809	Medical Supplies and 1st Aid	266	1,000	1,000	1,000
62899	Other Miscellaneous Operating Supplies	85	-	-	-
62999	Office Supplies and Materials	53	250	250	250
62000	Total Commodities	96,346	102,075	102,075	104,882
Contract Services:					
63301	Medical Services and Examinations	2,005	2,750	2,750	2,750
63506	R&M - Radios and Communications Equip	7,756	3,500	3,500	7,483
63000	Total Contract Services	9,761	6,250	6,250	10,233
Other Operating Costs:					
64102	Dues, Licenses and Memberships	1,793	2,145	2,145	2,700
64206	Cellular & Paging	1,862	950	950	1,020
64401	Fleet Maintenance Charges	73,872	115,000	115,000	115,000
64402	Equipment Replacement Charges	2,476	2,476	2,476	39,838
64403	Washbay Charges	14,883	14,883	14,883	40,118
64902	Financial Support, Donations, & Contribut	203,039	207,965	207,965	213,456
64906	Insurance Deductibles	-	-	-	-
64000	Total Other Operating Costs	297,925	343,419	343,419	412,132
Debt Service:					
65201	Capital Lease Payments	60,220	60,220	60,220	60,220
65000	Total Debt Service	60,220	60,220	60,220	60,220

Town of Avon Line Item Detail

Function: Transportation #430
 Department/Division: Transportation #430
 Program: Operations #432

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Capital Outlay:					
66402	Computers and Peripherals	2,574	-	-	1,100
66499	Other Machinery and Equipment	-	1,400	1,400	-
66503	Buses and Transportation Related Vehicl	375,470	110,623	113,117	410,000
66000	Total Capital Outlay	378,044	112,023	114,517	411,100
60000	Total Expenditures	1,238,102	1,034,079	1,039,633	1,286,737

Town of Avon Line Item Detail

Function: Transportation #430
 Department/Division: Transportation #430
 Program: Wash Bay #435

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel:					
61101	Regular Full-time Salaries	\$ -	\$ -	\$ -	\$ 43,433
61106	Paid-out Leave	-	-	-	418
61121	PTS Wages	-	-	-	19,992
61151	Overtime Wages	-	-	-	2,199
61301	FT Pension	-	-	-	4,824
61302	PTS Pension	-	-	-	832
61304	Employee Assistance Program	-	-	-	24
61401	FICA/Medicare	-	-	-	970
61501	Group Health and Life Insurance	-	-	-	15,352
61505	Long-term Disability Insurance	-	-	-	400
61507	Dental Insurance	-	-	-	1,260
61509	Worker's Compensation	-	-	-	2,345
61510	Unemployment Insurance	-	-	-	198
61000	Total Personnel	-	-	-	92,247
Commodities:					
62899	Other Miscellaneous Operating Supplies	-	-	-	5,000
62000	Total Commodities	-	-	-	5,000
Contract Services:					
63501	R&M - Buildings & Facilities	-	-	-	12,764
63549	R&M - Other Specialized Equipment	-	-	-	19,690
63999	Other Contract Services	-	-	-	19,113
63000	Total Contract Services	-	-	-	51,567
Other Operating Costs:					
64201	Telephone	-	-	-	660
64202	Gas	-	-	-	15,043
64203	Electric	-	-	-	6,150
64204	Water and Sanitation	-	-	-	13,000
64402	Equipment Replacement Charges	-	-	-	22,003
64000	Total Other Operating Costs	-	-	-	56,856
60000	Total Expenditures	-	-	-	205,670

DEPARTMENT OVERVIEW

The Fleet Maintenance Fund is an enterprise fund and is used to account for operations that are financed and operated a manner similar to private business enterprises, where the intent of the Town Council is that the costs of providing services to the general public on a continuing basis be financed or recovered through user charges. Monies may also be provided to the Fleet Maintenance Fund from general taxes collected by the Town of Avon, when appropriate, to ensure a positive net income on an annual basis. The Fleet Department is the only division in the Fund and provides vehicle and rolling stock service for Town of Avon as well as other third party governmental agencies.

ADMINISTRATION OF THE DEPARTMENT

The Fleet Department is administered by the Fleet Manager who spends approximately 90% on general department administration, and the balance on mechanic training and hands-on support.

DEPARTMENT FINANCIAL SUMMARY

		Original or Prev. Amend.	Final Revised	Proposed
Department Expenditures by Category	Actual 2012	Budget 2013	Budget 2013	Budget 2014
Personnel Services	\$ 537,932	\$ 640,077	\$ 634,799	\$ 649,526
Commodities	405,144	410,823	416,173	434,384
Contract Services	61,805	69,626	93,176	67,280
Other Operating Costs	93,670	121,938	113,338	114,310
Debt Service	255,150	253,406	253,406	261,522
Capital Outlay	22,951	30,000	24,351	19,120
Total	\$ 1,376,652	\$ 1,525,870	\$ 1,535,243	\$ 1,546,142
Department Expenditures by Program				
Fleet Maintenance	\$ 1,366,968	\$ 1,512,870	\$ 1,523,693	\$ 1,546,142
Wash Bay	9,684	13,000	11,550	-
Total	\$ 1,376,652	\$ 1,525,870	\$ 1,535,243	\$ 1,546,142
Authorized Positions				
Fleet Director	0.25	-	-	-
Fleet Manager	1	1	1	1
Accounting Assistant II	1	1	1	1
Mechanic I-II	5	5	5	5
Mechanics Helper	-	1	1	1
Total	7.25	8	8	8

2013 MAJOR ACCOMPLISHMENTS

1. Met Cost Recovery Ratio and increased revenues to third parties by 30% over 2012 revenues.
2. Reorganized facility space to accommodate the Buildings Division.
3. Critically reviewed motor pool and reduced underused stock by 6 cars.

Proposed
Budget
2014

PROGRAM ACTIVITIES AND OPERATIONS

Town of Avon Vehicles and Rolling Stock: Town departments are charged a competitive “fully burdened” shop rate for regular maintenance and repair. The Fleet Department targets a billable total cost recovery of 70% from work through the year.

Estimated Personnel Time: 35%
Estimated Nonpersonnel Costs: \$ 313,816
Total Activity Cost: \$ 541,150
Performance Metric(s): 70% Cost Recovery
Internal Survey

Third Party Vehicles and Rolling Stock: Third party governmental agencies are charged a competitive “fully burdened” shop rate for regular maintenance and repair. The Fleet Department targets a cost recovery of 70% from total work through the year.

Estimated Personnel Time: 65%
Estimated Nonpersonnel Costs: \$ 582,800
Total Activity Cost: \$ 1,004,992
Performance Metric(s): 70% Cost Recovery
Internal Survey

Fleet Maintenance Department

MUNICIPAL SERVICES
Fleet Maintenance Enterprise Fund #61

Fund Summary

	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
REVENUES				
Charges for Services	\$ 1,031,412	\$ 1,348,982	\$ 1,337,733	\$ 1,299,935
Other Revenue	13,376	-	710	-
Total Operating Revenues	1,044,788	1,348,982	1,338,443	1,299,935
Other Sources				
Transfers-In from General Fund	100,000	95,000	150,000	150,000
Capital Lease Proceeds	-	30,000	30,000	-
Total Other Sources	100,000	125,000	180,000	150,000
TOTAL REVENUES	1,144,788	1,473,982	1,518,443	1,449,935
EXPENDITURES				
Public Works:				
Fleet Maintenance	1,366,968	1,512,870	1,523,693	1,546,142
Washbay	9,684	13,000	11,550	-
Total Operating Expenditures	1,376,652	1,525,870	1,535,243	1,546,142
TOTAL EXPENDITURES	1,376,652	1,525,870	1,535,243	1,546,142
NET SOURCE (USE) OF FUNDS	(231,864)	(51,888)	(16,800)	(96,207)
FUND BALANCES, Beginning of Year	553,491	321,627	321,627	304,827
FUND BALANCES, End of Year	\$ 321,627	\$ 269,739	\$ 304,827	\$ 208,620

Town of Avon Line Item Detail

Function: Public Works

Department: Transportation

Program: Fleet Maintenance #434

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Personnel:					
61101	Regular Full-time Salaries	\$ 336,926	\$ 434,154	\$ 426,333	\$ 433,635
61106	Paid-out Leave	8,511	4,152	8,267	4,170
61151	Overtime Wages	7,939	6,000	6,000	6,000
61201	Automobile Allowance	750	-	-	-
61301	FT Pension	40,924	47,958	46,971	48,159
61304	Employee Assistance Program	157	192	192	192
61401	FICA/Medicare	5,259	6,409	6,279	6,435
61501	Group Health and Life Insurance	110,356	112,122	112,068	121,789
61505	Long-term Disability Insurance	2,879	3,487	3,449	3,554
61506	Short-term Disability Insurance	1,494	-	-	-
61507	Dental Insurance	11,099	10,080	10,080	10,080
61509	Worker's Compensation	9,825	14,197	13,861	14,181
61510	Unemployment Insurance	1,813	1,326	1,299	1,331
61000	Total Personnel	537,932	640,077	634,799	649,526
Commodities:					
62205	Plumbing and Electric Mtls	-	1,000	1,000	-
62401	Gasoline	3,574	2,844	2,844	2,844
62404	Stock Parts	353,861	362,199	362,199	382,000
62801	Employee Recognition	-	-	-	160
62802	Food and Beverages	392	350	450	450
62805	Clothing and Uniforms	623	1,250	1,250	1,250
62807	Consumable Tools/Small Equipment	10,793	9,000	9,000	9,000
62809	Medical Supplies and 1st Aid	827	1,180	1,180	1,180
62899	Other Miscellaneous Operating Supplies	33,930	30,500	35,500	35,500
62999	Office Supplies and Materials	745	1,000	2,000	2,000
62000	Total Commodities	404,745	409,323	415,423	434,384

Town of Avon Line Item Detail

Function: Public Works

Department: Transportation

Program: Fleet Maintenance #434

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Contract Services:					
63501	R&M - Building & Facility	10,740	7,500	7,500	6,500
63505	R&M - Vehicles	8,619	8,000	25,000	14,000
63506	R&M - Radios and Communications Equip	-	3,500	2,000	500
63507	R&M - Machinery and Equipment	8,366	5,500	17,000	9,500
63549	R&M - Other Specialized Equipment	1,075	5,500	1,000	4,000
63551	Laundry and Cleaning Services	5,393	7,725	7,725	7,725
63599	Other Maintenance Services	8,828	10,646	12,646	11,500
63603	Rentals - Office Equipment	1,955	1,555	1,555	1,555
63999	Other Contract Services	11,702	12,500	12,500	12,000
63000	Total Contract Services	56,678	62,426	86,926	67,280
Other Operating Costs:					
64101	Travel, Training and Conference	3,107	5,990	990	4,000
64102	Dues, Licenses and Memberships	445	700	700	700
64201	Telephone	-	-	-	1,200
64202	Gas	14,099	16,000	16,000	16,000
64203	Electric	12,343	16,000	12,900	13,500
64204	Water & Sanitation	3,760	3,800	3,800	3,800
64205	Trash Collection & Recycling	2,231	4,300	4,300	4,300
64206	Cellular & Paging	1,962	2,450	1,700	1,020
64301	Postage and Delivery	153	480	480	480
64401	Fleet Maintenance Charges	26,587	43,092	43,092	43,092
64402	Equipment Replacement Charges	4,575	4,559	4,559	4,021
64403	Washbay Charges	2,340	1,560	1,560	1,872
64905	Insurance Premiums	17,910	18,707	18,707	20,325
64000	Total Other Operating Costs	89,512	117,638	108,788	114,310
Debt Service:					
65101	Bond Principal	125,000	125,000	125,000	130,000
65102	Bond Interest	130,150	128,406	128,406	125,906
65201	Capital Lease Payments	-	-	-	5,616
65000	Total Debt Service	255,150	253,406	253,406	261,522

Town of Avon Line Item Detail

Function: Public Works
 Department: Transportation
 Program: Fleet Maintenance #434

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Capital Outlay:					
66402	Computers and Peripherals	3,294	-	-	2,200
66499	Other Machinery and Equipment	19,657	30,000	24,351	16,920
66000	Total Capital Outlay	22,951	30,000	24,351	19,120
60000	Total Expenditures	\$ 1,366,968	\$ 1,512,870	\$ 1,523,693	\$ 1,546,142

Town of Avon Line Item Detail

Function: Public Works
 Department: Transportation
 Program: Washbay #435

Account Number	Account Description	Actual 2012	Original or Prev. Amend. Budget 2013	Final Revised Budget 2013	Proposed Budget 2014
Commodities:					
62899	Other Miscellaneous Operating Supplies	399	1,500	750	-
62000	Total Commodities	399	1,500	750	-
Contract Services:					
63501	R&M - Buildings and Facilities	645	3,000	3,300	-
63549	R&M - Other Specialized Equipment	-	2,000	750	-
63999	Other Contract Services	4,482	2,200	2,200	-
63000	Total Contract Services	5,127	7,200	6,250	-
Other Operating Costs:					
64201	Telephone	593	400	650	-
64204	Water & Sanitation	3,565	3,900	3,900	-
64000	Total Other Operating Costs	4,158	4,300	4,550	-
60000	Total Expenditures	\$ 9,684	\$ 13,000	\$ 11,550	\$ -

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Personnel Schedule Full-time Equivalent Employees

Department/Position	2010 Actual	2011 Actual	2012 Actual	2013 Original	2013 Actual	2014 Proposed
General Government:						
Town Manager / Acting Town Manager	1.00	1.00	1.00	1.00	1.00	1.00
Asst Town Manager / Dir Admin Svc	1.00	1.00	-	1.00	1.00	1.00
Human Resource Generalist	1.00	1.00	1.00	1.00	1.00	1.00
Human Resource Assistant	1.00	1.00	1.00	1.00	1.00	1.00
Community Relations Officer	0.75	0.75	0.75	0.75	0.75	0.75
Municipal Court Clerk	1.00	1.00	1.00	1.00	1.00	1.00
Total General Government	5.75	5.75	4.75	5.75	5.75	5.75
Finance Department						
Finance Director	1.00	1.00	1.00	1.00	1.00	1.00
Finance Manager	1.00	1.00	1.00	1.00	1.00	1.00
Budget Analyst	1.00	1.00	1.00	1.00	1.00	1.00
Payroll Specialist	1.00	1.00	1.00	1.00	1.00	1.00
Accounting Assistant I-II	2.00	2.00	2.00	2.00	2.00	2.00
IT Administrator	1.00	1.00	1.00	1.00	1.00	1.00
Help Desk Technician	1.00	1.00	1.00	1.00	1.00	1.00
Total Finance	8.00	8.00	8.00	8.00	8.00	8.00
Community Development						
Community Development Director	1.00	1.00	-	1.00	-	-
Building Official	1.00	1.00	1.00	1.00	1.00	1.00
Building Permit Technician	0.75	-	-	-	-	-
Planning Manager	1.00	-	-	-	-	1.00
Senior Planner	-	-	-	-	1.00	-
Planner I-II	2.00	2.00	2.00	2.00	1.00	1.00
GIS Programmer / Analyst	1.00	1.00	1.00	1.00	-	-
Economic Initiatives Director	-	-	-	-	-	1.00
Total Community Development	6.75	5.00	4.00	5.00	3.00	4.00
Police Department						
Police Chief	1.00	1.00	1.00	1.00	1.00	1.00
Police Lieutenant	1.00	1.00	1.00	1.00	1.00	1.00
Sergeant	3.00	3.00	3.00	3.00	3.00	3.00
Administrative Services Supervisor	2.00	-	-	-	-	-
Administrative Services Officer	-	2.00	2.00	2.00	2.00	2.00
Investigator/Detective	1.00	1.00	1.00	1.00	1.00	1.00
Officer	13.00	12.00	12.00	12.00	12.00	12.00
Police Service Officer	1.00	-	-	-	-	-
Total Police Department	22.00	20.00	20.00	20.00	20.00	20.00
Public Works Department:						
Administration						
Director	0.40	0.40	0.40	0.40	-	-
	0.40	0.40	0.40	0.40	-	-
Road & Bridge						
Superintendent	1.00	1.00	1.00	1.00	1.00	1.00
Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00	-
Town Electrician	0.50	0.50	0.50	0.50	-	-
Operator I - II	6.00	6.00	5.00	6.00	5.00	6.00
	8.50	8.50	7.50	8.50	7.00	7.00
Total Public Works	8.90	8.90	7.90	8.90	7.00	7.00

Personnel Schedule Full-time Equivalent Employees

Department/Position	2010 Actual	2011 Actual	2012 Actual	2013 Original	2013 Actual	2014 Proposed
Engineering Department						
Town Engineer	1.00	1.00	1.00	1.00	1.00	1.00
Project Engineer	1.00	2.00	1.00	1.00	-	-
Engineer I-III	1.00	-	-	-	1.00	1.00
Total Engineering	3.00	3.00	2.00	2.00	2.00	2.00
Transportation						
Director	0.50	0.35	0.35	0.35	-	-
Transit Superintendent	1.00	1.00	1.00	1.00	1.00	1.00
Fleet Care Coordinator	-	-	-	-	1.00	1.00
Bus Driver	3.00	3.00	3.00	3.00	3.00	3.00
Total Transportation	4.50	4.35	4.35	4.35	5.00	5.00
Fleet Maintenance						
Director	0.10	0.25	0.25	0.25	-	-
Fleet Manager	1.00	1.00	1.00	1.00	1.00	1.00
Accounting Assistant I-II	1.00	1.00	1.00	1.00	1.00	1.00
Mechanic Helper	1.00	-	-	-	1.00	1.00
Lead Mechanic	1.00	-	-	-	-	-
Mechanic I-II	9.00	7.00	5.00	5.00	5.00	5.00
Total Fleet Maintenance	13.10	9.25	7.25	7.25	8.00	8.00
Parks and Recreation Department:						
Recreation						
Director	1.00	1.00	1.00	1.00	-	1.00
Recreation Superintendent / Interim Director	1.00	1.00	1.00	1.00	1.00	1.00
Guest Services Coordinator	1.00	-	1.00	1.00	1.00	1.00
Administrative Assistant	-	1.00	1.00	1.00	-	-
Recreation Program Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
Special Events Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Aquatics Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
Senior Lifeguard	2.00	2.00	2.00	2.00	2.00	2.00
Guest Services Attendant III	-	1.00	1.00	1.00	-	1.00
	8.00	9.00	10.00	10.00	7.00	9.00
Building Maintenance						
Superintendent	0.25	0.25	0.25	0.25	-	-
Town Electrician	0.50	0.50	0.50	0.50	1.00	1.00
Maintenance Supervisor	1.00	1.00	1.00	1.00	-	-
Maintenance Tech Supervisor	1.00	-	-	-	-	-
Building Technician I - II	1.00	1.00	1.00	1.00	2.00	2.00
Building Attendant	5.00	3.00	3.00	3.00	3.00	3.00
	8.75	5.75	5.75	5.75	6.00	6.00
Parks & Grounds						
Superintendent	0.75	0.75	0.75	0.75	1.00	1.00
Maintenance Supervisor	2.00	2.00	2.00	2.00	2.00	2.00
Maintenance Worker I - II	5.00	5.00	5.00	5.00	6.00	6.00
	7.75	7.75	7.75	7.75	9.00	9.00
Total Parks and Recreation	24.50	22.50	23.50	23.50	22.00	24.00
Total Full-time Employees	96.50	86.75	81.75	84.75	80.75	83.75

2014 Exempt Pay Ranges

Department / Position	Annual			Monthly			Hourly		
	Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
Assistant Town Manager	109,571	128,718	147,865	9,131	10,727	12,322	52.68	61.88	71.09
Finance Director	99,202	116,564	133,925	8,267	9,714	11,160	47.69	56.04	64.39
Police Chief	92,719	108,790	124,861	7,727	9,066	10,405	44.58	52.30	60.03
Recreation Director	90,761	106,711	122,661	7,563	8,893	10,222	43.64	51.30	58.97
Town Engineer	87,373	102,633	117,892	7,281	8,553	9,824	42.01	49.34	56.68
Lieutenant	87,108	100,289	113,470	7,259	8,357	9,456	41.88	48.22	54.55
Transit Superintendent	82,377	96,882	111,386	6,865	8,073	9,282	39.60	46.58	53.55
Planning Manager	78,818	92,671	106,524	6,568	7,723	8,877	37.89	44.55	51.21
Finance Manager	77,992	89,820	101,647	6,499	7,485	8,471	37.50	43.18	48.87
Fleet Manager	74,731	88,047	101,362	6,228	7,337	8,447	35.93	42.33	48.73
Road & Bridge Superintendent	74,592	87,461	100,330	6,216	7,288	8,361	35.86	42.05	48.24
IT Administrator	76,280	87,751	99,222	6,357	7,313	8,269	36.67	42.19	47.70
Building Official	71,410	84,931	98,452	5,951	7,078	8,204	34.33	40.83	47.33
Senior Planner	70,434	81,095	91,755	5,870	6,758	7,646	33.86	38.99	44.11
Parks & Grounds Superintendent	70,357	80,760	91,163	5,863	6,730	7,597	33.83	38.83	43.83
Human Resources Generalist	68,044	78,086	88,127	5,670	6,507	7,344	32.71	37.54	42.37
Director of Economic Initiatives	65,000	75,000	85,000	5,417	6,250	7,083	31.25	36.06	40.87
Engineer II	58,493	67,267	76,041	4,874	5,606	6,337	28.12	32.34	36.56
Recreation Superintendent	56,016	65,813	75,610	4,668	5,484	6,301	26.93	31.64	36.35
Planner II	56,063	64,386	72,708	4,672	5,365	6,059	26.95	30.95	34.96
Special Events Supervisor	54,768	62,961	71,153	4,564	5,247	5,929	26.33	30.27	34.21
Guest Services Coordinator	45,543	52,382	59,220	3,795	4,365	4,935	21.90	25.18	28.47
Recreation Programs Coordinator	43,195	49,752	56,309	3,600	4,146	4,692	20.77	23.92	27.07
Aquatics Coordinator	41,377	47,603	53,829	3,448	3,967	4,486	19.89	22.89	25.88

2014 Non-Exempt Pay Ranges

Department / Position	Annual			Monthly			Hourly		
	Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
Police Sergeant	67,111	77,723	88,334	5,593	6,477	7,361	32.26	37.37	42.47
Police Detective	58,639	67,488	76,337	4,887	5,624	6,361	28.19	32.45	36.70
Budget Analyst	57,559	66,109	74,659	4,797	5,509	6,222	27.67	31.78	35.89
Town Electrician	54,841	63,162	71,482	4,570	5,263	5,957	26.37	30.37	34.37
Police Officer	53,878	61,988	70,097	4,490	5,166	5,841	25.90	29.80	33.70
Help Desk Technician	51,741	59,498	67,255	4,312	4,958	5,605	24.88	28.60	32.33
Municipal Court Clerk	49,218	56,585	63,952	4,102	4,715	5,329	23.66	27.20	30.75
Administrative Services Officer - Police	49,078	56,341	63,603	4,090	4,695	5,300	23.60	27.09	30.58
Building Technician II	48,324	55,589	62,854	4,027	4,632	5,238	23.23	26.73	30.22
Mechanic II	48,324	55,589	62,854	4,027	4,632	5,238	23.23	26.73	30.22
Payroll Specialist	47,844	54,904	61,964	3,987	4,575	5,164	23.00	26.40	29.79
Parks and Grounds Supervisor	47,541	54,753	61,964	3,962	4,563	5,164	22.86	26.32	29.79
Road and Bridge Operator II	43,156	49,642	56,128	3,596	4,137	4,677	20.75	23.87	26.98
Fleet Care Coordinator	43,156	49,642	56,128	3,596	4,137	4,677	20.75	23.87	26.98
Human Resources Assistant	42,902	49,261	55,620	3,575	4,105	4,635	20.63	23.68	26.74
Building Technician I	42,792	49,217	55,641	3,566	4,101	4,637	20.57	23.66	26.75
Mechanic I	41,073	47,234	53,395	3,423	3,936	4,450	19.75	22.71	25.67
Police Officer Recruit	40,302	46,372	52,441	3,359	3,864	4,370	19.38	22.29	25.21
Accounting Assistant II	39,953	45,925	51,897	3,329	3,827	4,325	19.21	22.08	24.95
Maintenance Worker II	39,692	45,676	51,659	3,308	3,806	4,305	19.08	21.96	24.84
Road and Bridge Operator I	39,476	45,396	51,315	3,290	3,783	4,276	18.98	21.82	24.67
Mechanic's Helper	39,075	44,976	50,877	3,256	3,748	4,240	18.79	21.62	24.46
Bus Driver	38,413	44,248	50,082	3,201	3,687	4,174	18.47	21.27	24.08
Building Attendant	36,584	42,154	47,723	3,049	3,513	3,977	17.59	20.27	22.94
Maintenance Worker I	33,800	38,858	43,915	2,817	3,238	3,660	16.25	18.68	21.11
Lifeguard	29,859	34,341	38,822	2,488	2,862	3,235	14.36	16.51	18.66
Guest Services Attendant III	28,966	33,319	37,671	2,414	2,777	3,139	13.93	16.02	18.11

2014 Part-Time Pay Ranges

Administrative		Parks & Recreation	
	<u>Pay Range</u>		<u>Pay Range</u>
Administrative Assistant	\$15.00 to \$19.00	Aquatics	
Community Relations Officer	\$30.00 to \$38.00	Lifeguard I	\$11.50 to \$14.00
		Lifeguard II	\$17.00 to \$20.50
		Swim Coach	\$13.00 to \$16.00
		Master Swim Coach	\$17.00 to \$21.00
		Fitness	
		Aerobics Instructor	\$23.50
Police			
	<u>Pay Range</u>		
Extra Duty Police Officer	\$57.00	Guest Services	
High Visibility Grant		(Cabin, Childcare, Front Desk)	
Leaf Grant		Guest Services Attendant I	\$11.50 to \$14.00
CDOT Grant		Guest Services Attendant II	\$17.00 to \$20.50
Click-It or Ticket	\$55.00		
Eagle River Youth Coalition	\$50.00	Parks & Grounds	
Field Training Officer	\$2.00 additional/hr	Maintenance Worker I	\$10.00 to \$14.00
		Maintenance Worker II	\$16.00 to \$19.50
		Special Events Worker	\$16.00 to \$19.50
Transit			
	<u>Pay Range</u>	Recreation Programs	
Bus Driver **	\$17.00	(Aquatics, Adult, Youth, Day Camp, After School, Sports)	
Bus Driver **	\$18.00	Program Instructor I	\$13.00 to \$15.50
Bus Driver **	\$19.00	Program Instructor II	\$17.00 to \$20.50
Lead Driver	\$20.00	Sports Program Referee	\$17.00 to \$21.00
Maintenance Worker - Bus Washer	\$16.00 to \$19.50	Other	
		Overnight Trip Counselor (24 hours)	\$109.00 / 24-hour shift
		Boot Camp Instructor	75% of Registration
		Dance Instructor	Fees
		Martial Arts Instructor	
		Men's Fitness	
		Personal Trainer	
		Program Instructor	
		Seminar Instructor	
		Swim Coach	
		Tennis Instructor	

**TOWN OF AVON
RESOLUTION NO. 13-34**

SERIES OF 2013

A RESOLUTION TO ADOPT THE 2014 TOWN OF AVON BUDGET

A RESOLUTION SUMMARIZING EXPENDITURES AND REVENUES FOR EACH FUND AND ADOPTING A BUDGET FOR THE TOWN OF AVON, COLORADO, FOR THE CALENDAR YEAR BEGINNING ON THE FIRST DAY OF JANUARY, 2014 AND ENDING ON THE LAST DAY OF DECEMBER, 2014

WHEREAS, the Town Council of the Town of Avon has appointed the Town Manager to prepare and submit a proposed budget to said governing body for its consideration; and

WHEREAS, upon due and proper notice, published and posted in accordance with the law, said proposed budget was open for inspection by the public at a designated place. A public hearing was held on November 26, 2013, and interested taxpayers were given the opportunity to file or register any comment to said proposed budget; and

WHEREAS, whatever increases may have been made in the expenditures, like increases were added to the revenues so that the budget remains in balance, as required by law.

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF AVON, COLORADO:

Section 1. That estimated revenues and expenditures for each fund are as follows for 2014:

	2014 Proposed <u>Budget</u>
<u>General Fund</u>	
Beginning Fund Balance	\$ 4,146,139
Revenues and Other Sources	12,642,863
Expenditures and Other Uses	<u>12,636,429</u>
Ending Fund Balance	\$ <u>4,152,573</u>
<u>Town Center West Maintenance Fund</u>	
Beginning Fund Balance	\$ 59,938
Revenues and Other Sources	245,000
Expenditures and Other Uses	<u>245,089</u>
Ending Fund Balance	\$ <u>59,849</u>

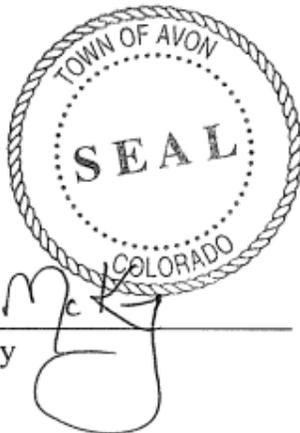
	2014 Proposed <u>Budget</u>
<u>Community Enhancement Fund</u>	
Beginning Fund Balance	\$ 533,330
Revenues and Other Sources	75,000
Expenditures and Other Uses	<u>275,000</u>
Ending Fund Balance	<u>\$ 333,330</u>
<u>Water Fund</u>	
Beginning Fund Balance	\$ 774,870
Revenues and Other Sources	165,000
Expenditures and Other Uses	<u>193,797</u>
Ending Fund Balance	<u>\$ 746,073</u>
<u>Affordable Housing Fund</u>	
Beginning Fund Balance	\$ 709,854
Revenues and Other Sources	3,740
Expenditures and Other Uses	<u>50,000</u>
Ending Fund Balance	<u>\$ 663,594</u>
<u>Facilities Reserve Fund</u>	
Beginning Fund Balance	\$ 413,251
Revenues and Other Sources	0
Expenditures and Other Uses	<u>413,251</u>
Ending Fund Balance	<u>\$ 0</u>
<u>Debt Service Fund</u>	
Beginning Fund Balance	\$ 518,787
Revenues and Other Sources	1,264,352
Expenditures and Other Uses	<u>1,264,352</u>
Ending Fund Balance	<u>\$ 518,787</u>
<u>Transit Enterprise Fund</u>	
Beginning Fund Balance	\$ 536,063
Revenues and Other Sources	1,634,883
Expenditures and Other Uses	<u>1,697,892</u>
Ending Fund Balance	<u>\$ 473,054</u>

	2014 Proposed <u>Budget</u>
<u>Fleet Maintenance Enterprise Fund</u>	
Beginning Fund Balance	\$ 304,827
Revenues and Other Sources	1,449,935
Expenditures and Other Uses	<u>1,546,142</u>
Ending Fund Balance	<u>\$ 208,620</u>
<u>Equipment Replacement Internal Service Fund</u>	
Beginning Fund Balance	\$ 2,433,516
Revenues and Other Sources	755,132
Expenditures and Other Uses	<u>459,402</u>
Ending Fund Balance	<u>\$ 2,729,246</u>

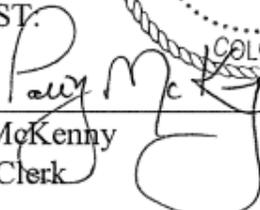
Section 2. That the budget, as submitted, amended, and hereinabove summarized by fund, hereby is approved and adopted as the budget of the Town of Avon for the year stated above.

Section 3. That the budget hereby approved and adopted shall be signed by the Mayor and made part of the public record of the Town.

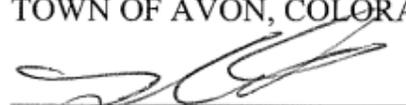
ADOPTED this 26th day of November, 2013.



ATTEST.


 Patty McKenny
 Town Clerk

TOWN OF AVON, COLORADO


 Rich Carroll, Mayor

**TOWN OF AVON
RESOLUTION NO. 13-35**

SERIES OF 2013

**A RESOLUTION TO ACCEPT THE PROPOSED TOWN OF AVON LONG
RANGE CAPITAL PROGRAM AND SIMULTANEOUSLY ADOPT THE YEAR 2014
CAPITAL PROJECTS FUND BUDGET**

**A RESOLUTION SUMMARIZING EXPENDITURES AND REVENUES FOR THE
CAPITAL PROJECTS FUND AND ADOPTING A BUDGET FOR THE CALENDAR
YEAR BEGINNING ON THE FIRST DAY OF JANUARY, 2014 AND ENDING ON THE
LAST DAY OF DECEMBER, 2014**

WHEREAS, the Town Council of the Town of Avon has appointed the Town Manager to prepare and submit a long-range capital program to said governing body for its consideration; and

WHEREAS, the Town Council of the Town of Avon has also appointed the Town Manager to prepare and submit a proposed Capital Projects Fund budget to said governing body for its consideration; and

WHEREAS, upon due and proper notice, published and posted in accordance with the law, said proposed budget was open for inspection by the public at a designated place. A public hearing was held on November 26, 2013, and interested taxpayers were given the opportunity to file or register any comment to said proposed budget; and

WHEREAS, whatever increases may have been made in the expenditures, like increases were added to the revenues so that the Capital Projects Fund budget remains in balance, as required by law.

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF AVON, COLORADO:

Section 1. That the long-range capital program as submitted to the Town Council is hereby accepted as an official Town document and planning tool, and that the information contained therein may be revised or extended each year with regard to capital improvements.

Section 2. That estimated revenues and expenditures for the Capital Projects Fund are as follows for 2014:

	2014 Proposed Budget
<u>Capital Projects Fund</u>	
Beginning Fund Balance	\$ 3,256,169
Revenues and Other Sources	4,300,754
Expenditures and Other Uses	<u>6,391,154</u>
Ending Fund Balance	<u>\$ 1,165,769</u>

Section 3. That the budget, as submitted, and hereinabove summarized, hereby is approved and adopted as the Capital Projects Fund budget of the Town of Avon for the year stated above.

Section 4. That the Capital Projects Fund budget hereby approved and adopted shall be signed by the Mayor and made part of the public record of the Town.

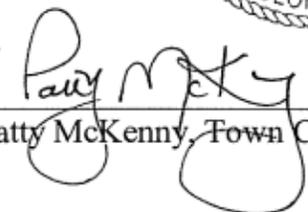
ADOPTED this 16th day of November, 2013.



TOWN OF AVON, COLORADO


 Rich Carroll, Mayor

ATTEST:


 Patty McKenny, Town Clerk

**AVON URBAN RENEWAL AUTHORITY
TOWN OF AVON, COLORADO
RESOLUTION NO. 13-05**

SERIES OF 2013

A RESOLUTION SUMMARIZING EXPENDITURES AND REVENUES AND ADOPTING A BUDGET FOR THE AVON URBAN RENEWAL AUTHORITY FOR THE CALENDAR YEAR BEGINNING ON THE FIRST DAY OF JANUARY, 2014, AND ENDING ON THE LAST DAY OF DECEMBER, 2014.

WHEREAS, the Board of Commissioners of the Avon Urban Renewal Authority has directed the Authority's Executive Director/Secretary to prepare and submit a proposed budget for its consideration;

WHEREAS, Virginia Egger, Town Manager, has submitted a proposed budget to said governing body on October 8, 2013;

WHEREAS, upon due and proper notice, published or posted in accordance with the law, said proposed budget was open for inspection by the public at a designated place, a public hearing was held on November 26, 2013 and interested taxpayers were given the opportunity to file or register any objections to said proposed budget; and

WHEREAS, whatever increases may have been made in the expenditures, like increases were added to the revenues so that the budget remains in balance, as required by law.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE AVON URBAN RENEWAL AUTHORITY:

Section 1. That estimated revenues and expenditures for the Avon Urban Renewal Authority are as follows for 2014:

	2014 Proposed <u>Budget</u>
<u>Avon Urban Renewal Authority</u>	
Beginning Fund Balance	\$ 1,360,825
Revenues and Other Sources	739,648
Expenditures and Other Uses	<u>1,468,669</u>
Ending Fund Balance	\$ <u>631,804</u>

Section 2. That the budget, as submitted, hereby is approved and adopted as the budget of the Avon Urban Renewal Authority for the year stated above.

Section 3. That the budget hereby approved and adopted shall be signed by the Chairman and made part of the public record of the Authority.

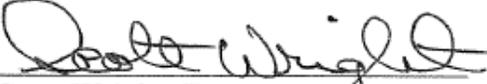
ADOPTED this 26th day of November, 2013.



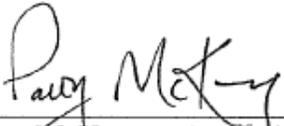
AVON URBAN RENEWAL AUTHORITY


Rich Carroll, Chairman

ATTEST:


Scott Wright, Treasurer

CERTIFIED:


Patty McKenny, Authority Clerk

**TOWN OF AVON
RESOLUTION NO. 13-36**

SERIES OF 2013

**A RESOLUTION LEVYING GENERAL PROPERTY TAXES FOR THE YEAR
2013, TO HELP DEFRAY THE COSTS OF GOVERNMENT FOR THE TOWN OF
AVON, COLORADO, FOR THE 2014 BUDGET YEAR**

WHEREAS, the Town Council of the Town of Avon has adopted the annual budget in accordance with the Local Government Budget Law and Town Charter on November 26, 2013; and

WHEREAS, the amount of money necessary to balance the budget for general operating purposes from property tax revenue is \$1,493,277; and

WHEREAS, the amount of money to balance the budget for bonds and interest is \$550,558; and

WHEREAS, the 2013 net total assessed valuation for the Town of Avon, as certified by the County Assessor is \$166,734,780.

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF AVON, COLORADO:

Section 1. That for the purpose of meeting all general operating expenses of the Town of Avon during the 2014 budget year there is levied a tax of 8.956 mills upon each dollar of the net total assessed valuation of all taxable property within the Town of Avon for the year 2014.

Section 2. That for the purpose of meeting all bonds and interest of the Town of Avon during the 2014 budget year there is levied a tax of 3.302 mills upon each dollar of the net total assessed valuation of all taxable property within the Town of Avon for the year 2014.

Section 3. That the Mayor is hereby authorized and directed to certify to the County Commissioners of Eagle County, Colorado, the mill levies for the Town of Avon as hereinabove determined and set.

ADOPTED this 10th day of December, 2013.



TOWN OF AVON, COLORADO

Rich Carroll
Mayor

ATTEST:

Patty McKenny
Town Clerk

CERTIFICATION OF TAX LEVIES for NON-SCHOOL Governments

TO: County Commissioners¹ of Eagle County, Colorado.

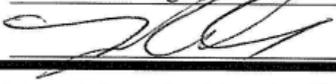
On behalf of the Town of Avon,
(taxing entity)^A
 the Town Council,
(governing body)^B
 of the Town of Avon,
(local government)^C

Hereby officially certifies the following mills to be levied against the taxing entity's GROSS \$ 178,840,160 assessed valuation of: (GROSS^D assessed valuation, Line 2 of the Certification of Valuation Form DLG 57^E)

Note: If the assessor certified a NET assessed valuation (AV) different than the GROSS AV due to a Tax Increment Financing (TIF) Area^F the tax levies must be calculated using the NET AV. The taxing entity's total property tax revenue will be derived from the mill levy multiplied against the NET assessed valuation of: \$ 166,734,780 (NET^G assessed valuation, Line 4 of the Certification of Valuation Form DLG 57)

Submitted: 12/10/2013 for budget/fiscal year 2014.
(not later than Dec. 15) (mm/dd/yyyy) (yyyy)

PURPOSE <small>(see end notes for definitions and examples)</small>	LEVY ²	REVENUE ²
1. General Operating Expenses ^H	8.956 mills	\$ 1,493,277
2. <Minus> Temporary General Property Tax Credit/ Temporary Mill Levy Rate Reduction ^I	< > mills	\$ < >
SUBTOTAL FOR GENERAL OPERATING:	8.956 mills	\$ 1,493,277
3. General Obligation Bonds and Interest ^J	3.302 mills	\$ 550,558
4. Contractual Obligations ^K	_____ mills	\$ _____
5. Capital Expenditures ^L	_____ mills	\$ _____
6. Refunds/Abatements ^M	_____ mills	\$ _____
7. Other ^N (specify): _____	_____ mills	\$ _____
_____	_____ mills	\$ _____
TOTAL: <small>[Sum of General Operating Subtotal and Lines 3 to 7]</small>	12.258 mills	\$ 2,043,835

Contact person: Scott C. Wright, Finance Director Daytime phone: (970) 748-4055
 (print)
 Signed:  Title: Mayor

Include one copy of this tax entity's completed form when filing the local government's budget by January 31st, per 29-1-113 C.R.S., with the Division of Local Government (DLG), Room 521, 1313 Sherman Street, Denver, CO 80203. Questions? Call DLG at (303) 866-2156.

¹ If the taxing entity's boundaries include more than one county, you must certify the levies to each county. Use a separate form for each county and certify the same levies uniformly to each county per Article X, Section 3 of the Colorado Constitution.
² Levies must be rounded to three decimal places and revenue must be calculated from the total NET assessed valuation (Line 4 of Form DLG57 on the County Assessor's final certification of valuation).

**TOWN OF AVON
RESOLUTION NO. 13-37**

SERIES OF 2013

**A RESOLUTION LEVYING GENERAL PROPERTY TAXES FOR THE
TOWN OF AVON GENERAL IMPROVEMENT DISTRICT NO. 1 FOR THE
YEAR 2013, TO HELP DEFRAY THE COSTS OF GOVERNMENT FOR THE
TOWN OF AVON, COLORADO, FOR THE 2014 BUDGET YEAR**

WHEREAS, on August 28, 2007, the Town Council of the Town of Avon passed on second reading Ordinance No. 07-07 declaring the Town of Avon General Improvement District No. 1 (District) organized and submitted to the electors of the District the question of imposing an ad valorem tax to pay the annual expenses of the District; and

WHEREAS, on November 6, 2007, an election was held under the requirements and procedures of the Uniform Election Code, the Mail Ballot Election Act, and TABOR, and a majority of the votes cast on the question were in favor of incurring such levy as provided in such question; and

WHEREAS, the Town Council is authorized to act as the ex-officio Board of Directors of the District and is authorized to proceed with the necessary action to levy the ad valorem taxes so authorized; and

WHEREAS, the authority to levy ad valorem taxes as conferred by the results of the election, is deemed and considered a continuing authority to levy the ad valorem taxes so authorized; and

WHEREAS, the Town Council of the Town of Avon has adopted the annual budget in accordance with the Local Government Budget Law and Town Charter on November 26, 2013; and

WHEREAS, the estimated cost of providing transportation and recreation services to and within the District is \$40,000; and

WHEREAS, the 2013 net total assessed valuation for the property included in the District as certified by the County Assessor is \$2,278,310.

**NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF
THE TOWN OF AVON, COLORADO:**

Section 1. That for the purpose of providing transportation and recreation services to and within the District during the 2014 budget year there is levied a tax of 17.557 mills upon each dollar of the net total assessed valuation of all taxable property within the District for the year 2013.

Section 2. That the Mayor is hereby authorized and directed to certify to the County Commissioners of Eagle County, Colorado, the mill levies for the Town of Avon Local Improvement District No. 1 as hereinabove determined and set.

ADOPTED this 10th day of December, 2013.



TOWN OF AVON, COLORADO

Rich Carroll
Mayor

ATTEST:

Patty McKenny
Town Clerk

CERTIFICATION OF TAX LEVIES for NON-SCHOOL Governments

TO: County Commissioners¹ of Eagle County, Colorado.

On behalf of the Town of Avon General Improvement District No.1,
(taxing entity)^A

the Town Council,
(governing body)^B

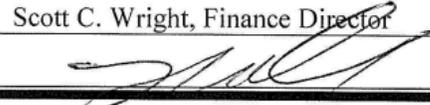
of the Town of Avon,
(local government)^C

Hereby officially certifies the following mills to be levied against the taxing entity's GROSS \$ 2,278,310 assessed valuation of: (GROSS^D assessed valuation, Line 2 of the Certification of Valuation Form DLG 57^E)

Note: If the assessor certified a NET assessed valuation (AV) different than the GROSS AV due to a Tax Increment Financing (TIF) Area^F the tax levies must be calculated using the NET AV. The taxing entity's total property tax revenue will be derived from the mill levy multiplied against the NET assessed valuation of: \$ _____ (NET^G assessed valuation, Line 4 of the Certification of Valuation Form DLG 57)

Submitted: 12/10/2013 for budget/fiscal year 2014.
(not later than Dec. 15) (mm/dd/yyyy) (yyyy)

PURPOSE (see end notes for definitions and examples)	LEVY ²	REVENUE ²
1. General Operating Expenses ^H	<u>17.557</u> mills	\$ <u>40,000</u>
2. <Minus> Temporary General Property Tax Credit/ Temporary Mill Levy Rate Reduction ^I	< > mills	\$ < >
SUBTOTAL FOR GENERAL OPERATING:	17.557 mills	\$ 40,000
3. General Obligation Bonds and Interest ^J	_____ mills	\$ _____
4. Contractual Obligations ^K	_____ mills	\$ _____
5. Capital Expenditures ^L	_____ mills	\$ _____
6. Refunds/Abatements ^M	_____ mills	\$ _____
7. Other ^N (specify): _____	_____ mills	\$ _____
_____	_____ mills	\$ _____
TOTAL: [Sum of General Operating Subtotal and Lines 3 to 7]	17.557 mills	\$ 40,000

Contact person: (print) Scott C. Wright, Finance Director Daytime phone: (970) 748-4055
Signed:  Title: Mayor

Include one copy of this tax entity's completed form when filing the local government's budget by January 31st, per 29-1-113 C.R.S., with the Division of Local Government (DLG), Room 521, 1313 Sherman Street, Denver, CO 80203. Questions? Call DLG at (303) 866-2156.

¹ If the taxing entity's boundaries include more than one county, you must certify the levies to each county. Use a separate form for each county and certify the same levies uniformly to each county per Article X, Section 3 of the Colorado Constitution.
² Levies must be rounded to three decimal places and revenue must be calculated from the total NET assessed valuation (Line 4 of Form DLG57 on the County Assessor's final certification of valuation).