



2016-2017 BUDGETS

FIVE YEAR CAPITAL IMPROVEMENTS PLAN 2016-2020

Town of Avon, Colorado



2016 ANNUAL BUDGET

Prepared by:

Department of Finance

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TOWN OF AVON, COLORADO

2016 ANNUAL BUDGET

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*Cover Photo: Town Center West Pedestrian Mall
By Zach Mahone*

Town of Avon

2016 Annual Budget

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January 25, 2016

Mayor, Town Council and Avon Residents:

I am pleased to present the Town of Avon 2016 Adopted Budget and the 2017 Proposed Budget. This budget document reflects the Town's commitment to provide high-quality yet cost-effective services while exercising prudent financial management and reflecting the Town's stable financial position.

This budget document provides a detailed description of the Town's investment of its valuable resources in 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 December 8, 2015, after a series of work sessions and public hearings.

Strategy and Priorities

The 2016-17 budget is guided by the *2016-2017 Town of Avon Strategic Plan*, which was updated and approved by the Town Council on October 13, 2015, and was developed to help guide decision-making and provide the structure for ensuring investments and programs that reflect Council priorities in achieving the vision and adopted plans of the Town of Avon. This budget reflects the Town's commitment to the successful implementation of the Strategic Plan's vision for the continued growth and development of Avon.

The four key outcomes identified in the Strategic Plan are outlined below:

- Support a strong community, building on strengths as a year-round mountain resort community;
- Preserve and enhance the natural environment;
- Develop inclusive & diverse economic, educational & cultural opportunities;
- Provide a responsive, cutting-edge & effective government

Priority Based Budget

The 2016-17 budget utilizes a Priority Based Budget (PBB) approach for using a strategic decision-making process in funding programs and services to best ensure effective use of the Town's limited resources. This process is intended to evolve over time to provide more useful information as to the relative importance of individual programs and services which can then be prioritized within and across departments.

The Priority Based Budget approach requires budget narratives which describe discrete and specific activities and/or operations for each Town fund and program. Each operation is then quantified in terms of estimated personnel and nonpersonnel costs providing a total cost for the operation.

Performance Metrics

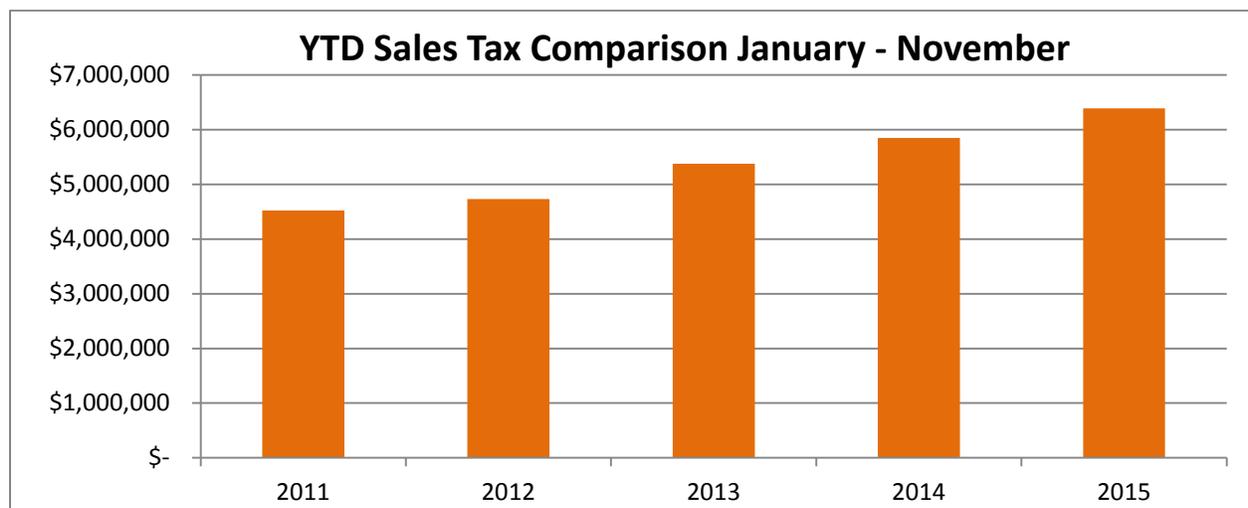
In addition to the budgets being described and quantified as activities and operations, “performance metrics” for each of the operations are included. Performance metrics are constructed to encourage performance improvement, effectiveness, efficiency, and appropriate levels of internal controls. The results are intended to help all departments incorporate “best practices” into each operation. The incorporation of performance metrics is a 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 grew by 16.9%, in 2015, to a total value of \$194,585,530. The Town’s mill rate for general operating purposes will remain at 8.956 mills, while the mill rate for debt service will decrease from 3.302 to 2.809 mills. This decrease is required for property tax collections in the Debt Service Fund to not exceed 2016 debt service.

Sales tax and accommodations tax revenues for 2016 are both budgeted to grow 4% over the revised 2015 estimates. These revenue sources were revised up from the original adopted 2015 budget due to a strong year and a continuing growth.



All Funds: The Town’s total 2016 appropriations for all funds equals \$28,461,175. Total estimated revenues for 2016 are \$30,065,090, and estimated total ending fund balances are \$16,980,727. Revenues exceed expenditures due mainly to unspent bond proceeds in the Capital Projects Fund and fewer capital expenditures in the Equipment Replacement Fund.

Taxes make up 65.38% of estimated operating revenues, with charges for services making up 15.66% and intergovernmental revenues 15.06%. Public works constitutes the highest percentage of operating expenditures at 24.6%, with transportation and fleet maintenance at 21.8%, public safety at 19.0%, general government/finance at 18.5%, recreation at 9.2%, and community development at 6.9%.

General Fund: General Fund revenues are budgeted at \$15,179,407 in 2016, with taxes accounting for the majority of revenues (\$11,977,899; 78.9%). Sales and accommodation taxes represent 74.1% of total taxes, with general property taxes representing 14.6%.

Appropriations for 2016 General Fund operating expenditures total \$14,992,955. Expenditures for public works make up the largest portion (31.6%), with public safety at 25.1%, general government 24.3%, recreation 9.9%, and community development 9.1%.

Fund balances in the General Fund are budgeted to increase by \$186,452 to a total estimated ending balance of \$4,765,184 for 2016. The estimated ending fund balance represents 31.8% of 2016 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.

Reserve Policy - The General Fund summary includes a GASB 54 allocation of reserved and unreserved fund balances which reflects a 25% minimum reserve balance for the General Fund. In addition, assigned fund balances of \$275,000 for Special Events and \$250,000 for capital improvements were established in the 2016 budget.

Capital Projects Fund: Total expenditures in the Capital Projects Fund are budgeted at \$6,510,553 for 2016. Major projects include Phase 3 of the Eagle Valley Trails project (\$2,725,000), the Metcalf Road bike lane (\$1,260,000), and remodel of the Nottingham Park restrooms (\$260,400).

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 \$3,764,526 in 2014, are estimated at \$2,250,000 for 2015, and are budgeted in 2016 at \$2,100,000. 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 \$1,126,089 for 2016. Revenues for payment of debt service come from property tax revenues, including tax increments, sales tax revenues and interest earnings. The year 2016 will be the final maturity for the Town's Series 20014 General Obligation Refunding Bonds. In 2017 the Town's debt service mill levy will drop to zero.

Transit Fund: Appropriations for the Transit Fund, an enterprise fund, total \$1,948,496 in 2016. Revenues in support of the expenditures include \$1,200,000 from the 2016 General Fund operating subsidy; property taxes of \$40,190 from General Improvement District No. 1; charges for services from Beaver Creek of \$111,899 for skier and evening restaurant shuttles, \$62,000

for the lease of bus parking spaces to ECO, and \$10,000 in advertising revenues. An FTA grant of \$328,000 is anticipated for the purchase of a new transit bus. Revenue of \$96,930 is projected in 2016 from washing vehicles in the large vehicle wash bay in the Avon Regional Transportation Facility by both third party and Town departments. Additional support of \$13,457 from the Transit fund balance is budgeted in 2016 to balance revenues and expenditures. The total estimated ending fund balance is \$618,336.

Fleet Maintenance Fund: A second enterprise fund, Fleet Maintenance, has budgeted operating revenues of \$1,487,632 from charges for services provided to both third parties and Town departments. An additional \$300,000 in other sources is provided through a General Fund operating transfer. Expenditures are estimated at \$1,785,969, with a small surplus of \$1,663. The total estimated ending fund balance is \$194,482.

Other Funds: The Town Center West, Urban Renewal, Community Enhancement, Water, and Affordable Housing 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.

2016 Budget Expenditure Highlights

The 2016 budget has been developed to address priorities with a major emphasis on the following:

- **Human Resources** - In 2015, Town Council gave direction to the Town Manager to establish a new Human Resources Department and to move forward in hiring a Director of Human Resources. The new director will be focused in 2016 on reviewing and revising the Town's personnel handbook, establishing staff training programs, assisting department directors in carrying out their responsibilities regarding personnel matters, and assisting the Town Manager in developing strategic staffing plans.
- **Special Events** - Avon's economic development strategy recognizes the role of the Town in supporting business activity by ensuring that special events occur in Avon. The Town's significant investment in special events continues in 2016 with several new and returning signature events. A total budget of \$125,000 is budgeted for signature events, with another \$275,000 set aside in fund balances for events unnamed at the time the budget was adopted. Another \$314,364 is budgeted for Town produced events.
- **Major Capital Projects** - Major capital improvement projects for 2016 include:
 - Nottingham Park Restroom Remodel - \$260,800.
 - Metcalf Road Bike Climbing Lane and Asphalt Overlay - \$1,260,000
 - Walkability Design - \$325,000
 - Eagle Valley Trail, Phase 3 - \$2,725,000

2015 Budget Expenditure Highlights

- *Employee Salary Step Program.* The Salary Step Program, which was launched in January 2014, saw its second year of implementation at an estimated cost of \$207,758. The step structure was designed to reflect the increasing value of an employee over the years and to

provide an unbiased approach for any employee to reach the top of the pay range. Since implementation, the program has been enthusiastically accepted by employees and exceedingly successful in competitive hiring and retaining the best employees. Based on high performance, employees have received between a 3% and 6% increase on his or her evaluation date.

- *Special Events.* Special events are integral and a key component in a resort community economy. A mix and variety brings interest, culture, liveliness and a sense of community to residents. Special events are many times the basis for return guest visits.

The Town's significant investment in special events continued in 2015 with several signature events including WinterWondergrass, Flavors of Colorado, Man of the Cliff, Cielito Lindo Music & Heritage Festival, Reds Whites & Brews, and a free community concert series.

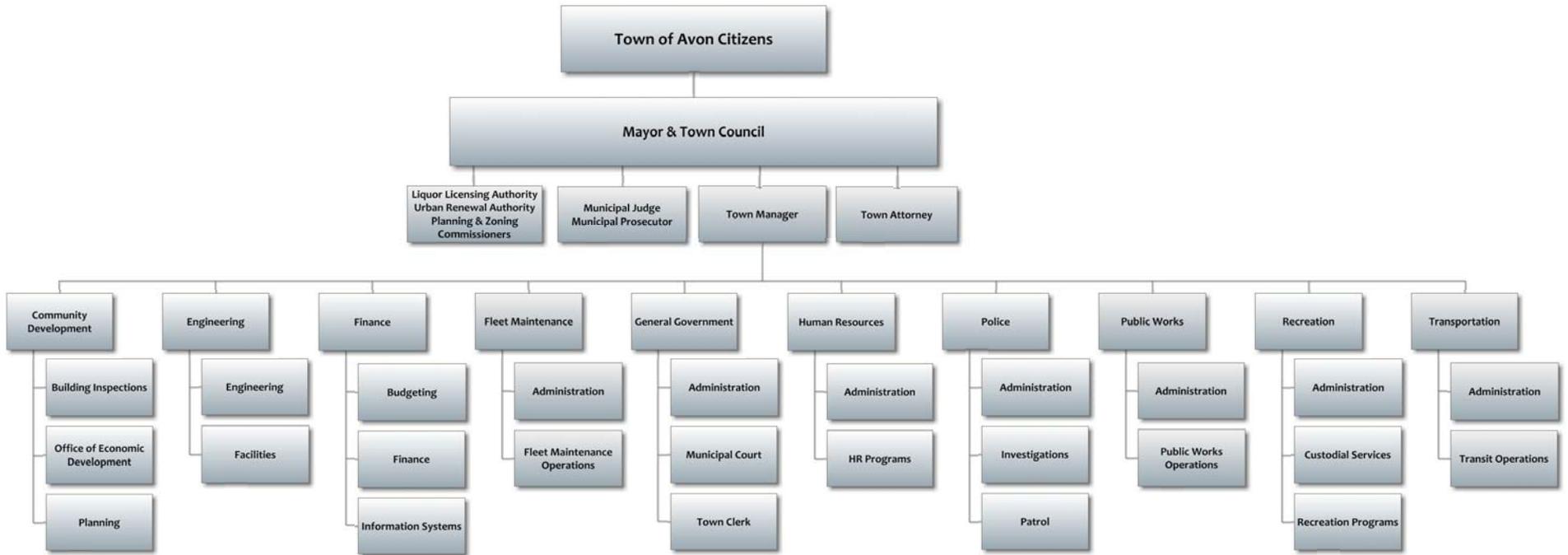
- *Major Capital Projects.* Major capital improvement projects completed in 2015 included the following:
 - The Nottingham Park Pavilion, a year-round cultural and entertainment venue - \$1,145,716 spent in 2015;
 - Recreation Center improvements, including a new bouldering wall, renovation of the building exterior, and completion of phase 2 of the interior remodel - \$201,280;
 - Annual Paving and Road improvements consisting of a 3-year, \$3.8 million program of asphalt overlays, slurry seals and other surface treatments for Town roads – 1,059,867;
- *Community Support and Funding.* Funding for some of the more significant programs and agencies expended in the 2015 budget were as follows:
 - \$15,000 to the Vail Valley Partnership;
 - \$27,500 to the Vail Leadership Institute;
 - \$7,500 for the Walking Mountains Science Center;
 - \$90,000 for the Vail Valley Foundation for the Birds of prey World Cup and the 2015 World Alpine Ski Championships;
 - \$20,000 for the Eagle Air Alliance

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,

Scott Wright
Asst. Town Manager / Director of Finance

Town of Avon Organizational Chart



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 2016-2017 STRATEGIC PLAN



Adopted by the Avon Town Council

Resolution 15-16, Series of 2015
October 13, 2015

Purpose of the *Strategic Plan*

The *Strategic Plan* is developed and adopted to guide decision-making and provide the structure for ensuring investments and programs reflect Council priorities in achieving the vision and adopted plans of the Town of Avon. This work of the Council has been done since 2013, when the Town's first *Strategic Plan* was developed and adopted at regular Council meetings, with meeting notice.

In July of 2015, the Town Council provided the opportunity for residents and businesses to identify the most important issues in the Town through civic engagement outreach at open houses. The outreach was specific to the development of a community survey, which was distributed to all residential households and businesses in Avon to on August 3, 2015. Results were presented to Council on September 22, 2015. The results have aided the Council in identifying priorities over the next several years and have provided information as to other methods to engage the public in the vision and strategic planning of the Town.

The *Strategic Plan* is updated each year to reflect dynamic change, as may be needed, and to present to the Avon community the important work planned by the Town over the planning period.

- The following section presents the *Strategic Plan Vision*, which provides a dynamic overview describing the way of life in Avon, the values the community holds and serves as a comprehensive statement regarding the focus and directed outcomes of the Town's work.
- From the *Strategic Plan Vision*, four key outcomes have been identified to set the prioritized work of the Town. The four outcomes, with successes, challenges and strategies to achieve each vision are detailed, resulting in a *Strategic Plan*.
- Once the *Strategic Plan* is adopted, a budget is prepared to meet the multi-year program, followed by each department submitting a business work plan to the Town Manager identifying the timing and process for implementing each strategy. Progress on the work plans are monitored to ensure outcomes are met.

Strategic Plan Vision

“... To provide a high quality of life, today and in the future, for a diversity of people and interest, and to promote their ability to live, work, visit and recreate in the community.”

TOWN OF AVON COMPREHENSIVE PLAN, REVISED MARCH - 2008

The Town of Avon, surrounded by natural beauty, is today **a strong community, which will maintain a focus on families and workers, and 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 2016-17

SUPPORT A STRONG COMMUNITY, BUILDING ON STRENGTHS AS A YEAR-ROUND MOUNTAIN RESORT COMMUNITY

The Town will continue to value and support our community through a strong and diverse economy, attentive to business retention and proactively partnering with the private sector to expand Avon's retail and commercial base. The Town's commitment to planning for future growth; openness to new community development trends; and, recognition of private property interests and the costs of doing business with the Town, sets forth a dynamic relationship for the successful construction of the built environment and business growth.

RECENT SUCCESSES

MEDICAL OFFICE BUILDING NEGOTIATION, APPROVAL & BUILDING PERMIT - AVON ROAD SAFETY IMPROVEMENTS FOR PEDESTRIANS AND BIKES - ELEMENTARY SCHOOL STREET SAFETY IMPROVEMENTS - DEVELOPMENT OF WALKABILITY PLAN & WAYFINDING IMPROVEMENTS - BUFFALO RIDGE BUS SERVICE - BUS SHELTER PLANNING & FUNDING - STREET & PUBLIC LOTS PARKING PROMOTION - BRAND PLATFORM ADOPTED MARKETING RFP DISTRIBUTED - REGIONAL AND KEY STAKEHOLDER MEETING PARTICIPATION

CURRENT CHALLENGES

SHORTAGE OF AFFORDABLE LOCAL HOUSING FOR WORKERS & SENIORS - FEW HOUSING OWNERSHIP OPPORTUNITIES - CHANGING DEMOGRAPHICS OF THE SKI INDUSTRY & INCREASED COMPETITION

STRATEGIES

Tier 1 Priorities

- Update the comprehensive plan, including demographic data update and consideration of policy support for the millennial generation and seniors
- Develop diverse options for local working housing through public - private partnerships; study successful models in other resort communities
- Invest in multi-modal improvements prioritizing walkability and bicycle use on streets, with transit, parking and wayfinding.
- Complete Wildridge design guidelines to address constraints and neighborhood compatibility

Tier 2 Priority

- Map railroad right-of-way and Town easements to evaluate transportation options
- Work with local merchants on a bike sharing program
- Evaluate the pros and cons of zoning Wildridge
- Conduct a survey in the Wildridge development to assess interest in transit ridership, including but not limited to days and hours of operation

On-going

- Maintain a strong partner relationship with our business community, developers, Vail Valley Partnership and the Vail Leadership Institute
- Throughout the year, Liaison Appointees and Town Manager will meet with respective principals for developments in the Town of Avon to discuss current issues, development needs and opportunities

Strategic Plan

Fiscal Years 2016-17

PRESERVE & ENHANCE THE NATURAL ENVIRONMENT

Maintaining a strong foundation for the stewardship of Avon's natural resources is a top commitment by the Town. Avon will promote sustainability through the funding of programs and projects to protect the Town's and the regions clean waters and clean air.

RECENT SUCCESSES

WATER AUTHORITY MASTER PLAN COMPLETED -
AVON & POST BLVD ROAD IMPROVEMENTS/ WATER
CONSERVATION - IBC/WILDLAND FIRE UPGRADE -
WILDLAND FIRE MODULE IN WILDRIDGE

CURRENT CHALLENGES

POTENTIAL COLORADO WATER COMPACT CALLS &
SHORTAGES - WILDFIRE POTENTIAL - POTENTIAL
LONG-TERM DROUGHT IMPACTS - EAGLE RIVER
PROTECTION - CLIMATE CHANGE - RESOURCE COST
ESCALATION

STRATEGIES

Tier 1 Priorities

- Within the Council membership, develop succession knowledge of water rights and understandings in the Water Master Plan Agreement so that institutional history and relevant facts are retained and serve as the basis for future domestic water decisions
- Participate with Water Authority representatives to develop a program and policy for the accounting and dedicated use of unallocated water held by the Authority
- Partner with ERFPD on wildfire protection, methods and education
- Continue with the Water Authority, Avon representatives and Mountain Star residents to reach resolution of the Mountain Star water tank, fire flow, and system delivery issues
- Amend the Town's landscape code to more effectively replace vegetation which has been removed

Tier 2 Priorities

- 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
- Evaluate climate action plan/adaptation needs for public and private properties
- Evaluate waste reduction options
- Resolve Avon Drinking Water Facility fenced area for ownership and/or lease to the Water Authority; and, in the interim, remediate liability concerns
- Assess the Town's public tree stock in the park and in right-of-ways for timely replacement

On-going

- Participate as a member of the Urban Run-off Group to evaluate and support, as appropriate, needed Eagle River improvements

Strategic Plan Fiscal Years 2016-17

DEVELOP INCLUSIVE & DIVERSE ECONOMIC, EDUCATIONAL & CULTURAL OPPORTUNITIES

The importance of vibrancy and activity within the Town will be supported by partnering with existing special events and attracting an array of new and diverse cultural, educational and recreational events to Avon, which meet the Town's brand and are in concert with the values of our community and serve to nurture a cohesive sense of place and public.

RECENT SUCCESSES

PAVILION COMPLETION & DIVERSE ACTIVATION -
MAIN STREET MALL COMPLETION & ACTIVATION -
2015 CHAMPIONSHIPS APRES AVON & AUDI SUCCESS -
WEST AVON MULTI-USE TRAILS CONSTRUCTED &
MAINTAINED - MALL MOBILE CART PROGRAM -
SOLICITATION FOR 3RD PARTY PAVILION
CONTRACTOR - RECREATION CENTER UPGRADES -
PLAYGROUND RFP – MARKETING PLAN RFP

CURRENT CHALLENGES

IDENTIFYING & NURTURING A DIVERSE &
SUSTAINABLE YEAR-ROUND SCHEDULE OF CULTURAL
EVENTS - SUMMER REVENUE, WHEN MEASURED BY
SALES TAX, LAGS WINTER RECEIPTS.

STRATEGIES

Tier 1 Priorities

- Fund a diverse program of vibrant arts, educational, cultural and recreational offerings at the Pavilion & Mall
- Upgrade and relocate the Nottingham Park Playground, prioritizing this project for a 2016 GOCO grant application
- Update the *Avon Trails Plan* to provide a comprehensive, prioritized soft and hard trails plan, including trail connectivity; pursue grant funding
- Develop and fund an effective marketing plan for civic engagement, Avon's events, revenue-generating programs, vacation amenities (including lake, beach, and trails), and promoting Avon as a place to play, work and live. The plan will evaluate the use of social media, website and print media. Reaching all segments of the population is paramount, including but not limited to residents, visitors, the younger generation and Hispanic population.

Tier 2 Priorities

- Provide needed improvements to Whitewater Park, its parking and access
- Support regional World Class events and the Walking Mountains School
- Build photo monuments around the commercial core to memorialize Avon's history
- Work to keep and maintain the Hahnewald Barn on site
- If possible, find a new location for Blacksmith Barn
- As appropriate, share the results of the *Community Survey* with potential business interests in terms of types of businesses and services desired in Avon

On-going

- Maximize the grant resources available through potential sources available such as through the Office of Economic Development and International Trade, including its new Outdoor Industry Recreation Office; a Scientific & Cultural Facilities District, and Department of Local Affairs

Strategic Plan Fiscal Years 2016-17

PROVIDE A RESPONSIVE, CUTTING-EDGE & EFFECTIVE GOVERNMENT

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 each department. Provide for the development of capital projects, which support the community-resort economy, and promote the Town brand through a five-year capital investment plan, utilizing appropriate funding mechanisms such as pay-as-you-go, new mill levy and/or current tax receipt long-term debt. Support a work culture that is flexible, innovative and resilient to change

RECENT SUCCESSES

COUNCIL STRATEGIC PRIORITY DIRECTION/PLAN -
BALANCED BUDGETS/RESERVES MAINTAINED -
RESPONSIVENESS FOR WYNDHAM AND MEDICAL
OFFICE BUILDING REVIEWS - COMMUNITY SURVEY -
CIVIC ENGAGEMENT PROGRAMS - TOWN HALL STUDY
COMPLETED - DEFERRED MAINTENANCE FUNDING -
EXPENDITURE SAVINGS FROM ORGANIZATIONAL
RESTRUCTURING, IMPLEMENTATION OF POWERPLAN
RFP SOLICITATION FOR TRACT G

CURRENT CHALLENGES

FUNDING FOR TOWN HALL/PUBLIC SAFETY FACILITY -
FUNDING FOR OTHER CAPITAL PROJECTS - CIVIC
ENGAGEMENT/OUTREACH CHALLENGES - LABOR
FORCE COMPETITION - COMPETING FOR GRANTS FOR
PUBLIC PROJECTS

STRATEGIES

Tier 1 Priorities

- Determine location(s), costs and financing plans for the Town Hall and Police Department
- Maintain Town infrastructure, including all buildings, roads, parks, preserves and trails; appropriating deferred maintenance funds as required, and seeking long term debt approval, when appropriate

Tier 2 Priority

- In a collaborative work group, with Eagle County, its municipalities and major metropolitan districts, review Eagle County’s revenues and expenditures apportionment

On-going

- Provide strategic Council leadership, consistently practicing open and transparent government
- Maintain and consistently evaluate a strong civic engagement program, including ad hoc committees, a bi-annual community survey, volunteerism program, etc.
- Maintain fund balances, contingency and reserves to guarantee a fiscal position that is resilient to economic fluctuations; transfer surplus funds to capital projects
- Continue to develop annual Department work plans, which are measurable and maintain accountability
- Hold annual or bi-annual sessions in joint meeting settings with government partners

TOWN OF AVON
2016-2017 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 2016-2017 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 will increase by 17.1%. Projecting a 10% increase in 2016.</p>	<p>General Fund revenues will increase by \$254,057 in 2016 and remain flat for 2017.</p>	<p>Continue to encourage growth and new construction.</p>
<p>Avon URA TIF The preliminary certification of values indicates that the Town Center West TIF District's assessed value increased by \$4,977,850 or 43.3%. This increase is largely due to the completion of the Wyndham project.</p>	<p>Avon URA TIF revenues will increase by approximately \$305,129. Approximately two-thirds of this increase is due to the Wyndham.</p>	<p>Continue to model revenues in the URA for possible leveraging of TIF financing. Continue to evaluate possible additional URA plan areas subject to redevelopment.</p>
<p>Sales Tax Revenues Year-to-date sales tax revenues are up 11.61% from the same period last year.</p>	<p>Through June, sales tax revenues are over budget by a total of \$390,943.</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 14.86% from the same period last year.</p>	<p>Through June, accommodation tax revenues are over budget by a total of \$89,097.</p>	<p>Continue to implement the new licensing requirements of short-term rentals, and ensure the compliance with the Town's new ordinance.</p>
<p>Real Estate Transfer Tax Year-to-date revenues are down from the previous year by \$82,809 or 5.75%. However, RETT from the sale of Wyndham vacation points have failed to materialize.</p>	<p>A write-down of estimated revenues of \$1,325,312 is necessary to reflect the delay in Wyndham vacation ownership shares. RETT revenues in 2016 are estimated at \$1.8 million and for 2017 \$1.9 million.</p>	<p>Revenues projected from the Wyndham have been removed from the CIP long-range plan so that the Town may be assured of being able to pay for projects without these revenues.</p>

TOWN OF AVON
2016-2017 SITUATIONAL ANALYSIS
Impacts Affecting the Budget

EXPENDITURES		
<p>Personnel Through reorganization of departments and constant review of employee job duties and responsibilities there have been significant budgetary savings in the past two years. In 2016 we see staffing needs in certain departments.</p>	<p>2016 budget include a Human Resources director, long-range planner, Transit operations supervisor, and Transit wash-bay operator. Positions eliminated for 2016 are the Economic Initiative director.</p>	<p>Continue to review vacant positions for potential savings and work efficiencies prior to re-hire.</p>
<p>Employee Compensation In 2014 a step pay program was implemented for all job classifications, each well defined in terms of job description, responsibilities, and qualifications required for performance. To qualify for advancement to the next higher step, an employee must demonstrate work at high level of competence.</p>	<p>The staff anticipates a cost of approximately \$290,577 associated with the step program and related market increases for 2016.</p>	<p>Continue to work on and improve the now implemented pay-for-performance step program for 2016-2017 with a long-term commitment toward the program, including annual market surveys, employee evaluations and funding.</p>
<p>Capital Improvements Town staff prepare a long-range capital improvements plan that models forecasted revenues against priorities in capital projects based upon the Council's strategic plan and other criteria.</p>	<p>Because of delays in receipt of anticipated real estate transfer tax from the Wyndham, resources from other funds, including the General Fund and Equipment Replacement Fund are having to be transferred into the Capital Projects Fund.</p>	<p>Continue to prioritize capital projects and identify projects that should be financed vs. pay-as-you-go.</p>
<p>Joint Public Safety Facility A new joint public safety facility is being planned and designed in partnership with the Eagle River Fire District.</p>	<p>Town Council will make a final decision in November whether to move forward with the project. The cost of the project and how it will be financed is not included in the current long-range CIP.</p>	<p>Continue to assist Council in their decision-making efforts regarding costs, funding, elections, etc.</p>
<p>Town Hall A facility assessment and Space Needs Analysis has been completed for Avon Town Hall.</p>	<p>A number of decisions remain to be made regarding a possible replacement or refurbishment of Town Hall. The costs and possible funding options are not currently included in the long-range CIP.</p>	<p>Continue to assist Council in their decision-making efforts regarding costs, funding, elections, etc.</p>
<p>Fund Balances and Contingencies Revise reserve policy to calculate an appropriate reserve percentage based upon total expenditures. Amounts over and above the reserve minimum would be assigned to be used for capital improvements.</p>	<p>There is no impact to revenues related to changing the General Fund reserve policy.</p>	<p>Continue to maintain adequate reserves and fund deferred maintenance.</p>

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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.

TOWN OF AVON

Financial Overview

TOTAL - ALL FUNDS

	Actual 2014	Original or Prev. Amend. Budget 2015	Final Revised Budget 2015	Adopted Budget 2016	Proposed Budget 2017
REVENUES					
Taxes	\$ 15,964,273	\$ 15,924,726	14,948,841	\$ 15,722,595	\$ 15,477,660
Licenses and Permits	210,636	153,500	273,500	174,000	174,000
Intergovernmental	1,963,946	1,652,956	1,190,762	3,620,742	1,534,341
Charges for Services	3,903,522	3,680,356	3,808,779	3,766,691	3,838,691
Fines and Forfeitures	131,513	106,612	131,612	116,900	116,900
Investment Earnings	45,844	24,113	23,863	45,025	45,372
Other Revenue	566,111	538,709	538,709	603,594	615,021
Total Operating Revenues	22,785,845	22,080,972	20,916,066	24,049,547	21,801,985
Other Sources					
Sales of Fixed Assets	12,555	27,000	27,000	15,000	15,000
Capital Lease Proceeds	170,246	-	-	-	-
Bond and Loan Proceeds	-	3,800,000	3,800,000	2,500,000	1,600,000
Transfers-In From Other Funds	6,248,511	4,098,660	5,788,440	3,500,543	3,369,471
Total Other Sources	6,431,312	7,925,660	9,615,440	6,015,543	4,984,471
TOTAL REVENUES	29,217,157	30,006,632	30,531,506	30,065,090	26,786,456
EXPENDITURES					
General Government and Finance	3,084,616	2,879,121	3,061,517	3,167,179	3,197,579
Community Development	456,063	1,455,162	1,471,513	1,174,639	1,087,086
Public Safety	2,726,711	3,001,223	3,008,713	3,253,284	3,352,052
Road and Bridge, Engineering and Utilities	1,669,401	4,361,591	4,258,317	4,212,418	4,180,949
Transportation and Fleet Maintenance	2,785,188	3,727,970	3,234,651	3,734,465	3,424,770
Parks and Recreation	3,784,166	1,459,752	1,484,230	1,580,019	1,622,227
Total Operating Expenditures	14,506,145	16,884,819	16,518,941	17,122,004	16,864,663
Debt Service	1,842,421	1,900,419	1,912,313	1,908,719	1,333,222
Capital Improvements and Equipment Replacement	8,533,403	7,046,911	4,560,596	5,829,909	3,894,083
Contingency	-	100,000	25,000	100,000	100,000
Other Uses					
Loan to ERFPD	-	-	717,989	-	-
Transfers-Out To Other Funds	6,248,511	4,095,327	5,788,440	3,500,543	3,369,471
TOTAL EXPENDITURES	31,130,480	30,027,476	29,523,279	28,461,175	25,561,439
NET SOURCE (USE) OF FUNDS	(1,913,323)	(20,844)	1,008,227	1,603,915	1,225,017
FUND BALANCES, Beginning of Year	16,281,908	14,370,645	14,368,585	15,376,812	16,980,727
FUND BALANCES, End of Year	\$ 14,368,585	\$ 14,349,801	\$ 15,376,812	\$ 16,980,727	\$ 18,205,744

TOWN OF AVON

Financial Overview

TOTAL - BY FUND

	Special Revenue Funds					
	General Fund	Town Center West	Urban Renewal Fund	Community Enhancement Fund	Water Fund	Affordable Housing Fund
REVENUE						
Taxes	\$ 11,977,899	\$ -	\$ 1,053,955	\$ -	\$ -	\$ -
Licenses and Permits	174,000	-	-	-	-	-
Intergovernmental	990,710	-	-	-	-	-
Charges for Services	1,310,263	-	-	-	170,000	-
Fines and Forfeitures	116,900	-	-	-	-	-
Investment Earnings	25,000	-	4,712	-	-	1,191
Other Revenue	364,900	-	-	84,000	-	2,694
Total Operating Revenues	14,959,672	-	1,058,667	84,000	170,000	3,885
Other Sources						
Sales of Fixed Assets	-	-	-	-	-	-
Capital Lease Proceeds	-	-	-	-	-	-
Bond and Loan Proceeds	-	-	-	-	-	-
Transfers-In From Other Funds	219,735	300,000	-	-	-	-
TOTAL REVENUES	15,179,407	300,000	1,058,667	84,000	170,000	3,885
EXPENDITURES						
General Government, Housing and Finance	3,141,229	-	950	-	-	25,000
Community Development	1,174,639	-	-	-	-	-
Police	3,253,284	-	-	-	-	-
Public Works, Engineering and Utilities	4,090,065	-	-	-	122,353	-
Transportation and Fleet Maintenance	-	-	-	-	-	-
Recreation and Culture	1,281,738	298,281	-	-	-	-
Total Operating Expenditures	12,940,955	298,281	950	-	122,353	25,000
Debt Service	-	-	660,860	-	-	-
Capital Expenditures	-	-	-	-	-	-
Contingency	100,000					
Other Uses						
Transfers-Out To Other Funds	1,952,000	-	550,000	100,000	100,000	-
TOTAL EXPENDITURES	14,992,955	298,281	1,211,810	100,000	222,353	25,000
NET SOURCE (USE) OF FUNDS	186,452	1,719	(153,143)	(16,000)	(52,353)	(21,115)
FUND BALANCES, Beginning of Year	4,578,732	88,584	857,941	96,996	880,199	517,335
FUND BALANCES, End of Year	\$ 4,765,184	\$ 90,303	\$ 704,798	\$ 80,996	\$ 827,846	\$ 496,220

TOWN OF AVON Financial Overview

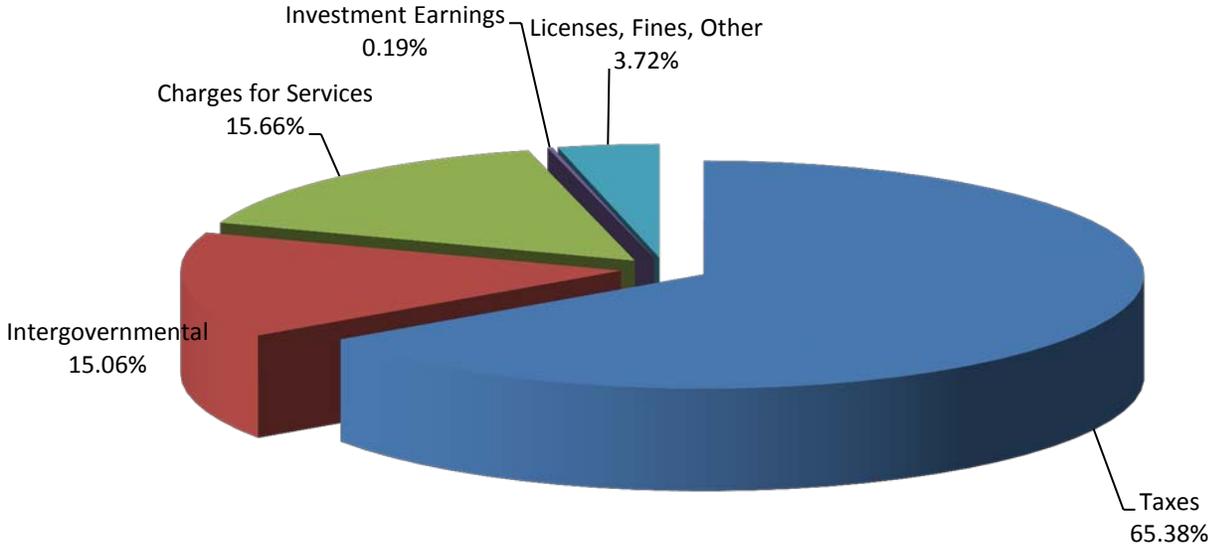
TOTAL - BY FUND

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		
\$ -	\$ 546,531	\$ 2,100,000	\$ 44,210	\$ -	\$ -	\$ 15,722,595	65.38%
-	-	-	-	-	-	174,000	0.72%
-	-	2,158,434	328,000	-	143,598	3,620,742	15.06%
-	-	-	208,829	1,487,632	589,967	3,766,691	15.66%
-	-	-	-	-	-	116,900	0.49%
-	750	13,372	-	-	-	45,025	0.19%
-	-	80,000	72,000	-	-	603,594	2.51%
-	547,281	4,351,806	653,039	1,487,632	733,565	24,049,547	100.00%
-	-	-	-	-	15,000	15,000	
-	-	-	-	-	-	-	
-	-	2,500,000	-	-	-	2,500,000	
-	578,808	820,000	1,282,000	300,000	-	3,500,543	
-	1,126,089	7,671,806	1,935,039	1,787,632	748,565	30,065,090	
-	-	-	-	-	-	3,167,179	18.50%
-	-	-	-	-	-	1,174,639	6.86%
-	-	-	-	-	-	3,253,284	19.00%
-	-	-	-	-	-	4,212,418	24.60%
-	-	-	1,948,496	1,785,969	-	3,734,465	21.81%
-	-	-	-	-	-	1,580,019	9.23%
-	-	-	1,948,496	1,785,969	-	17,122,004	100.00%
-	1,126,089	121,770	-	-	-	1,908,719	
-	-	5,590,240	-	-	239,669	5,829,909	
-	-	-	-	-	-	100,000	
-	-	798,543	-	-	-	3,500,543	
-	1,126,089	6,510,553	1,948,496	1,785,969	239,669	28,461,175	
-	-	1,161,253	(13,457)	1,663	508,896	1,603,915	
-	510,375	5,354,135	631,793	192,819	1,667,903	15,376,812	
\$ -	\$ 510,375	\$ 6,515,388	\$ 618,336	\$ 194,482	\$ 2,176,799	\$ 16,980,727	

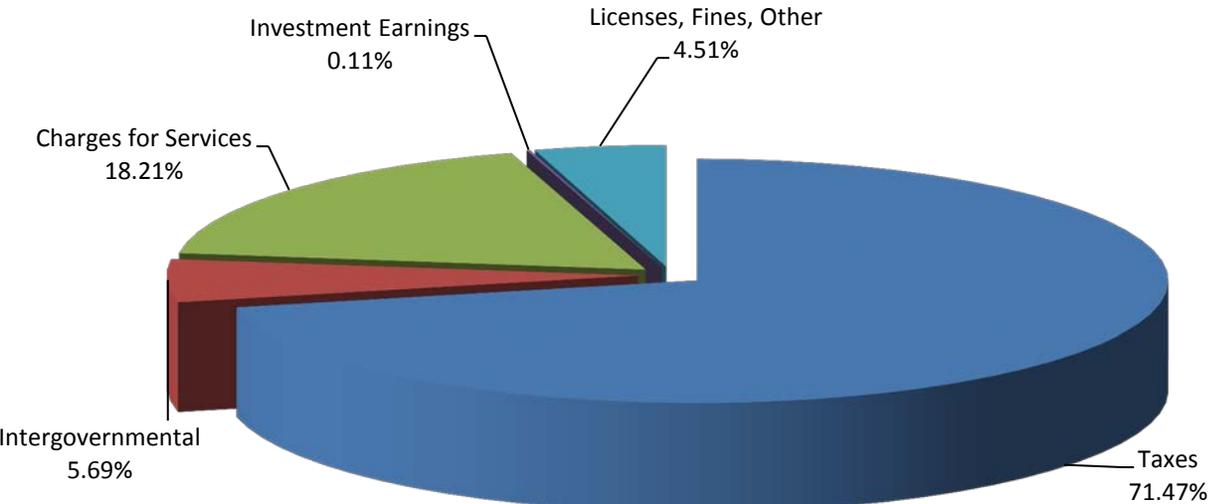
TOWN OF AVON Financial Overview

REVENUES

2016 Total Operating Revenues By Major Source



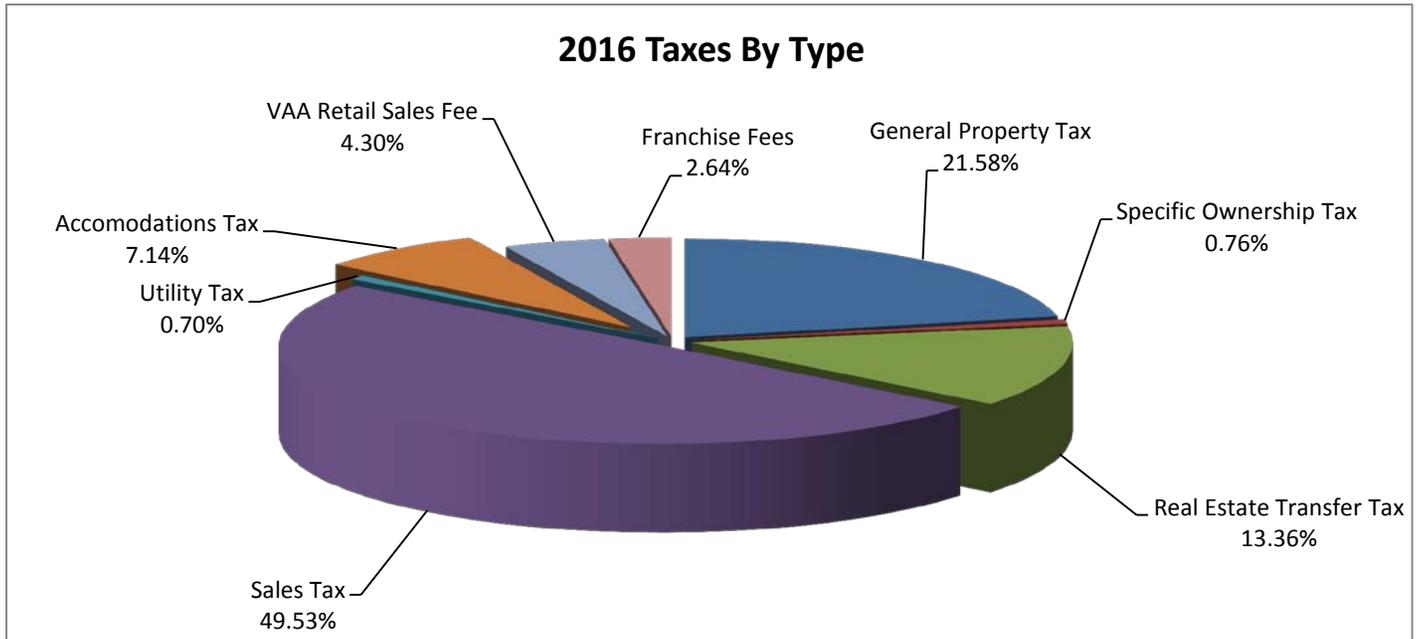
2015 Total Operating Revenues By Major Source



TOWN OF AVON Financial Overview

REVENUES

The Town of Avon anticipates collecting approximately \$15,722,595 or 65.38% of its operating revenues, through an assortment of taxes in 2016. The chart and table below depicts the amount and type of taxes projected for 2016.



	Actual 2014	Original or Prev. Amend. Budget 2015	Final Revised Budget 2015	Adopted Budget 2016	Proposed Budget 2017
TAXES					
General Property Tax	2,800,288	2,772,917	2,826,055	3,392,297	2,792,190
Specific Ownership Tax	112,848	105,000	120,000	120,000	120,000
Real Estate Transfer Tax	3,760,793	3,825,312	2,250,000	2,100,000	2,100,000
Sales Tax	7,097,201	7,056,531	7,498,723	7,787,072	8,097,355
Utility Tax	109,441	110,000	110,000	110,000	110,000
Accommodations Tax	995,540	989,966	1,079,063	1,122,226	1,167,115
VAA Retail Sales Fee	683,833	650,000	650,000	676,000	676,000
Franchise Fees	404,329	415,000	415,000	415,000	415,000
Total Taxes	\$ 15,964,273	\$ 15,924,726	\$ 14,948,841	\$15,722,595	\$ 15,477,660

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.

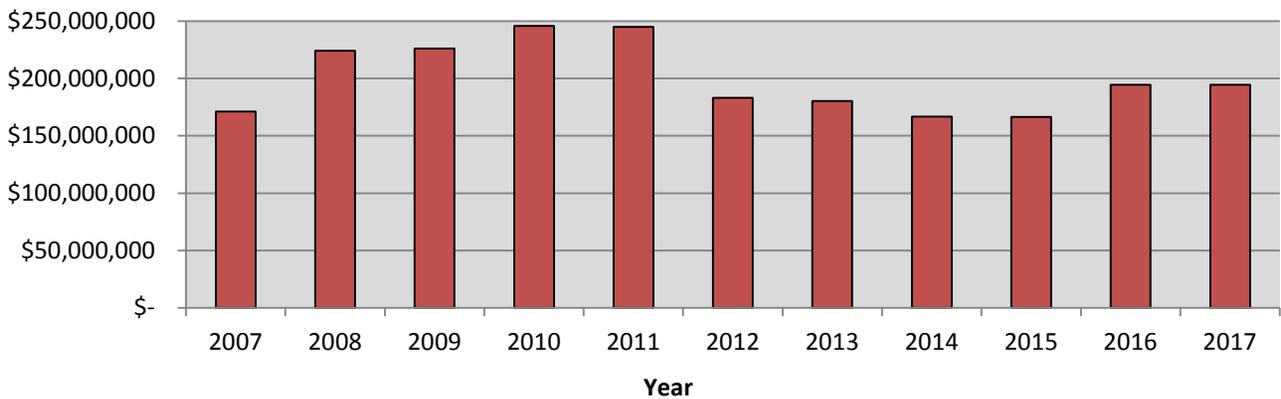
TOWN OF AVON Financial Overview

REVENUES

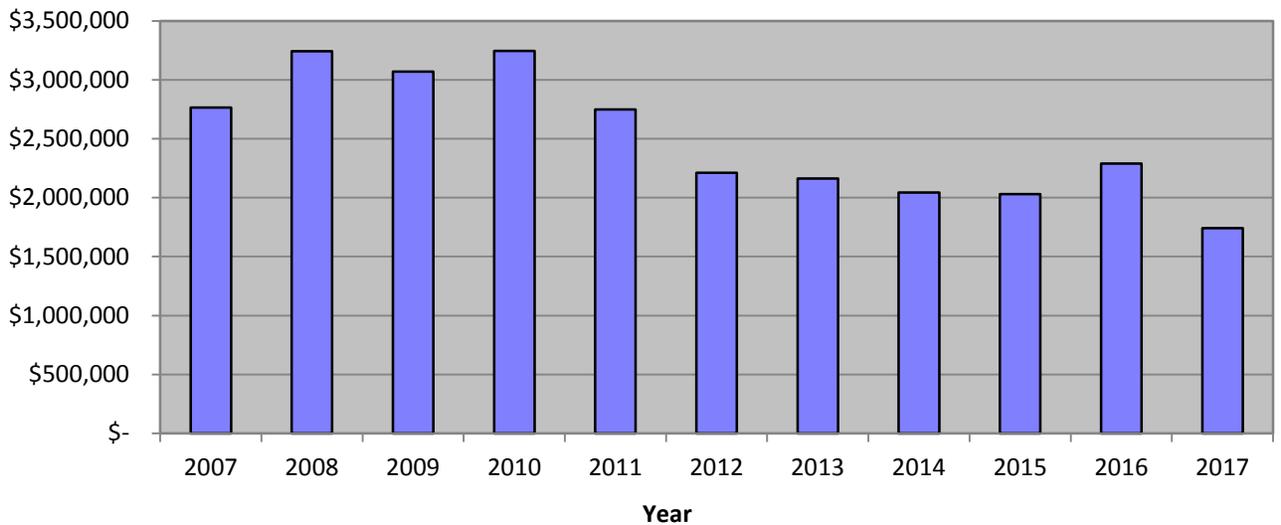
Property Tax

For 2015, the Towns' property tax rate for the General Fund will remain at 8.956 mills. The property tax rate for general bond redemption will decrease from 3.251 to 2.809 mills due to a small increase in the Town's net assessed valuation. In addition, the Avon Urban Renewal Authority has budgeted \$1,053,955 in property tax increment. Total property tax revenues for the Town are budgeted at \$3,390,737 or 21.57% of total tax revenues. The two charts below show the Town's historical property tax levies and assessed valuations for the

Historical Assessed Values



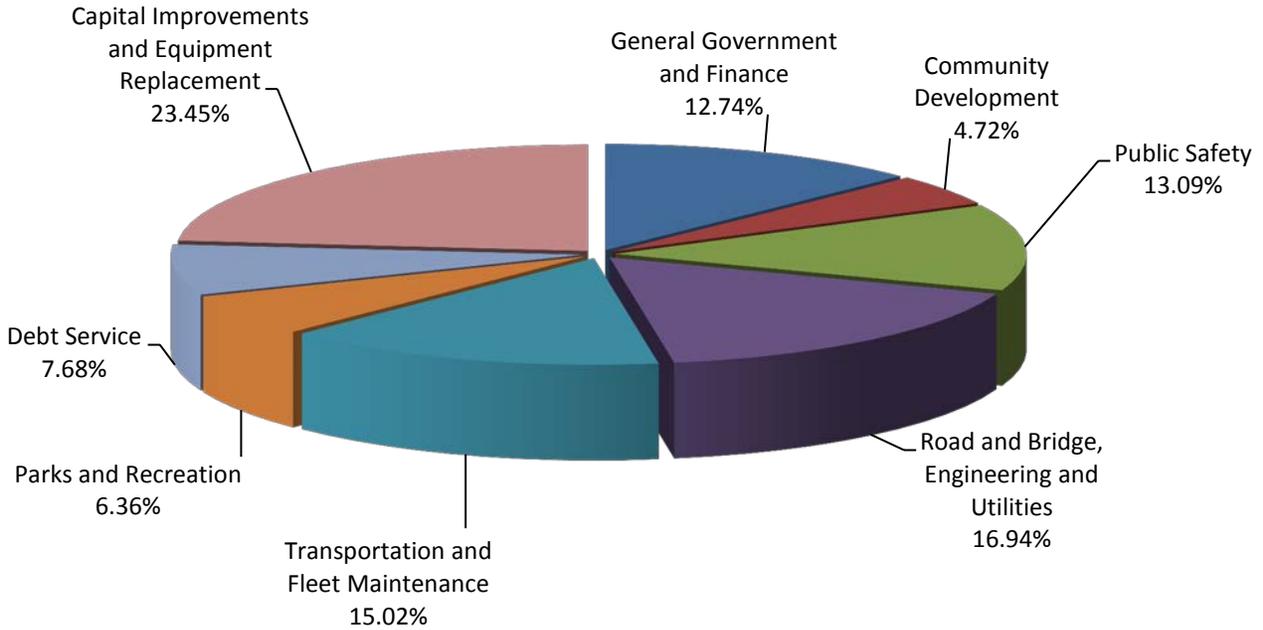
Property Tax Levy



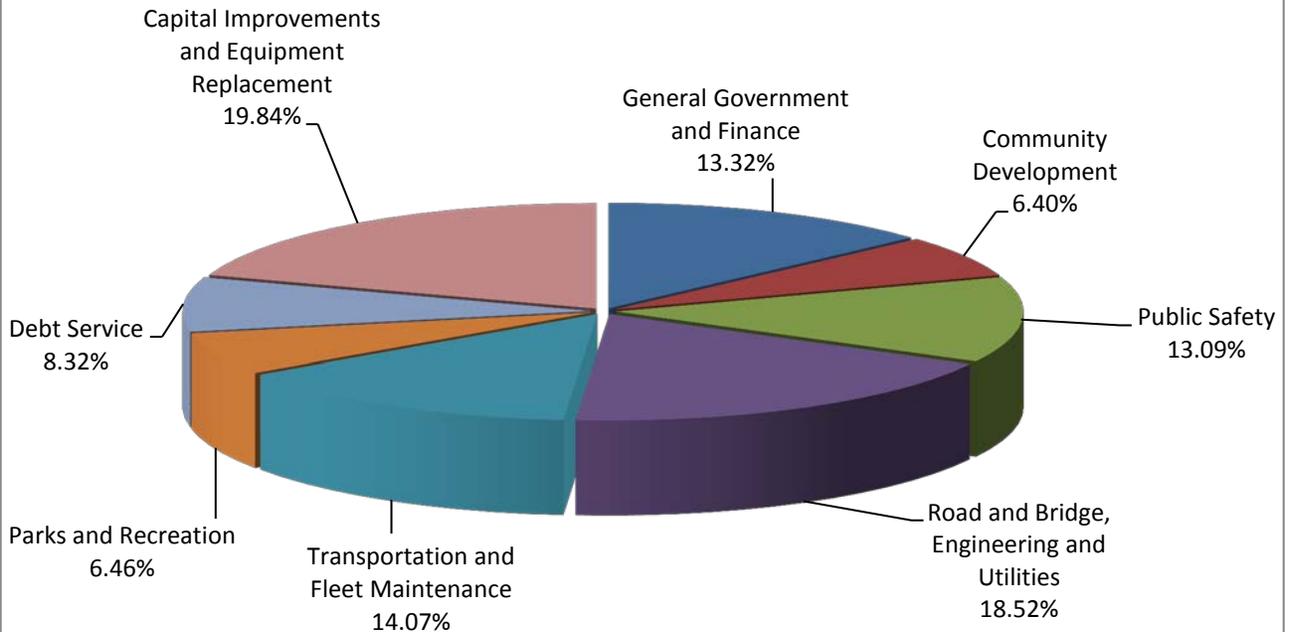
TOWN OF AVON Financial Overview

EXPENDITURES

2016 Total Expenditures By Major Function*



2015 Total Expenditures By Major Function*

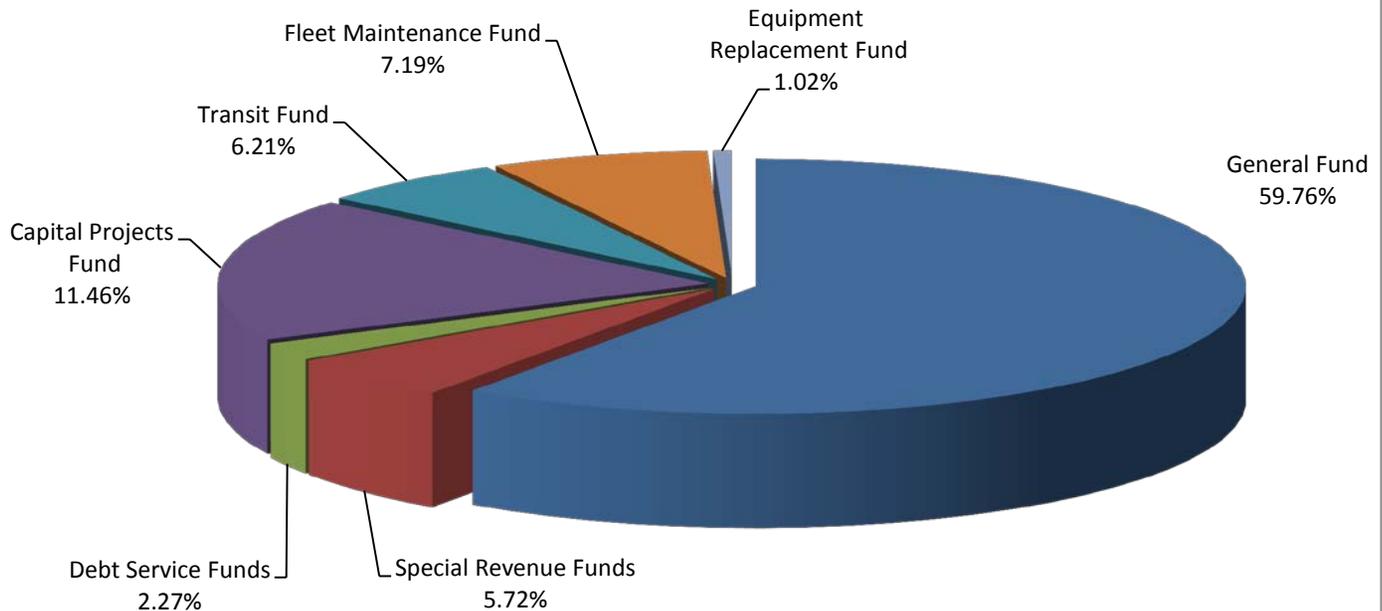


*Total expenditures excluding operating transfers and contingencies

TOWN OF AVON Financial Overview

EXPENDITURES

2016 Total Expenditures By Fund Type

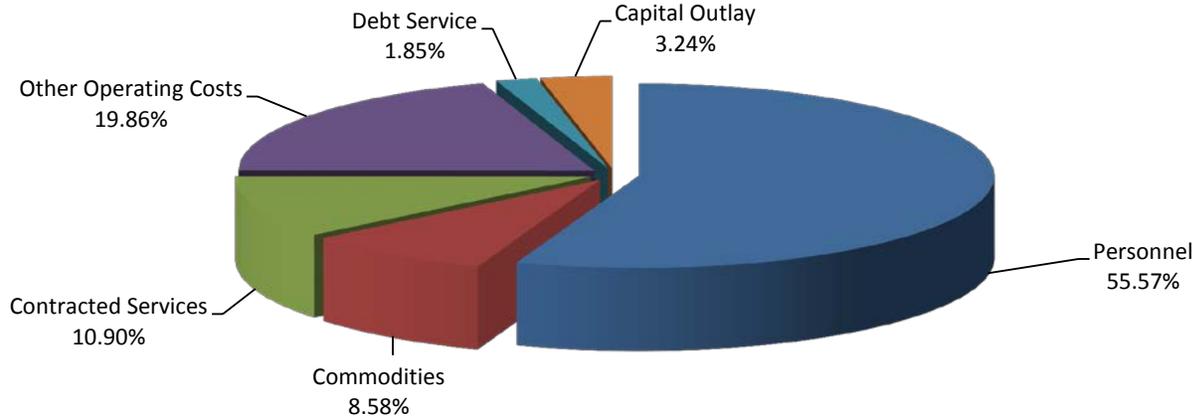


	Actual 2013	Original or Prev. Amend. Budget 2014	Final Revised Budget 2014	Adopted Budget 2015	Proposed Budget 2016
EXPENDITURES					
Governmental Funds:					
General Fund	\$ 14,360,940	\$ 14,690,988	\$ 15,855,451	\$ 14,992,955	\$ 15,274,566
Special Revenue Funds	3,243,362	1,182,365	1,195,342	1,857,444	1,462,635
Debt Service Funds	1,268,091	1,105,345	1,117,239	1,126,089	579,144
Capital Projects Fund	9,020,716	8,800,638	6,301,327	6,510,553	4,666,241
Total	27,893,109	25,779,336	24,469,359	24,487,041	21,982,586
Proprietary Fund Types:					
Transit Fund	1,166,050	2,029,119	1,509,014	1,948,496	1,586,519
Fleet Maintenance Fund	1,619,138	1,698,851	1,725,637	1,785,969	1,838,251
Equipment Replacement Fund	452,183	520,170	1,819,269	239,669	154,083
Total	3,237,371	4,248,140	5,053,920	3,974,134	3,578,853
TOTAL EXPENDITURES	\$ 31,130,480	\$ 30,027,476	\$ 29,523,279	\$ 28,461,175	\$ 25,561,439

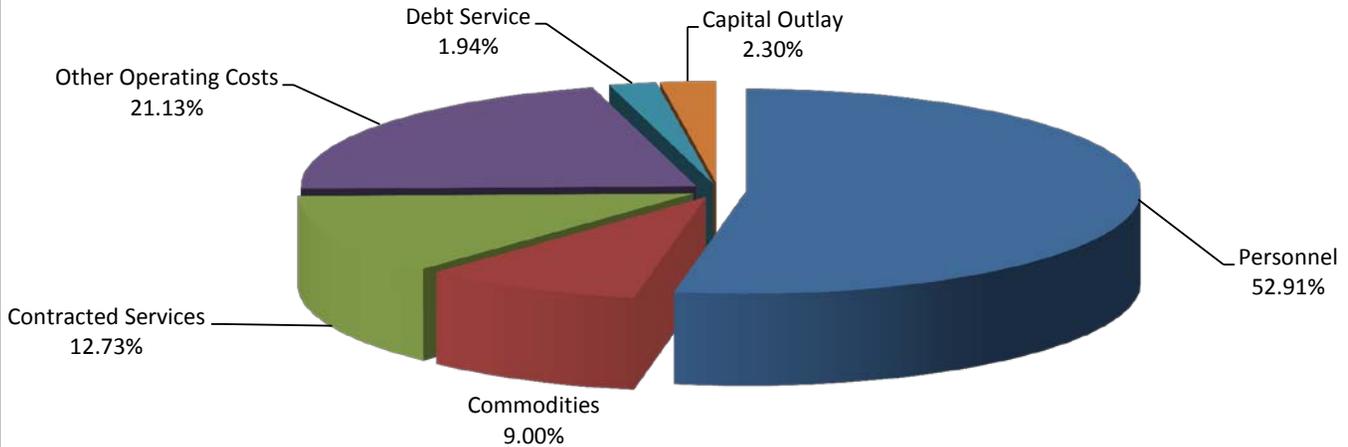
TOWN OF AVON Financial Overview

EXPENDITURES

2016 Total Operating Expenditures By Category



2015 Total Operating Expenditures By Category

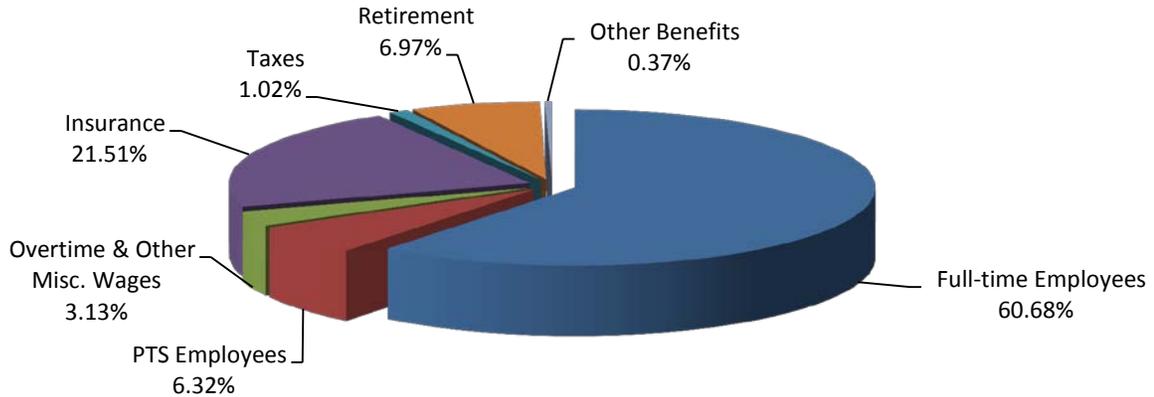


	Actual 2014	Original or Prev. Amend. Budget 2015	Final Revised Budget 2015	Adopted Budget 2016	Proposed Budget 2017
OPERATING EXPENDITURES					
Personnel	\$ 7,848,034	\$ 8,819,816	\$ 8,818,602	\$ 9,536,149	\$ 10,060,088
Commodities	1,272,541	1,456,381	1,499,378	1,472,776	1,404,584
Contracted Services	1,639,560	2,406,490	2,121,846	1,870,140	1,728,619
Other Operating Costs	3,332,266	3,210,787	3,521,144	3,408,647	3,317,330
Debt Service	321,111	322,336	322,606	318,284	319,236
Capital Outlay	133,380	705,830	382,692	555,558	64,302
Total Operating Expenditures	\$ 14,546,892	\$ 16,921,640	\$ 16,666,268	\$ 17,161,554	\$ 16,894,159

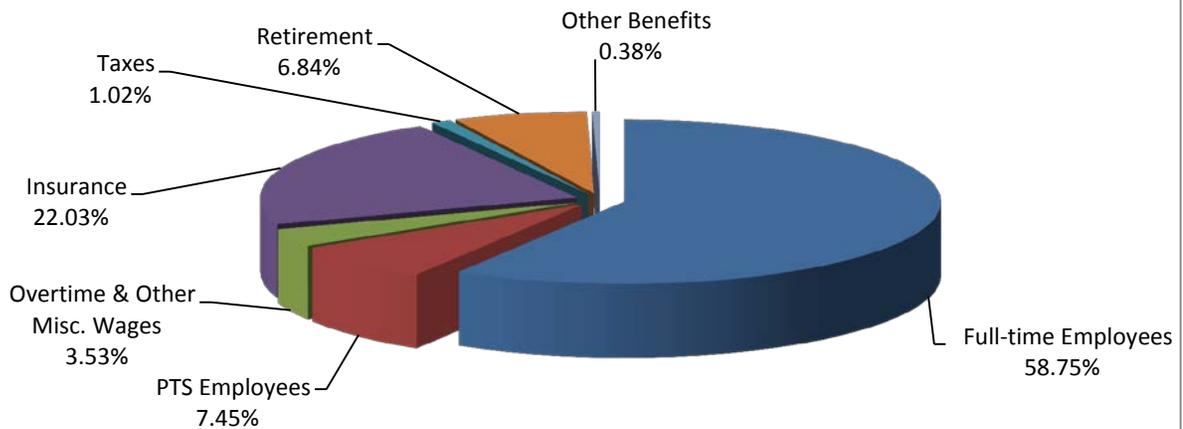
TOWN OF AVON Financial Overview

EXPENDITURES

2016 Personnel Expenditures



2015 Personnel Expenditures



	Actual 2014	Original or Prev. Amend. Budget 2015	Final Revised Budget 2015	Adopted Budget 2016	Proposed Budget 2017
PERSONNEL COSTS					
Salaries and Wages:					
Full-time Employees	\$ 4,716,678	\$ 5,316,311	\$ 5,181,271	\$ 5,786,750	\$ 6,109,714
PTS Employees	662,675	657,577	657,337	602,321	584,797
Overtime & Other Misc. Wages	276,810	279,733	310,901	298,920	302,329
Benefits:					
Insurance	1,525,201	1,827,229	1,942,483	2,050,777	2,226,166
Taxes	79,238	91,136	89,626	97,462	101,941
Retirement	549,738	614,209	603,414	664,366	699,513
Other Benefits	37,694	33,621	33,570	35,553	35,629
Total Personnel Costs	\$ 7,848,034	\$ 8,819,816	\$ 8,818,602	\$ 9,536,149	\$ 10,060,089

MUNICIPAL SERVICES

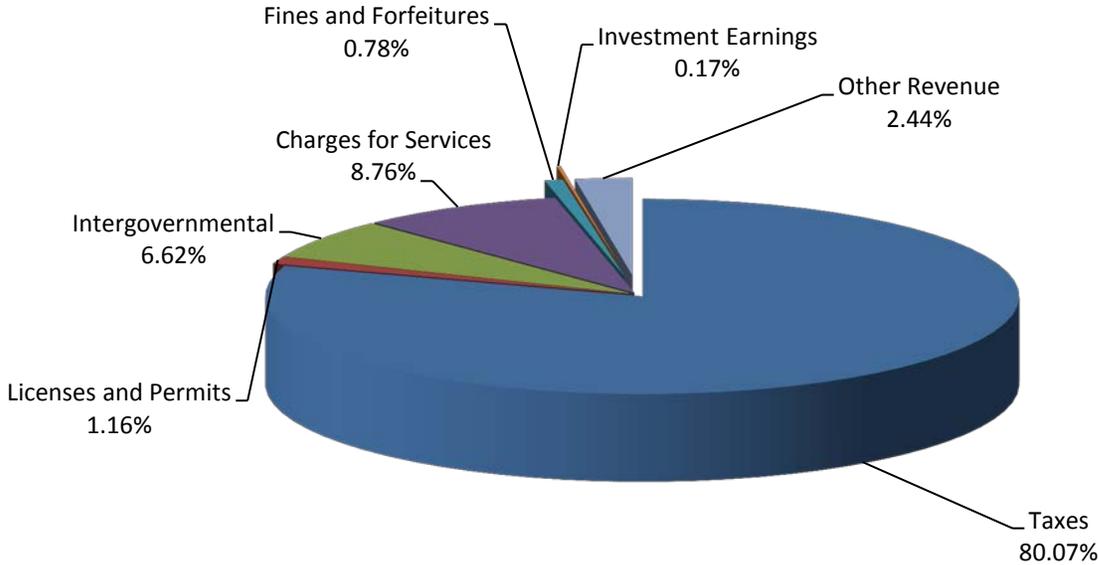
General Fund #10

Fund Summary

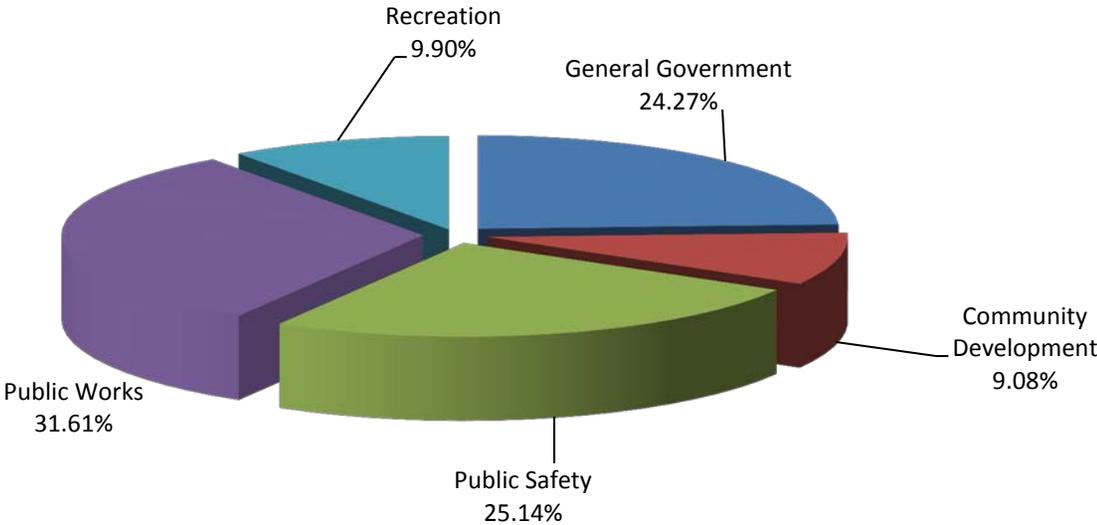
	Actual 2014	Original or Prev. Amend. Budget 2015	Final Revised Budget 2015	Adopted Budget 2016	Proposed Budget 2017
REVENUES					
Taxes	\$ 10,842,607	\$ 10,820,041	\$ 11,368,804	\$ 11,977,899	\$ 12,333,071
Licenses and Permits	210,636	153,500	273,500	174,000	174,000
Intergovernmental	937,927	967,456	970,968	990,710	1,000,743
Charges for Services	1,268,023	1,276,195	1,362,547	1,310,263	1,288,570
Fines and Forfeitures	131,513	106,612	131,612	116,900	116,900
Investment Earnings	26,432	15,000	15,000	25,000	25,000
Other Revenue	347,731	309,119	309,119	364,900	364,900
Total Operating Revenues	13,764,869	13,647,923	14,431,550	14,959,672	15,303,184
Other Sources					
Capital Lease Proceeds	-	-	-	-	-
Sales of Capital Assets	-	-	-	-	-
Transfer-In From Capital Projects Fund	207,121	1,538,335	1,538,335	219,735	226,327
Total Other Sources	207,121	1,538,335	1,538,335	219,735	226,327
TOTAL REVENUES	\$ 13,971,990	\$ 15,186,258	\$ 15,969,885	\$ 15,179,407	\$ 15,529,511
EXPENDITURES					
General Government	\$ 2,884,616	\$ 2,878,171	\$ 3,060,567	\$ 3,141,229	\$ 3,196,629
Community Development	456,063	1,455,162	1,471,513	1,174,639	1,087,086
Public Safety	2,726,711	3,001,223	3,008,713	3,253,284	3,352,052
Public Works	3,409,472	4,156,304	4,052,286	4,090,065	4,054,620
Recreation	1,654,078	1,203,128	1,215,373	1,281,738	1,319,179
Total Operating Expenditures	11,130,940	12,693,988	12,808,452	12,940,955	13,009,566
Contingency	-	100,000	25,000	100,000	100,000
Other Uses					
Transfers-Out to Town Center West Fund	45,000	150,000	150,000	250,000	300,000
Transfers-Out to Capital Projects Fund	2,025,000	345,000	1,545,000	120,000	370,000
Transfers-Out to Transit	860,000	1,102,000	1,026,999	1,282,000	1,220,000
Transfers-Out to Fleet Maintenance	300,000	300,000	300,000	300,000	275,000
Total Other Uses	3,230,000	1,897,000	3,021,999	1,952,000	2,165,000
TOTAL EXPENDITURES	14,360,940	14,690,988	15,855,451	14,992,955	15,274,566
NET SOURCE (USE) OF FUNDS	(388,950)	495,270	114,434	186,452	254,945
FUND BALANCES, Beginning of Year	4,853,248	4,464,298	4,464,298	4,578,732	4,765,184
FUND BALANCES, End of Year	\$ 4,464,298	\$ 4,959,568	\$ 4,578,732	\$ 4,765,184	\$ 5,020,129
FUND BALANCES:					
Nonspendable	\$ -	\$ -	\$ -	\$ -	\$ -
Restricted For:					
3% TABOR Emergency Reserve	476,619	598,376	476,619	532,355	543,192
Assigned For:					
Special Events	-	121,878	47,878	275,000	350,000
Capital Improvements	-	-	-	250,000	250,000
Unassigned:					
25% Minimum Reserve Balance	3,590,235	3,672,747	3,571,363	3,693,239	3,701,142
Undesignated, Unreserved	397,444	566,567	482,872	14,590	175,796
TOTAL FUND BALANCES	\$ 4,464,298	\$ 4,959,568	\$ 4,578,732	\$ 4,765,184	\$ 5,020,129

MUNICIPAL SERVICES General Fund

2016 Operating Revenues



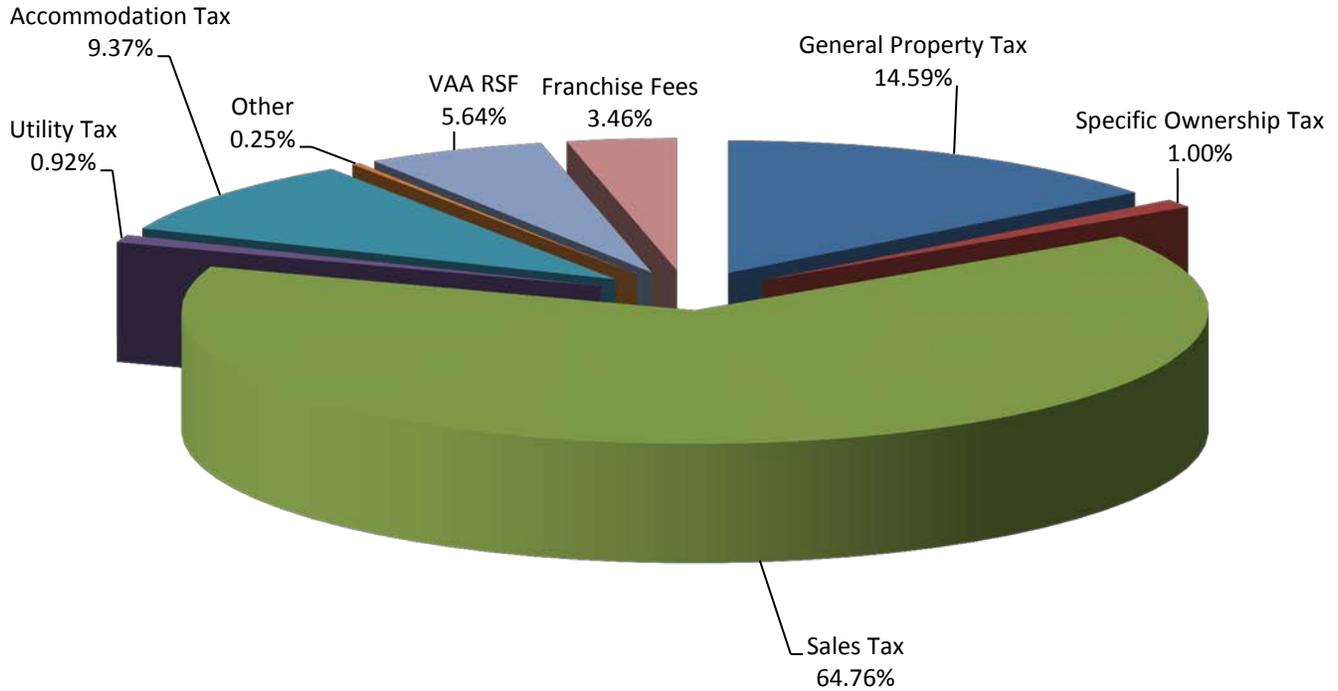
2016 Operating Expenditures



MUNICIPAL SERVICES General Fund

Revenues

2016 Taxes

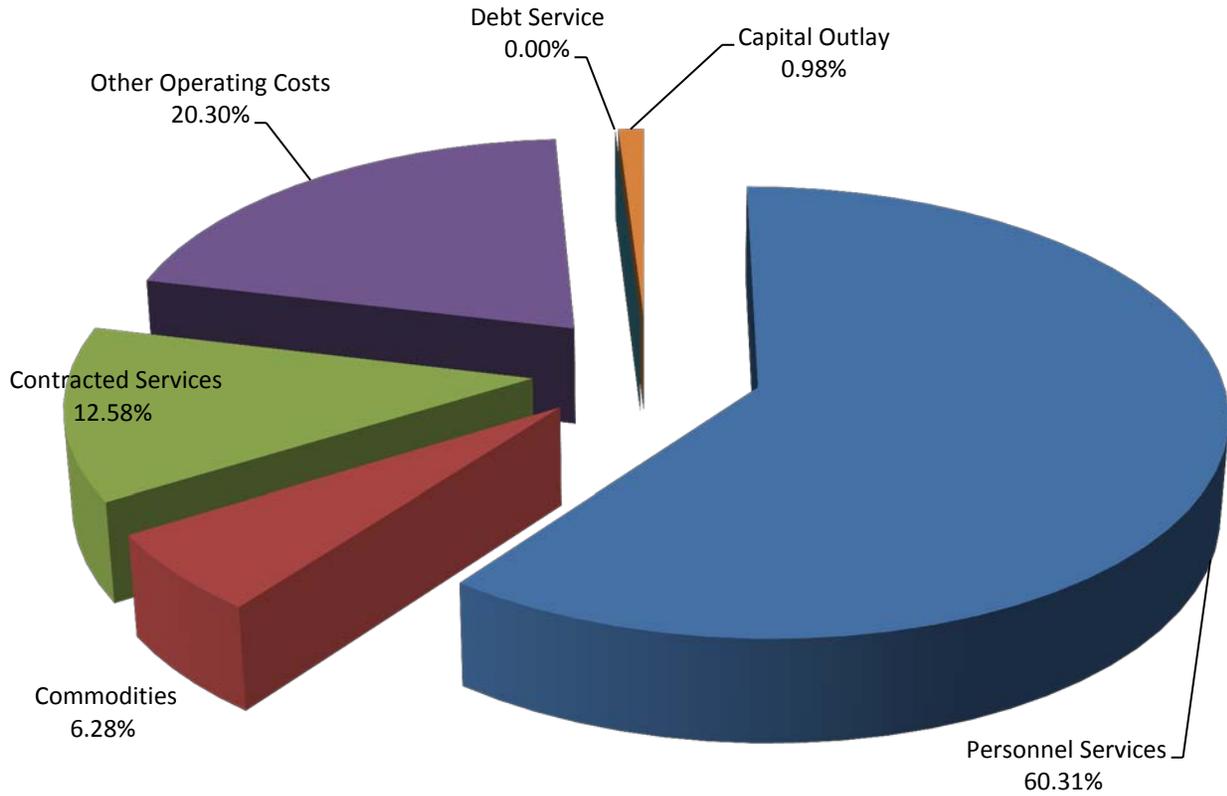


	Actual 2014	Original or Prev. Amend. Budget 2015	Final Revised Budget 2015	Adopted Budget 2016	Proposed Budget 2017
TAXES					
General Property Tax	\$ 1,443,146	\$ 1,493,544	\$ 1,496,018	\$ 1,747,601	\$ 1,747,601
Specific Ownership Tax	112,848	105,000	120,000	120,000	120,000
Sales Tax	7,067,759	7,036,531	7,458,723	7,757,072	8,067,355
Utility Tax	109,441	110,000	110,000	110,000	110,000
Accommodation Tax	995,541	989,966	1,079,063	1,122,226	1,167,115
Other	25,710	20,000	40,000	30,000	30,000
VAA RSF	683,833	650,000	650,000	676,000	676,000
Franchise Fees	404,329	415,000	415,000	415,000	415,000
TOTAL TAXES	\$ 10,842,607	\$ 10,820,041	\$ 11,368,804	\$ 11,977,899	\$ 12,333,071

MUNICIPAL SERVICES General Fund

Expenditures

**2016 Operating Expenditures
By Object Class**



	Personnel Services	Commodities	Contracted Services	Other Operating Costs	Debt Service	Capital Outlay	Total
EXPENDITURES							
General Government	\$ 2,109,079	\$ 96,717	\$ 442,175	\$ 469,704	\$ -	\$ 20,554	\$ 3,141,229
Community Development	510,812	7,725	254,702	398,850	-	2,550	1,174,639
Public Safety	2,469,168	127,885	46,870	561,561	-	47,800	3,253,284
Public Works	1,712,408	456,589	843,623	1,021,595	-	55,850	4,090,065
Recreation and Culture	1,001,732	70,162	40,793	165,251	-	3,800	1,281,738
TOTAL OPERATING EXPENDITURES	\$ 7,803,199	\$ 759,078	\$ 1,628,163	\$ 2,616,961	\$ -	\$ 130,554	\$ 12,937,955

MUNICIPAL SERVICES General Fund

Revenue Detail

Account Number	Description	Actual 2014	Original or Prev. Amend. Budget 2015	Final Revised Budget 2015	Adopted Budget 2016	Proposed Budget 2017
Taxes:						
51101	General Property Tax	\$1,492,307	\$1,492,044	\$ 1,492,044	\$ 1,746,101	\$ 1,746,101
51102	General Property Tax - Delinquent Collections	4	500	500	500	500
51103	General Property Tax - Interest	(15,663)	1,000	3,474	1,000	1,000
51104	General Property Tax - Abatements	(33,502)	-	-	-	-
51201	Specific Ownership Tax	112,848	105,000	120,000	120,000	120,000
51301	Sales Tax	7,067,759	7,036,531	7,458,723	7,757,072	8,067,355
51302	Utility Tax	109,441	110,000	110,000	110,000	110,000
51303	Accommodation Tax	995,541	989,966	1,079,063	1,122,226	1,167,115
51304	Penalties and Interest	25,512	15,000	35,000	25,000	25,000
51305	Sales Tax Audit Assessments	198	5,000	5,000	5,000	5,000
51307	VAA Retail Sales Fee	683,833	650,000	650,000	676,000	676,000
51402	Franchise Fees	404,329	415,000	415,000	415,000	415,000
51000	Total Taxes	10,842,607	10,820,041	11,368,804	11,977,899	12,333,071
Licenses and Permits:						
52101	Liquor Licenses	5,949	7,000	7,000	7,000	7,000
52102	Business Licenses	22,300	20,000	40,000	40,000	40,000
52103	Contractor's Licenses	11,315	10,500	10,500	10,500	10,500
52201	Building Permits	162,446	107,900	207,900	107,900	107,900
52205	Road Cut Permits	8,626	8,000	8,000	8,000	8,000
52206	Other Licenses and Permits	-	100	100	-	-
52207	Mobile Vendor Cart Permits	-	-	-	600	600
52000	Total Licenses and Permits	210,636	153,500	273,500	174,000	174,000
Intergovernmental:						
Federal Grants:						
53106	Click It or Ticket	7,563	8,000	8,000	8,000	8,000
53107	Ballistic Vests	1,892	1,400	1,400	2,475	-
State Grants						
53204	LEAF Grant	15,618	22,000	25,512	22,000	22,000
53206	High Visibility Grant	20,050	14,000	14,000	14,000	14,000
Local Government/Other Agency						
53402	Eagle County- Trail Safety and Repair	-	10,000	10,000	-	-
53900	Eagle River Youth Coalition	8,920	8,500	8,500	-	-
	Subtotal: Grants	54,043	63,900	67,412	46,475	44,000
State/County Shared Revenue:						
53301	Conservation Trust	61,825	65,000	65,000	65,000	65,000
53302	Motor Vehicle Registration	26,010	22,000	22,000	22,000	22,000
53303	Highway User's Tax	186,860	182,445	182,445	183,000	183,000
53304	Cigarette Tax	41,460	40,000	40,000	47,000	47,000
53305	County Sales Tax	425,950	453,111	453,111	471,235	483,743
53306	Road & Bridge Fund	139,000	140,000	140,000	153,000	153,000
53308	State Severance Tax	2,779	1,000	1,000	3,000	3,000
	Subtotal: Shared Revenue	883,884	903,556	903,556	944,235	956,743
53000	Total Intergovernmental	937,927	967,456	970,968	990,710	1,000,743

MUNICIPAL SERVICES General Fund

Revenue Detail

Account Number	Description	Actual 2014	Original or Prev. Amend. Budget 2015	Final Revised Budget 2015	Adopted Budget 2016	Proposed Budget 2017
Charges for Services:						
General Government:						
54101	Sales of Map and Publications	-	-	-	-	-
54102	Photocopying Charges	110	300	300	300	300
54103	License Hearing Fees	75	100	100	100	100
54104	Other Fees and Charges	2,788	1,250	1,250	1,250	1,250
54105	CC & Paper Filing Fees	694	250	250	-	-
54201	Plan Check Fees	86,179	58,100	108,100	58,100	58,100
54202	Subdivision Review Fees	1,905	1,000	1,000	-	-
54203	Design Review Fees	15,063	20,000	20,000	20,000	20,000
54204	Animal Control Fees	300	500	500	500	500
54205	Abatement Services	276	-	-	-	-
54206	Fire Impact Fee Administration Fees	1,695	2,500	2,500	2,500	2,500
54301	Police Reports	625	600	600	600	600
54302	Police Extra Duty	21,750	20,000	20,000	20,000	20,000
54303	Fingerprinting Fees	5,328	4,000	4,000	4,500	4,500
54304	VIN Inspection Fees	16,915	13,000	18,000	18,000	18,000
54305	False Alarm Fees/Misc Police Dept Fees	885	1,000	1,000	1,000	1,000
54306	National Night Out	600	500	1,175	1,200	1,200
54399	DUI Reimbursement	20,559	14,000	22,092	22,092	22,092
Subtotal: General Govern.		175,747	137,100	200,867	150,142	150,142
Recreation Facility:						
54601	Admission Fees	708,888	751,500	751,500	751,500	751,500
54602	Program Fees	42,295	42,000	42,000	27,257	28,430
54603	Rentals	41,397	41,000	41,000	41,000	41,000
54604	Merchandise Sales	14,805	12,500	12,500	8,500	12,500
54605	Childcare	3,956	-	-	-	-
54606	Rec Center Services	7,523	12,000	12,000	12,000	12,000
54607	Fitness Program Revenues	65,596	63,000	63,000	53,500	54,500
Other Recreation:						
54651	Adult Program Revenues	10,459	11,000	11,000	36,200	14,350
54652	Cabin Equipment Rentals	26,102	30,000	9,500	2,000	2,000
54653	Athletic Field Rentals	3,909	5,500	13,500	5,500	5,500
54654	Cabin Concessions	2,781	3,000	50	200	1,000
54655	Youth Program Revenues	101,828	111,000	111,000	128,550	113,220
54676	Sponsorships	30,250	24,250	43,000	43,000	48,000
54678	Event Fees	14,817	9,275	28,000	9,775	9,775
54679	Special Event Admission Fees	17,670	23,070	23,630	41,139	44,653
Subtotal: Recreation		1,092,276	1,139,095	1,161,680	1,160,121	1,138,428
54000	Total Charges for Services	1,268,023	1,276,195	1,362,547	1,310,263	1,288,570

MUNICIPAL SERVICES General Fund

Revenue Detail

Account Number	Description	Actual 2014	Original or Prev. Amend. Budget 2015	Final Revised Budget 2015	Adopted Budget 2016	Proposed Budget 2017
Fines and Forfeitures:						
55101	Court Fines - Traffic	64,617	60,000	60,000	60,000	60,000
55102	Court Fines - Criminal	24,572	20,000	40,000	30,000	30,000
55103	Court Fines - Parking	9,528	5,000	10,000	10,000	10,000
55105	Court Costs	9,005	8,000	8,000	8,000	8,000
55106	Jury Fees	-	150	150	150	150
55107	Bond Forfeitures	300	500	500	500	500
55110	Police Training Surcharge	9,030	8,250	8,250	8,250	8,250
55120	Police Forfeiture Revenue	14,461	4,712	4,712	-	-
55000	Total Fines and Forfeitures	131,513	106,612	131,612	116,900	116,900
Investment Earnings:						
57101	Interest	26,432	15,000	15,000	25,000	25,000
57000	Total Investment Earnings	26,432	15,000	15,000	25,000	25,000
Other Revenues:						
58101	Recreational Amenity Fees	224,385	230,000	230,000	285,000	285,000
58109	Bond Issuance Fees	10,739	-	-	9,800	9,800
58201	Lease of Town-Owned Property	57,327	44,019	44,019	40,000	40,000
58999	Miscellaneous Nonclassified Revenues	55,280	35,100	35,100	30,100	30,100
58000	Total Other Revenues	347,731	309,119	309,119	364,900	364,900
50000	TOTAL REVENUES	\$13,764,869	\$13,647,923	\$ 14,431,550	\$ 14,959,672	\$ 15,303,184

MUNICIPAL SERVICES General Fund

Department Expenditure Summaries

Dept./Div. Number	Description	Actual 2014	Original or Prev. Amend. Budget 2015	Final Revised Budget 2015	Adopted Budget 2016	Proposed Budget 2017
General Government:						
111	Mayor and Town Council	\$ 544,134	\$ 235,171	\$ 239,890	\$ 210,907	\$ 203,586
112	Boards and Commissions	10,940	15,299	15,299	15,299	15,299
113	Town Attorney	174,128	155,000	155,000	130,000	130,000
121	Municipal Court	89,964	100,234	109,763	124,210	129,227
115	Town Clerk	162,057	124,747	119,161	135,636	121,287
131	Town Manager	270,259	353,069	359,067	366,967	379,235
133	Community Relations	116,451	125,360	132,355	149,897	137,580
Subtotal General Government		1,367,933	1,108,880	1,130,535	1,132,916	1,116,214
Human Resources:						
132	Human Resources	214,755	220,886	371,589	411,819	439,522
Finance and IT:						
141	Finance	707,288	774,084	779,580	812,834	836,694
143	Information Systems	314,597	385,028	383,706	384,847	405,120
149	Nondepartmental	280,043	389,293	395,157	398,813	399,079
Subtotal Finance and IT		1,301,928	1,548,405	1,558,443	1,596,494	1,640,893
Total General Government and Finance		2,884,616	2,878,171	3,060,567	3,141,229	3,196,629
Community Development:						
212	Planning	229,089	277,000	288,835	317,767	317,538
213	Building Inspection	126,984	136,410	135,274	146,758	155,101
214	Economic Development	99,990	215,144	130,568	40,600	40,600
215	Town Produced Events	-	623,758	366,864	314,364	323,847
216	Signature Event Seed Funding	-	5,000	302,122	125,000	50,000
217	Community Grants	-	197,850	247,850	230,150	200,000
Total Community Development		456,063	1,455,162	1,471,513	1,174,639	1,087,086
Police Department:						
311	Administration	529,934	595,431	619,470	658,376	661,732
312	Patrol	1,972,310	2,162,311	2,136,521	2,331,166	2,411,493
313	Investigations	224,467	243,481	252,722	263,742	278,827
Total Police Department		2,726,711	3,001,223	3,008,713	3,253,284	3,352,052
Public Works						
<i>Engineering:</i>						
412	Engineering	221,685	488,935	378,633	273,664	263,627
418	Buildings and Facilities	962,572	1,121,795	1,160,027	1,109,892	1,058,365
<i>Roads and Bridges:</i>						
413	Roads and Bridges	1,277,550	1,515,799	1,494,783	1,612,864	1,603,105
415	Parks and Grounds	947,665	1,029,775	1,018,843	1,093,645	1,129,523
Total Public Works Department		3,409,472	4,156,304	4,052,286	4,090,065	4,054,620

MUNICIPAL SERVICES General Fund

Department Expenditure Summaries

Dept./Div. Number	Description	Actual 2014	Original or Prev. Amend. Budget 2015	Final Revised Budget 2015	Adopted Budget 2016	Proposed Budget 2017
Recreation Department:						
513	Special Events	529,582	-	-	-	-
514	Administration	210,714	198,528	214,045	238,223	235,491
515	Adult Programs	24,402	27,671	35,359	58,827	59,025
516	Aquatics	368,197	436,309	435,468	427,447	451,352
517	Childcare	26,461	-	-	-	-
518	Fitness	152,084	138,344	131,054	132,740	132,517
519	Guest Services	212,579	252,537	272,204	292,090	305,999
521	Youth Programs	101,078	121,498	121,165	132,411	134,795
522	Cabin	28,981	28,241	6,078	-	-
Total Recreation		1,654,078	1,203,128	1,215,373	1,281,738	1,319,179
TOTAL OPERATING EXPENDITURES		\$ 11,130,940	\$12,693,988	\$ 12,808,452	\$ 12,940,955	\$ 13,009,566

MUNICIPAL SERVICES General Fund

Departmental Operating Costs

Dept./ Div. Number	Description	Personnel Services	Commodities	Purchased & Contracted Services	Other Operating Costs	Debt Service	Capital Outlay	Contingency	Total
General Government:									
111	Town Council	\$ 163,207	\$ -	\$ 8,800	\$ 22,400	\$ -	\$ 16,500	\$ -	\$ 210,907
112	Boards and Commissions	13,299	-	-	2,000	-	-	-	15,299
113	Town Attorney	-	-	130,000	-	-	-	-	130,000
115	Town Clerk	88,371	3,550	19,925	23,790	-	-	-	135,636
121	Municipal Court	97,857	500	25,278	575	-	-	-	124,210
131	Town Manager	344,322	225	1,000	15,918	-	2,502	3,000	366,967
133	Community Relations	51,022	625	39,200	59,050	-	-	-	149,897
Subtotal General Govt		758,078	4,900	224,203	123,733	-	19,002	3,000	1,132,916
Human Resources Department:									
132	Human Resources	362,565	13,347	13,130	22,777	-	-	-	411,819
Finance and IT:									
141	Finance Department	686,016	10,100	90,394	24,772	-	1,552	-	812,834
143	Information Systems	222,352	34,645	73,333	54,517	-	-	-	384,847
149	Nondepartmental	80,068	33,725	41,115	243,905	-	-	-	398,813
Subtotal Finance and IT		988,436	78,470	204,842	323,194	-	1,552	-	1,596,494
Total General Govt and Finance		2,109,079	96,717	442,175	469,704	-	20,554	3,000	3,141,229
Community Development:									
212	Planning	222,718	1,800	78,388	13,261	-	1,600	-	317,767
213	Building Inspection	135,723	625	3,750	6,660	-	-	-	146,758
214	Economic Development	-	-	28,600	12,000	-	-	-	40,600
215	Town Produced Events	152,371	5,300	143,964	11,779	-	950	-	314,364
216	Signature Event Seed Funding	-	-	-	125,000	-	-	-	125,000
217	Community Grants	-	-	-	230,150	-	-	-	230,150
Total Community Development		510,812	7,725	254,702	398,850	-	2,550	-	1,174,639
Public Safety:									
Police Department:									
311	Administration	575,584	18,560	28,946	34,336	-	950	-	658,376
312	Patrol	1,649,744	103,275	16,724	516,473	-	44,950	-	2,331,166
313	Investigations	243,840	6,050	1,200	10,752	-	1,900	-	263,742
Total Public Safety		2,469,168	127,885	46,870	561,561	-	47,800	-	3,253,284
Public Works									
412	Engineering	231,054	30,500	6,000	6,110	-	-	-	273,664
413	Roads and Bridges	586,843	195,706	397,478	432,837	-	-	-	1,612,864
415	Parks	536,104	137,341	209,820	187,480	-	22,900	-	1,093,645
418	Buildings & Facilities	358,407	93,042	230,325	395,168	-	32,950	-	1,109,892
Total Public Works		1,712,408	456,589	843,623	1,021,595	-	55,850	-	4,090,065

**MUNICIPAL SERVICES
General Fund**

Departmental Operating Costs

Dept./ Div. Number	Description	Personnel Services	Commodities	Purchased & Contracted Services	Other Operating Costs	Debt Service	Capital Outlay	Contingency	Total
Recreation:									
514	Administration	158,380	6,660	25,293	46,940	-	950	-	238,223
515	Adult Programs	51,905	6,922	-	-	-	-	-	58,827
516	Aquatics	364,698	28,005	15,000	18,794	-	950	-	427,447
518	Fitness	64,087	3,500	-	65,153	-	-	-	132,740
519	Guest Services	252,701	13,775	-	24,664	-	950	-	292,090
521	Youth Programs	109,961	11,300	500	9,700	-	950	-	132,411
Total Recreation		1,001,732	70,162	40,793	165,251	-	3,800	-	1,281,738
TOTAL OPERATING EXPENDITURES		\$ 7,803,199	\$ 759,078	\$ 1,628,163	\$ 2,616,961	\$ -	\$ 130,554	\$ 3,000	\$ 12,940,955

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 Public Works oversees the Fund budget, which is accounted for in the Public Works department.

DEPARTMENT FINANCIAL SUMMARY

Department Expenditures by Category	Actual 2014	Original or Prev. Amend. Budget 2015	Final Revised Budget 2015	Adopted Budget 2016	Proposed Budget 2017
SEE THE GENERAL FUND - PUBLIC WORKS DEPARTMENT					

MUNICIPAL SERVICES
Town Center West Maintenance Fund #21

Fund Summary

	Actual 2014	Original or Prev. Amend. Budget 2015	Final Revised Budget 2015	Adopted Budget 2016	Proposed Budget 2017
REVENUES					
Other Revenue:					
Insurance Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Nonclassified Revenues	-	-	-	-	-
Total Operating Revenues	-	-	-	-	-
Other Sources					
Transfers In - General Fund	45,000	150,000	150,000	250,000	300,000
Transfers In - Urban Renewal Authority	200,000	100,000	100,000	50,000	-
TOTAL REVENUES	245,000	250,000	250,000	300,000	300,000
EXPENDITURES					
Public Works:					
Main Street Maintenance	219,851	256,625	268,857	298,281	303,048
Total Operating Expenditures	219,851	256,625	268,857	298,281	303,048
TOTAL EXPENDITURES	219,851	256,625	268,857	298,281	303,048
NET SOURCE (USE) OF FUNDS	25,149	(6,625)	(18,857)	1,719	(3,048)
FUND BALANCES, Beginning of Year	82,292	102,390	107,441	88,584	90,303
FUND BALANCES, End of Year	\$ 107,441	\$ 95,765	\$ 88,584	\$ 90,303	\$ 87,255

DESCRIPTION	2014 ACTUALS	2015 AMENDED	2015 FINAL	2016 ADOPTED	2017 PROPOSED
61101 Regular Full-time Salaries	80,541	88,232	89,694	97,324	104,876
61106 Paid out Leave	0	837	861	931	1,006
61121 PTS Wages	18,445	21,660	15,000	19,240	19,240
[Entity] Budget Detail Desc.	Note				Total
[417] 1 26 Week PTS at \$18.50/hour					19,240
Total					19,240
61151 Overtime Wages	84	3,600	1,600	1,000	1,000
[Entity] Budget Detail Desc.	Note				Total
[417] TCW Staff Overtime					1,000
Total					1,000
61301 FT Pension	8,860	9,798	9,961	10,808	11,647
61302 PTS Pension	693	812	563	722	722
61304 Employee Assistance Prog	48	49	49	48	48
61401 FICA/Medicare	1,431	1,658	1,554	1,718	1,829
61501 Group Health and Life Insu	14,156	15,800	29,820	33,801	36,934
61505 Long-term Disability Insura	737	801	814	891	962
61507 Dental Insurance	1,053	1,182	2,340	2,765	2,907
61509 Worker's Compensation	3,818	4,218	5,237	6,375	6,812
61510 Unemployment Insurance	297	343	321	355	378
61000 Personnel Services	130,163	148,989	157,813	175,978	188,362
62202 Sand and Gravel	0	650	0	0	0
62205 Plumbing and Electrical Su	1,880	3,000	2,500	2,500	2,500
[Entity] Budget Detail Desc.	Note				Total
[417] Replacement bollard components					2,000
[417] Irrigation Components					500
Total					2,500
62206 Landscaping and Plant Ma	4,522	5,350	5,350	5,350	5,900
[Entity] Budget Detail Desc.	Note				Total
[417] Mulch					1,500
[417] Compost					500
[417] Annual & Perennials					3,000
[417] Sod					0
[417] Seed					350
Total					5,350
62305 Chemicals	3,710	4,700	4,000	4,000	4,000
[Entity] Budget Detail Desc.	Note				Total
[417] Fertilizer					1,000
[417] Icemelt					3,000
Total					4,000

DESCRIPTION	2014 ACTUALS	2015 AMENDED	2015 FINAL	2016 ADOPTED	2017 PROPOSED
62401 Gasoline	1,110	1,500	1,500	1,500	1,500
[Entity] Budget Detail Desc.		Note			Total
[417] Unleaded Fuel					1,500
Total					1,500
62402 Diesel	1,460	1,700	500	500	550
[Entity] Budget Detail Desc.		Note			Total
[417] Diesel Fuel					500
Total					500
62805 Clothing and Uniforms	535	1,860	1,000	1,000	1,000
[Entity] Budget Detail Desc.		Note			Total
[417] Outerwear (3ppl)					400
[417] Work Clothing (3ppl)					600
Total					1,000
62806 Safety Materials and Suppl	472	600	600	600	600
[Entity] Budget Detail Desc.		Note			Total
[417] Work Boots					450
[417] Misc. Supplies					150
Total					600
62807 Consumable Tools/Small	1,731	2,650	1,000	2,500	450
[Entity] Budget Detail Desc.		Note			Total
[417] Hand Tools					350
[417] String Trimmer					650
[417] Push Mower					1,500
Total					2,500
62899 Other Miscellaneous Oper	4,045	5,000	5,000	3,500	3,500
[Entity] Budget Detail Desc.		Note			Total
[417] Replacement LED Holiday Lights					2,500
[417] Misc. Materials					1,000
Total					3,500
62000 Commodities	19,465	27,010	21,450	21,450	20,000
63999 Other Purchased and Cont	28,784	43,200	37,760	36,360	36,360
[Entity] Budget Detail Desc.		Note			Total
[417] Weed Control					1,000
[417] Tree Care					3,000
[417] Snow Removal Contract					21,000
[417] Misc. Other repairs					1,000
[417] Mall Landscape Maintenance Contract					10,360
Total					36,360

DESCRIPTION	2014 ACTUALS	2015 AMENDED	2015 FINAL	2016 ADOPTED	2017 PROPOSED
63000 Purchased and Contract	28,784	43,200	37,760	36,360	36,360
64203 Electric	9,423	10,000	10,000	10,000	10,000
[Entity] Budget Detail Desc.		Note			Total
[417] Avon Station, Lettuce Shed Lane					10,000
Total					10,000
64401 Fleet Maintenance Charge	14,521	9,565	23,973	25,230	26,378
[Entity] Budget Detail Desc.		Note			Total
[417] Annual Fleet Maintenance Charges					25,230
Total					25,230
64402 Equipment Replacement C	15,624	15,989	15,989	22,035	21,220
[Entity] Budget Detail Desc.		Note			Total
[417] Annual Equipment Rental Charges					22,035
Total					22,035
64403 Washbay Charges	1,872	1,872	1,872	728	728
[Entity] Budget Detail Desc.		Note			Total
[417] Annual Washbay Charges - 2 vehicles					728
Total					728
64000 Other Operating Costs	41,440	37,426	51,834	57,993	58,326
66499 Other Machinery and Equi	0	0	0	6,500	0
[Entity] Budget Detail Desc.		Note			Total
[417] Polar Trac Plow Attachment					6,500
Total					6,500
66000 Capital Outlay	0	0	0	6,500	0
60000T Total Expenditures & O	219,851	256,625	268,857	298,281	303,048

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 2007, and is the only plan area within Avon; it has a 25-year life of increment finance. Property tax increment revenues for 2016 are based upon an increment of \$16,479,750 and an overlapping mill rate of 61.588, resulting in a 40.7% increase in revenues from the previous year. This increase is due primarily to the completion of the Wyndham Vacation Ownership development. Additional tax increment revenues are anticipated in 2017 from the construction of the Buck Creek Medical Plaza. In 2016 and 2017, funds transferred to the Town Center West Maintenance Fund are reduced to \$50,000 and zero, respectively. Transfers-out to the Capital Projects Fund are budgeted at \$500,000 and \$400,000 for 2016 and 2017, respectively.

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	Adopted	Proposed
	2014	Prev. Amend.	Revised		
		Budget	Budget	Budget	Budget
	2014	2015	2015	2016	2017
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -
Commodities	-	-	-	-	-
Contract Services	-	700	700	700	700
Other Operating Costs	-	250	250	250	250
Capital Outlay	-	-	40,000	-	-
Total	\$ -	\$ 950	\$ 40,950	\$ 950	\$ 950
Department Expenditures by Program					
SEE CAPITAL PROJECTS & TOWN CENTER WEST MAINTENANCE FUND					

AVON URBAN RENEWAL AUTHORITY #22

Summary

Fund Summary

	Actual 2014	Original or Prev. Amend. Budget 2015	Final Revised Budget 2015	Adopted Budget 2016	Proposed Budget 2017
REVENUES					
Taxes	\$ 784,986	\$ 698,162	\$ 748,826	\$ 1,053,955	\$ 1,000,379
Investment Earnings	4,492	3,141	3,391	4,712	7,853
Total Operating Revenues	789,478	701,303	752,217	1,058,667	1,008,232
TOTAL REVENUES	789,478	701,303	752,217	1,058,667	1,008,232
EXPENDITURES					
Current:					
General Government	-	950	950	950	950
Capital Improvements	-	40,000	40,000	-	-
Debt Service:					
Principal	305,000	320,000	320,000	410,000	395,000
Interest	239,573	229,504	229,504	218,240	203,808
Treasurer Fees	29,757	29,000	29,000	31,620	32,500
Fiscal Charges	-	1,000	1,000	1,000	1,000
Total Operating Expenditures	574,330	620,454	620,454	661,810	633,258
Other Uses					
Transfers Out - Capital Projects Fund	700,000	-	-	500,000	400,000
Transfers Out - Town Center West Mtc. Fund	200,000	100,000	100,000	50,000	-
Total Other Uses	900,000	100,000	100,000	550,000	400,000
TOTAL EXPENDITURES	1,474,330	720,454	720,454	1,211,810	1,033,258
NET SOURCE (USE) OF FUNDS	(684,852)	(19,151)	31,763	(153,143)	(25,026)
FUND BALANCES, Beginning of Year	1,511,030	826,178	826,178	857,941	704,798
FUND BALANCES, End of Year	\$ 826,178	\$ 807,027	\$ 857,941	\$ 704,798	\$ 679,772
FUND BALANCES:					
Restricted For:					
Debt Service	\$ 628,240	\$ 628,240	\$ 628,240	\$ 628,240	\$ 628,240
Urban Renewal	197,938	178,787	229,701	76,558	51,532
TOTAL FUND BALANCES	\$ 826,178	\$ 807,027	\$ 857,941	\$ 704,798	\$ 679,772

AVON URBAN RENEWAL AUTHORITY
Debt Service

Debt Service Summary

Account Number	Description	Actual 2014	Original or Prev. Amend. Budget 2015	Final Revised Budget 2015	Adopted Budget 2016	Proposed Budget 2017
DEBT SERVICE						
933	Series 2013, Tax Increment Revenue Bonds					
64303	Treasurer Fees	\$ 29,757	\$ 29,000	\$ 29,000	\$ 31,620	\$ 32,500
65101	Principal	305,000	320,000	320,000	410,000	395,000
65102	Interest	239,573	229,504	229,504	218,240	203,808
65103	Fiscal Charges	-	1,000	1,000	1,000	1,000
60000	TOTAL DEBT SERVICE	\$ 574,330	\$ 579,504	\$ 579,504	\$ 660,860	\$ 632,308

AVON URBAN RENEWAL AUTHORITY

Capital Projects

CIP Projects Inventory

Account Number	Description	Actual 2014	Original or Prev. Amend. Budget 2015	Final Revised Budget 2015	Adopted Budget 2016	Proposed Budget 2017
CAPITAL IMPROVEMENT PROJECTS						
Roads and Streets:						
Street Improvements:						
32016	Main Street Construction	\$ 33,986	\$ -	\$ -	\$ -	\$ -
32018	Nottingham Road Streetlights	-	40,000	40,000	-	-
Total Capital Improvement Projects		\$ 33,986	\$ 40,000	\$ 40,000	\$ -	\$ -

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. One percent (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, and undergrounding of overhead electric and other utility lines.

The CEF generates approximately \$84,000/year and at the end of 2016 there is estimated be \$80,996 remaining in the CEF Fund Balance. The project in the CIP proposed to be funded by the CEF in 2016 is the undergrounding of the power lines along the Eagle Valley Trail between Eaglebend Apartments and Stonebridge Drive in 2016 (\$100,000).

ADMINISTRATION OF THE DEPARTMENT

The Town Engineer administers the Community Enhancement Fund.

DEPARTMENT FINANCIAL SUMMARY

Department Expenditures by Category	Actual 2014	Original or Prev. Amend. Budget 2015	Final Revised Budget 2015	Adopted Budget 2016	Proposed Budget 2017
	SEE CAPITAL PROJECTS FUND				

MUNICIPAL SERVICES
Community Enhancement Fund #23

Fund Summary

	Actual 2014	Original or Prev. Amend. Budget 2015	Final Revised Budget 2015	Adopted Budget 2016	Proposed Budget 2017
REVENUES					
Other Revenue:					
Community Enhancement Fees	\$ 78,268	\$ 84,000	\$ 84,000	\$ 84,000	\$ 84,000
Total Operating Revenues	78,268	84,000	84,000	84,000	84,000
Other Sources					
Transfers In - General Fund	-	-	-	-	-
TOTAL REVENUES	78,268	84,000	84,000	84,000	84,000
EXPENDITURES					
Public Works:					
Community Enhancement	-	-	-	-	-
Total Operating Expenditures	-	-	-	-	-
Other Uses					
Transfers Out - Capital Projects Fund	608,000	-	-	100,000	-
TOTAL EXPENDITURES	608,000	-	-	100,000	-
NET SOURCE (USE) OF FUNDS	(529,732)	84,000	84,000	(16,000)	84,000
FUND BALANCES, Beginning of Year	542,728	18,728	12,996	96,996	80,996
FUND BALANCES, End of Year	\$ 12,996	\$ 102,728	\$ 96,996	\$ 80,996	\$ 164,996
FUND BALANCES:					
Restricted For:					
Community Enhancement Projects	\$ 12,996	\$ 2,728	\$ (3,004)	\$ 80,996	\$ 164,996
Assigned For:					
US Hwy 6 Trail Project Undergrounding	-	100,000	100,000	-	-
TOTAL FUND BALANCES	\$ 12,996	\$ 102,728	\$ 96,996	\$ 80,996	\$ 164,996

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. 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 20% of the Engineer's total administration time is charged to the Water Fund.

Department Expenditures by Category	Actual	Original or	Final	Adopted	Proposed
	2014	Prev. Amend. Budget	Revised Budget	Budget	Budget
		2015	2015	2016	2017
Personnel Services					
Commodities					
Contract Services					
Other Operating Costs					
Capital Outlay					
Total	\$ -	\$ -	\$ -	\$ -	\$ -
Department Expenditures by Program					
Water Utilities	\$ 170,166	\$ 205,286	\$ 206,031	\$ 132,353	\$ 136,329
Total	\$ 170,166	\$ 205,286	\$ 206,031	\$ 132,353	\$ 136,329

2015 MAJOR ACCOMPLISHMENTS

1. Installation of water meter and vault on Eaglebend Drive.
2. Managed water rights documentation for Nottingham Dam in Village (at Avon) and RICD.
3. Worked with Upper Eagle Regional Water Authority and Mountain Star HOA to resolve water tank issues.

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 25%
 Estimated Nonpersonnel Costs \$ 20,813
Total Activity Cost \$ 33,089
 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 2016-17 Strategic Plan.

Estimated Personnel Time 75%
 Estimated Nonpersonnel Costs \$ 62,437
Total Activity Cost \$ 99,264
 Performance Metric(s) Community Survey

MUNICIPAL SERVICES

Water Fund #24

Fund Summary

	Actual 2014	Original or Prev. Amend. Budget 2015	Final Revised Budget 2015	Adopted Budget 2016	Proposed Budget 2017
REVENUES					
Charges for Services:					
Water Surcharges	\$ 149,832	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Tap Fees	285,948	20,000	20,000	20,000	20,000
Tap Fees - Mountain Star	53,822	-	-		
Total Charges for Services	489,602	170,000	170,000	170,000	170,000
Other Revenues					
Nonclassified Revenues	-	-	-	-	-
TOTAL REVENUES	\$ 489,602	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000
EXPENDITURES					
Water Utilities	170,166	205,286	206,031	122,353	126,329
Total Operating Expenditures	170,166	205,286	206,031	122,353	126,329
Other Uses					
Transfers Out - Capital Projects Fund	157,764	-	-	100,000	-
TOTAL EXPENDITURES	327,930	205,286	206,031	222,353	126,329
NET SOURCE (USE) OF FUNDS	161,672	(35,286)	(36,031)	(52,353)	43,671
FUND BALANCES, Beginning of Year	754,558	916,230	916,230	880,199	827,846
FUND BALANCES, End of Year	\$ 916,230	\$ 880,944	\$ 880,199	\$ 827,846	\$ 871,517
FUND BALANCES:					
Restricted For:					
Water Projects	\$ 916,230	\$ 280,944	\$ 300,199	\$ 247,846	\$ 291,517
Assigned For:					
Mountain Star Water Tank Contribution	-	600,000	580,000	580,000	580,000
TOTAL FUND BALANCES	\$ 916,230	\$ 880,944	\$ 880,199	\$ 827,846	\$ 871,517

424 Water Utilities

Town of Avon
Line Item Detail

DESCRIPTION	2014 ACTUALS	2015 AMENDED	2015 FINAL	2016 ADOPTED	2017 PROPOSED
61101 Regular Full-time Salaries	31,638	33,749	33,806	35,983	38,921
61106 Paid out Leave	0	330	331	357	367
61151 Overtime Wages	99	0	0	0	0
61201 Automobile Allowance	900	900	900	888	902
61301 FT Pension	3,480	3,749	3,755	3,997	4,322
61304 Employee Assistance Prog	8	8	8	8	8
61401 FICA/Medicare	491	507	508	540	583
61501 Group Health and Life Insu	4,699	5,217	5,597	5,860	6,405
61505 Long-term Disability Insura	160	164	164	168	171
61507 Dental Insurance	366	410	410	431	453
61509 Worker's Compensation	605	648	687	761	825
61510 Unemployment Insurance	95	105	105	112	121
61000 Personnel Services	42,543	45,786	46,272	49,103	53,079
62899 Other Miscellaneous Oper	0	33	33	0	0
62000 Commodities	0	33	33	0	0
63101 Legal Services	58,801	55,000	55,000	30,000	30,000
[Entity] Budget Detail Desc.		Note			Total
[424] Water Attorney Fees					30,000
Total					30,000
63102 Audit and Accounting Servi	1,500	1,500	1,500	1,500	1,500
[Entity] Budget Detail Desc.		Note			Total
[424] 2016 Audit					1,500
Total					1,500
63104 Engineering Services	1,500	5,000	5,000	3,000	3,000
[Entity] Budget Detail Desc.		Note			Total
[424] Engineering Services for Dam Monitoring					3,000
Total					3,000
63999 Other Purchased and Cont	36,823	69,967	44,447	20,000	20,000
[Entity] Budget Detail Desc.		Note			Total
[424] Ditch Main., Water Water Quality Main.					20,000
Total					20,000
63000 Purchased and Contract	98,624	131,467	105,947	54,500	54,500
64902 Financial Support, Donatio	28,750	28,000	28,000	18,500	18,500
[Entity] Budget Detail Desc.		Note			Total
[424] Watershed Council, 4k					4,000
[424] Water Quality Monitoring, 13,5k					13,500
[424] Eagle River Cleanup 1k					1,000

[Entity] Budget Detail Desc.	Note				Total
Total					18,500
64905 Insurance Premiums	250	0	259	250	250
[Entity] Budget Detail Desc.	Note				Total
[424] CIRSA Insurance Premium					250
Total					250
64000 Other Operating Costs	29,000	28,000	28,259	18,750	18,750
66102 Land Improvements	0	0	25,520	0	0
66000 Capital Outlay	0	0	25,520	0	0
69101 Operating Transfers-Out	157,764	0	0	100,000	0
[Entity] Budget Detail Desc.	Note				Total
[424] Transfer-Out - CIP (Pumphouse Pumps)					100,000
Total					100,000
69000 Other Uses	157,764	0	0	100,000	0
60000T Total Expenditures & O	327,930	205,286	206,031	222,353	126,329

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. In late 2013, the Town Council approved a request to contribute \$200,000 towards the Augustana Castle Peak Senior Care facility in Eagle, Colorado. A supplemental budget amendment was made for the 2014 budget in May, 2014

ADMINISTRATION OF THE DEPARTMENT

The Town Manager administers the Affordable Housing Fund.

DEPARTMENT FINANCIAL SUMMARY

Department Expenditures by Category	Actual	Original or	Final	Adopted	Proposed
	2014	Prev. Amend. Budget 2015	Revised Budget 2015	Budget 2016	Budget 2017
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -
Commodities	-	-	-	-	-
Contract Services	-	-	-	-	-
Other Operating Costs	200,000	-	-	-	-
Capital Outlay	-	-	-	-	-
Total	\$ 200,000	\$ -	\$ -	\$ -	\$ -
Department Expenditures by Program	NO EXPENDITURES ARE PROVIDED IN THE 2016 BUDGET. A PROGRAM FOR USE OF THE MONIES IN 2016-17 HAS YET TO BE DEVELOPED.				

MUNICIPAL SERVICES
Affordable Housing Fund #25

Fund Summary

	Actual 2014	Original or Prev. Amend. Budget 2015	Final Revised Budget 2015	Adopted Budget 2016	Proposed Budget 2017
REVENUES					
Investment Earnings	\$ 1,311	\$ 1,231	\$ 1,231	\$ 1,191	\$ 1,059
Other Revenue:					
Nonclassified Revenues	2,429	2,510	2,510	2,694	2,681
Total Operating Revenues	3,740	3,741	3,741	3,885	3,740
TOTAL REVENUES	3,740	3,741	3,741	3,885	3,740
EXPENDITURES					
General Government:					
Affordable Housing	200,000	-	-	25,000	-
Total Operating Expenditures	200,000	-	-	25,000	-
TOTAL EXPENDITURES	200,000	-	-	25,000	-
NET SOURCE (USE) OF FUNDS	(196,260)	3,741	3,741	(21,115)	3,740
FUND BALANCES, Beginning of Year	709,854	513,594	513,594	517,335	496,220
FUND BALANCES, End of Year	\$ 513,594	\$ 517,335	\$ 517,335	\$ 496,220	\$ 499,960

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 2014	Original or Prev. Amend. Budget 2015	Final Revised Budget 2015	Adopted Budget 2016	Proposed Budget 2017
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	-	-	-	-
FUND BALANCES, End of Year	\$ -	\$ -	\$ -	\$ -	\$ -

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 1996. The mill rate for 2016 is estimated to decrease slightly from 3.247 to 3.251 to generate the amount of property taxes necessary to meet the debt service requirements. The Series 1999 Sales Tax Revenue Refunding Bonds matured and were paid in full in 2014. Also accounted for in this fund are the Series 2010 Certificates of Participation issued for the Regional Transportation Facility, and the 2014B Certificates of Participation that will be used for street improvements. Funding for these bonds in 2016-17 is provided from revenues in the Capital Projects Fund.

ADMINISTRATION OF THE DEPARTMENT

The Finance Director administers the Debt Service Fund.

DEPARTMENT FINANCIAL SUMMARY

Department Expenditures by Category	Actual 2014	Original or Prev. Amend. Budget 2015	Final Revised Budget 2015	Adopted Budget 2016	Proposed Budget 2017
SEE FUND SUMMARY					

MUNICIPAL SERVICES

Debt Service Fund #31

Fund Summary

Account Number	Description	Actual 2014	Original or Prev. Amend. Budget 2015	Final Revised Budget 2015	Adopted Budget 2016	Proposed Budget 2017
REVENUES						
Taxes:						
51101	General Property Taxes	\$ 550,201	\$ 541,020	\$ 541,020	\$ 546,531	\$ -
51102	Property Tax - Delinquent	1	-	-	-	-
51103	Property Tax - Interest & Penalties	(5,775)	-	-	-	-
51104	Property Tax - Abatement	(12,352)	-	-	-	-
51000	Total Taxes	532,075	541,020	541,020	546,531	-
Investment Earnings:						
57101	Investment Earnings	294	1,000	500	750	1,000
Other Sources:						
59201	Transfers-In from Capital Projects Fund	732,375	563,325	578,106	578,808	578,144
59000	Total Other Sources	732,375	563,325	578,106	578,808	578,144
50000	TOTAL REVENUES	1,264,744	1,105,345	1,119,626	1,126,089	579,144
EXPENDITURES						
Debt Service:						
919	Series 1999, Sales Tax Revenue Refunding Bonds					
65101	Principal	445,000	-	-	-	-
65102	Interest	20,248	-	-	-	-
922	Series 2004, G.O. Refunding Bonds					
65101	Principal	475,000	490,000	490,000	515,000	-
65102	Interest	58,012	40,200	40,200	20,600	-
924	Series 2010, Certificates of Participation					
65101	Principal	125,000	130,000	130,000	135,000	140,000
65102	Interest	123,581	119,832	119,832	115,932	111,881
926	Series 2014B, Certificates of Participation (Street Improvements)					
65101	Principal	-	210,000	215,000	210,000	215,000
65102	Interest	-	94,493	101,387	108,626	102,263
911						
64303	County Treasurer Fees	10,787	10,820	10,820	10,931	-
65103	Fiscal Agent Fees	10,463	10,000	10,000	10,000	10,000
	Total Debt Service	1,268,091	1,105,345	1,117,239	1,126,089	579,144
60000	TOTAL EXPENDITURES	1,268,091	1,105,345	1,117,239	1,126,089	579,144
	NET SOURCE (USE) OF FUNDS	(3,347)	-	2,387	-	-
	FUND BALANCES, Beginning of Year	511,335	507,988	507,988	510,375	510,375
	FUND BALANCES, End of Year	\$ 507,988	\$ 507,988	\$ 510,375	\$ 510,375	\$ 510,375

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 Director, 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

Department Expenditures by Category	Actual	Original or	Final	Proposed	Proposed
	2014	Prev. Amend. Budget	Revised Budget	Budget	Budget
		2015	2015	2016	2017
Personnel Services	\$ 462,707	\$ 635,368	\$ 609,364	\$ 757,986	\$ 801,870
Commodities	87,059	124,177	83,989	109,962	109,962
Contract Services	35,974	98,452	69,913	62,762	62,762
Other Operating Costs	519,249	545,647	530,273	546,014	550,755
Debt Service	60,220	60,220	60,220	60,220	60,220
Capital Outlay	841	565,255	155,255	411,552	950
Total	\$ 1,166,050	\$ 2,029,119	\$ 1,509,014	\$ 1,948,496	\$ 1,586,519
Department Expenditures by Program					
Administration	\$ 205,150	\$ 244,086	\$ 235,325	\$ 239,797	\$ 245,640
Operations	866,555	1,563,787	1,140,722	1,549,213	1,175,886
Wash Bay	94,345	221,246	132,967	159,486	164,993
Total	\$ 1,166,050	\$ 2,029,119	\$ 1,509,014	\$ 1,948,496	\$ 1,586,519
Authorized Positions					
Transit Superintendent	1	1	1	1	1
Transit Operations Supervisor	0	0	1	1	1
Transit Wash Bay Operator	0	0	1	1	1
Bus Drivers/CDL Drivers - TOTAL FTE	3	3	3	4	4
Total	4	4	6	7	7

2015 MAJOR ACCOMPLISHMENTS

1. Started the Red and Blue Line core bus service to include service to Buffalo Ridge, Wal-Mart and Home Depot.
2. Successful 2015 AWSC Transportation Plan with over 31,700 transit riders during the two week event.
3. Transit ridership continues to increase with a 11% jump in winter ridership over the previous winter season.
3. Administered continuation of the lease agreement with ECO for bus storage, with the addition of WiFi and vault room use for the upcoming winter season.

PROGRAM ACTIVITIES AND OPERATIONS

Administration: The Transit Director 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 Director occasionally fills in for drivers on sick leave or during hiring transitions.

Estimated Personnel Time: 100%
Estimated Nonpersonnel Costs: \$ 110,115
Total Activity Cost: \$ 239,797
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: Four (4) route operations occur during the winter months: The Blue and Red Lines serving the Avon Core and residential areas other than Wildridge, a Skier Shuttle, supported with funding from Beaver Creek, and an 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: \$ 677,343
Total Activity Cost: \$ 1,033,264
Performance Metric(s): Winter cost per rider per route - Skier Shuttle @ \$1.66
Black Line @ \$2.54
Restaurant Shuttle @ \$2.55
Winter on time performance 99%
Community Survey

Summer Service: The seven-day per week Blue and Red Lines operate during the summer months: The Blue and Red Lines serve the Avon Core and residential areas other than Wildridge. In 2016, two (2) smaller 22-seat cutaway buses will operate these summer routes. New this summer is the summer Restaurant Shuttle in operation from July 1, 2016 through August 15, 2016 with funding support from Beaver Creek. Hours and route frequency are summarized in the table below.

Estimated Personnel Time: 33%
Estimated Nonpersonnel Costs: \$ 333,616
Total Activity Cost: \$ 508,921
Performance Metric(s): Summer cost per rider per route - Blue and Red Lines - \$2.85
Summer on time performance - 99%
Community Survey

Route	Winter Op Hrs	Winter Frequence	Winter # Buses	Loop Time	Winter Serv. Hr.	Summer Op Hrs	Summer Frequence	Summer # Buses	Loop Time	Summer Serv. Hr.	Annual Cost	
Blue Line	6:30-6:30	30 Min	1	30 Min	1,985	6:30-6:30	30 Min	1	30 Min	2,930	\$400,228	
Red Line	6:30-10:30	30 Min	1	30 Min	1,985	6:30-6:30	30 Min	1	30 Min	2,930	\$400,228	
Skier Shuttle	8:00-6:00	15 -30 Min	2	30 Min	3,060						\$249,176	
Restaurant Shuttle	6:00-10:00	30 Min	1	30 Min	635	6:00-10:00	30 Min	1	30 Min	225	\$70,030	
Total Service Hrs					7,665	Total Service Hrs					6,085	\$1,119,663
Grand Total Service Hours						13,750						

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: \$ 69,430
Total Activity Cost: \$ 159,486
 Performance Metric(s): Internal Survey
 Cost Recovery

MUNICIPAL SERVICES
Transit Enterprise Fund #52

Fund Summary

	Actual 2014	Original or Prev. Amend. Budget 2015	Final Revised Budget 2015	Adopted Budget 2016	Proposed Budget 2017
REVENUES					
Taxes	\$ 40,079	\$ 40,191	\$ 40,191	\$ 44,210	\$ 44,210
Intergovernmental	-	453,000	107,995	328,000	-
Charges for Services	282,878	263,066	263,066	208,829	221,930
Other Revenues	61,837	63,080	63,080	72,000	83,440
Total Operating Revenues	384,794	819,337	474,332	653,039	349,580
Other Sources					
Transfers In from General Fund - Operating	860,000	1,020,000	1,000,000	1,200,000	1,220,000
Transfers In from General Fund - Capital	-	82,000	26,999	82,000	-
Total Other Sources	860,000	1,102,000	1,026,999	1,282,000	1,220,000
TOTAL REVENUES	1,244,794	1,921,337	1,501,331	1,935,039	1,569,580
EXPENDITURES					
Administration	205,150	244,086	235,325	239,797	245,640
Operations	866,555	1,563,787	1,140,722	1,549,213	1,175,886
Washbay	94,345	221,246	132,967	159,486	164,993
TOTAL EXPENDITURES	1,166,050	2,029,119	1,509,014	1,948,496	1,586,519
NET SOURCE (USE) OF FUNDS	78,744	(107,782)	(7,683)	(13,457)	(16,939)
FUND BALANCES, Beginning of Year	560,732	639,476	639,476	631,793	618,336
FUND BALANCES, End of Year	\$ 639,476	\$ 531,694	\$ 631,793	\$ 618,336	\$ 601,397

MUNICIPAL SERVICES
Transit Enterprise Fund #52

Revenue Detail

Account Number	Description	Actual 2014	Original or Prev. Amend. Budget 2015	Final Revised Budget 2015	Adopted Budget 2016	Proposed Budget 2017
Taxes:						
Property Taxes						
51101	Property Tax/ Gates GID	\$ 40,000	\$ 40,191	\$ 40,191	\$ 44,210	\$ 44,210
51103	Current & Delinquent interest	79	-	-	-	-
51000	Total Taxes	40,079	40,191	40,191	44,210	44,210
Intergovernmental:						
Federal Grants:						
53104	FTA Grant	-	453,000	107,995	328,000	-
53000	Total Intergovernmental	-	453,000	107,995	328,000	-
Charges for Services:						
Transportation:						
54501	Beaver Creek	124,250	100,000	100,000	111,899	125,000
54507	Wash Bay Services- External	81,246	84,000	84,000	50,000	50,000
54902	Wash Bay Services- Internal	77,382	79,066	79,066	46,930	46,930
54000	Total Charges for Services	282,878	263,066	263,066	208,829	221,930
Other Revenues:						
58201	Lease of Town-owned Property	53,025	55,080	55,080	62,000	73,440
58207	Miscellaneous Refunds	912	-	-	-	-
58995	Bus Advertising Revenues	7,844	8,000	8,000	10,000	10,000
58999	Miscellaneous Nonclassified Revenues	56	-	-	-	-
58000	Total Other Revenues	61,837	63,080	63,080	72,000	83,440
Other Sources:						
59201	Transfers In - General Fund - Operating	860,000	1,020,000	1,000,000	1,200,000	1,220,000
59201	Transfers In - General Fund - Capital	-	82,000	26,999	82,000	-
59000	Total Other Sources	860,000	1,102,000	1,026,999	1,282,000	1,220,000
50000	TOTAL REVENUES	1,244,794	1,921,337	1,501,331	1,935,039	1,569,580

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 Director who spends approximately 90% on general department administration, and the balance on mechanic training and hands-on support.

DEPARTMENT FINANCIAL SUMMARY

Department Expenditures by Category	Original or		Final	Adopted Budget 2016	Proposed Budget 2017
	Actual 2014	Prev. Amend. Budget 2015	Revised Budget 2015		
Personnel Services	\$ 632,415	\$ 707,672	\$ 693,762	\$ 749,884	\$ 791,036
Commodities	519,520	523,191	568,974	582,286	596,825
Contract Services	91,203	65,167	65,167	62,655	60,655
Other Operating Costs	96,642	128,205	123,118	126,128	129,167
Debt Service	260,692	262,116	262,116	258,064	259,016
Capital Outlay	18,666	12,500	12,500	6,952	1,552
Total	\$ 1,619,138	\$ 1,698,851	\$ 1,725,637	\$ 1,785,969	\$ 1,838,251
Department Expenditures by Program					
Fleet Maintenance	\$ 1,619,138	\$ 1,698,851	\$ 1,725,637	\$ 1,785,969	\$ 1,838,251
Total	\$ 1,619,138	\$ 1,698,851	\$ 1,725,637	\$ 1,785,969	\$ 1,838,251
Authorized Positions					
Fleet Director	1	1	1	1	1
Accounting Assistant II	1	1	1	1	1
Fleet Maintenance Foreman	1	1	1	1	1
Mechanic I-II	4	4	4	4	4
Mechanics Helper	1	1	1	1	1
Total	8	8	8	8	8

2015 MAJOR ACCOMPLISHMENTS

1. Continue "right sizing" Towns Fleet by selling under utilized vehicles on a public auction website.
2. Successful completion along with Beaver Creek Metropolitan District in the planning and maintenance of critical vehicles and equipment for the 2015 World Alpine ski Championships.

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: \$ 362,630
Total Activity Cost: \$ 625,089
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: \$ 673,455
Total Activity Cost: \$ 1,160,880
Performance Metric(s): 70% Cost Recovery
Internal Survey

MUNICIPAL SERVICES
Fleet Maintenance Enterprise Fund #61

Fund Summary

	Actual 2014	Original or Prev. Amend. Budget 2015	Final Revised Budget 2015	Adopted Budget 2016	Proposed Budget 2017
REVENUES					
Charges for Services	\$ 1,299,448	\$ 1,372,358	\$ 1,414,429	\$ 1,487,632	\$ 1,554,500
Other Revenue	920	-	-	-	-
Total Operating Revenues	<u>1,300,368</u>	<u>1,372,358</u>	<u>1,414,429</u>	<u>1,487,632</u>	<u>1,554,500</u>
Other Sources					
Transfers-In from General Fund	300,000	300,000	300,000	300,000	275,000
Capital Lease Proceeds	-	-	-	-	-
Total Other Sources	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>	<u>275,000</u>
TOTAL REVENUES	<u>1,600,368</u>	<u>1,672,358</u>	<u>1,714,429</u>	<u>1,787,632</u>	<u>1,829,500</u>
EXPENDITURES					
Public Works:					
Fleet Maintenance	1,619,138	1,698,851	1,725,637	1,785,969	1,838,251
Washbay	-	-	-	-	-
Total Operating Expenditures	<u>1,619,138</u>	<u>1,698,851</u>	<u>1,725,637</u>	<u>1,785,969</u>	<u>1,838,251</u>
TOTAL EXPENDITURES	<u>1,619,138</u>	<u>1,698,851</u>	<u>1,725,637</u>	<u>1,785,969</u>	<u>1,838,251</u>
NET SOURCE (USE) OF FUNDS	(18,770)	(26,493)	(11,208)	1,663	(8,751)
FUND BALANCES, Beginning of Year	<u>222,797</u>	<u>204,027</u>	<u>204,027</u>	<u>192,819</u>	<u>194,482</u>
FUND BALANCES, End of Year	<u>\$ 204,027</u>	<u>\$ 177,534</u>	<u>\$ 192,819</u>	<u>\$ 194,482</u>	<u>\$ 185,731</u>

MUNICIPAL SERVICES
Fleet Maintenance Enterprise Fund #61

Revenue Summary

Account Number	Description	Actual 2014	Original or Prev. Amend. Budget 2015	Final Revised Budget 2015	Adopted Budget 2016	Proposed Budget 2017
Charges for Services:						
54806	3rd Party Fleet Maintenance Charges	\$ 785,069	\$ 815,815	\$ 853,519	\$ 897,902	\$ 938,446
54901	Departmental Fleet Maintenance Chrgs	519,615	546,543	550,910	579,730	606,054
54902	Wash Bay Charges	-	-	-	-	-
54903	Sales of Fuel	(5,236)	10,000	10,000	10,000	10,000
54000	Total Charges for Services	<u>1,299,448</u>	<u>1,372,358</u>	<u>1,414,429</u>	<u>1,487,632</u>	<u>1,554,500</u>
Other Revenues:						
58205	Insurance Reimbursements	-	-	-	-	-
58999	Miscellaneous Nonclassified Revenues	920	-	-	-	-
58000	Total Other Revenues	<u>920</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Other Sources:						
59201	Transfers In - General Fund	300,000	300,000	300,000	300,000	275,000
59303	Capital Lease Proceeds	-	-	-	-	-
59000	Total Other Sources	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>	<u>275,000</u>
50000	TOTAL REVENUES	<u>\$ 1,600,368</u>	<u>\$ 1,672,358</u>	<u>\$ 1,714,429</u>	<u>\$ 1,787,632</u>	<u>\$ 1,829,500</u>

DEPARTMENT 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	Adopted	Proposed
	2014	Prev. Amend. Budget 2015	Revised Budget 2015	Budget 2016	Budget 2017
Fleet and Heavy Equipment	\$ 261,390	\$ 246,977	\$ 255,537	\$ 101,338	\$ 121,621
Recreation Center Equipment	109,214	182,888	184,606	14,364	-
Computer and Office Equipment	81,579	51,305	51,305	116,599	32,462
Machinery and Equipment	-	39,000	59,832	7,368	-
	-	-	717,989	-	-
Total	\$ 452,183	\$ 520,170	\$ 1,269,269	\$ 239,669	\$ 154,083

MUNICIPAL SERVICES
Equipment Replacement Internal Service Fund #63

Fund Summary

	Actual 2014	Original or Prev. Amend. Budget 2015	Final Revised Budget 2015	Adopted Budget 2016	Proposed Budget 2017
REVENUES					
Charges for Services	\$ 563,571	\$ 598,737	\$ 598,737	\$ 589,967	\$ 603,691
Total Operating Revenues	563,571	598,737	598,737	589,967	603,691
Other Sources					
Intergovernmental	-	-	71,799	143,598	143,598
Interest Earnings	17	-	-	-	-
Sales of Fixed Assets	12,555	27,000	27,000	15,000	15,000
Capital Lease Proceeds	170,246	-	-	-	-
Total Other Sources	182,818	27,000	98,799	158,598	158,598
TOTAL REVENUES	746,389	625,737	697,536	748,565	762,289
EXPENDITURES					
Capital Outlay:					
Fleet and Heavy Equipment	261,390	246,977	255,537	101,338	121,621
Recreation Center Equipment	109,214	182,888	184,606	14,364	-
Computer and Office Equipment	81,579	51,305	51,305	116,599	32,462
Machinery and Equipment	-	39,000	59,832	7,368	-
Other - Loan to ERFPD	-	-	717,989	-	-
Total Operating Expenditures	452,183	520,170	1,269,269	239,669	154,083
Other Uses					
Transfers Out to Capital Projects Fund	-	-	550,000	-	-
Total Other Uses	-	-	550,000	-	-
TOTAL EXPENDITURES	452,183	520,170	1,819,269	239,669	154,083
NET SOURCE (USE) OF FUNDS	294,206	105,567	(1,121,733)	508,896	608,206
FUND BALANCES, Beginning of Year	2,495,430	2,791,015	2,789,636	1,667,903	2,176,799
FUND BALANCES, End of Year	\$ 2,789,636	\$ 2,896,582	\$ 1,667,903	\$ 2,176,799	\$ 2,785,005

MUNICIPAL SERVICES
Equipment Replacement Internal Service Fund #63

Revenue Detail

Account Number	Description	Actual 2014	Original or Prev. Amend. Budget 2015	Final Revised Budget 2015	Adopted Budget 2016	Proposed Budget 2017
Charges for Services:						
Equipment Rental Charges						
54904	Town Manager	\$ 211	\$ -	\$ -	\$ -	\$ -
54904	Finance	381	-	-	3,337	3,337
54904	Information Systems	31,663	42,216	42,216	44,319	47,192
54904	Nondepartmental	13,510	17,635	17,635	18,040	18,040
54904	Comm Dev - Planning	1,855	1,621	1,621	846	846
54904	Comm Dev - Building Inspection	2,148	2,148	2,148	2,147	2,147
54904	Comm Dev - Town Produced Events	-	1,467	1,467	1,226	421
54904	Police - Administration	7,222	10,683	10,683	9,709	13,356
54904	Police - Patrol	82,762	87,194	87,194	113,707	118,681
54904	Police - Investigations	4,427	5,443	5,443	6,644	6,644
54904	Engineering	2,539	2,539	2,539	-	3,573
54904	Buildings	-	83,167	83,167	61,737	61,737
54904	Public Works - Road and Bridge	86,254	86,700	86,700	80,424	77,291
54904	Public Works - Parks	-	60,482	60,482	60,081	63,324
54904	Town Center West	15,624	15,989	15,989	22,035	21,220
54904	Transit - Operations	39,838	44,076	44,076	45,904	45,904
54904	Transit - Wash Bay	22,003	22,237	22,237	22,236	22,236
54904	Fleet Maintenance	4,021	3,623	3,623	3,623	3,623
54904	Parks & Recreation - Special Events	2,099	-	-	-	-
54904	Parks & Recreation - Administration	4,507	7,472	7,472	9,083	9,083
54904	Parks & Recreation - Aquatics	42,479	42,479	42,479	14,094	14,094
54904	Parks & Recreation - Fitness	56,670	55,856	55,856	64,403	64,380
54904	Parks & Recreation - Youth Programs	209	-	-	-	-
54904	Parks & Recreation - Cabin	1,496	5,710	5,710	6,372	6,562
54904	Parks & Recreation - Parks and Grounds	63,028	-	-	-	-
54904	Parks & Recreation - Bldgs and Facilities	78,625	-	-	-	-
54000	Total Charges for Services	563,571	598,737	598,737	589,967	603,691
Other Sources:						
55120	Police Forfeiture Revenue	-	-	-	-	-
59101	Sale of Fixed Assets	12,555	27,000	27,000	15,000	15,000
59303	Capital Lease Proceeds	170,246	-	-	-	-
59000	Total Other Sources	182,801	27,000	27,000	15,000	15,000
50000	TOTAL REVENUES	\$ 746,372	\$ 625,737	\$ 625,737	\$ 604,967	\$ 618,691

**TOWN OF AVON
DETAILED BUDGET REQUESTS
2016**

Department: N/A				
Program: Fleet and Heavy Equipment #811				
Account Number	Account Name	Justification	2016 Budget	2017 Budget
		EQUIPMENT REPLACEMENT: Fleet and Heavy Equipment		
		Community Development Dept: Building Inspector Vehicle - Replace #600		\$ 30,543
		Road/Bridge Dept: Pickup Truck with Plow - Replace #291	\$ 36,513	
		Police Dept - Patrol: Chevy Tahoes (1) - Replace #338 Police Service Officer Vehicle Replace #337	40,825	31,936
66501	Automobiles and Light Duty Trucks		77,338	62,479
		Road/Bridge Dept - Parks: Sandpro Beach Groomer - Replace 294s Bobcat	24,000	59,142
66599	Other Transportation Equipment		24,000	59,142
66000	Total Capital Outlay		\$ 101,338	\$ 121,621
	Fleet & Heavy Equip. to Auction in 2016: #267 GMC Pickup Truck #293 Club Car			
	2017:			

**TOWN OF AVON
DETAILED BUDGET REQUESTS
2016**

Department: N/A				
Program: Recreation Equipment #812				
Account Number	Account Name	Justification	2016 Budget	2017 Budget
		EQUIPMENT REPLACEMENT: Recreation Center		
		Fitness:		
		Bench Press Station (1)	\$ 987	
		Cable Crossover (1)	3,551	
		Dip Chin (1)	3,012	
		Cabin:		
		Paddleboat (1)	2,354	
66407	Athletic and Recreational Equipment		9,904	-
		Fitness:		
		Aerobics Soundsystem	3,689	
		Town Produced Events:		
		Portable PA System	771	
66499	Other Machinery and Equipment		4,460	-
66000	Total Capital Outlay		\$ 14,364	\$ -

**TOWN OF AVON
DETAILED BUDGET REQUESTS
2016**

Department: N/A				
Program: Computers and Office Equipment #813				
Account Number	Account Name	Justification	2016 Budget	2017 Budget
		EQUIPMENT REPLACEMENT: Computers and Office Equipment		
		Police:		
		Fingerprint System	\$ 15,486	
		Toughbook MDTs (2)	9,282	
		Motorola XTL 2500 Radio (3)	10,598	
		Toughbook MDTs (8)		\$ 26,607
		Engineering:		
		Large Format Copier, Printer, Scanner	17,000	
		Information Systems:		
		SAN	50,536	
		TOA-CORE02 Switch	13,697	
		Firewall		5,855
66402	Computers and Peripherals		116,599	32,462
66000	Total Capital Outlay		\$ 116,599	\$ 32,462

**TOWN OF AVON
DETAILED BUDGET REQUESTS
2016**

Department: N/A				
Program: Machinery and Equipment #814				
Account Number	Account Name	Justification	2016 Budget	2017 Budget
		EQUIPMENT REPLACEMENT:		
		Machinery and Equipment		
		Road and Bridge Dept:		
		Plotter/Sign Maker - Replace #1127	\$ 7,368	
66499	Other Machinery and Equipment		7,368	-
66000	Total Capital Outlay		\$ 7,368	\$ -

DEPARTMENT OVERVIEW

The Capital Projects Fund is primarily funded with a 2% real estate transfer tax (RETT). Projected RETT revenues reflect historic collection trends and the best information available regarding the local real estate market. In addition to RETT monies, General Fund revenues are transferred to the Capital Projects Fund, if any, after achieving a balanced budget, with all reserves fully funded. Other Town Funds, which contribute to appropriate capital infrastructure, are transferred into the Capital Projects Fund. Capital projects are selected based on several criteria including, but not limited to new street, road and facility development, major maintenance of the Town's existing facilities, and street system, investments in economic development facilities, 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 2014	Original or Prev. Amend. Budget 2015	Final Revised Budget 2015	Proposed Budget 2016	Proposed Budget 2017
SEE LINE ITEM DETAIL					

MUNICIPAL SERVICES
Capital Projects Fund #41

Fund Summary

	Actual 2014	Original or Prev. Amend. Budget 2015	Final Revised Budget 2015	Proposed Budget 2016	Proposed Budget 2017
REVENUES					
Taxes	\$ 3,764,526	\$ 3,825,312	\$ 2,250,000	\$ 2,100,000	\$ 2,100,000
Intergovernmental	1,026,019	232,500	40,000	2,158,434	390,000
Investment Earnings	13,298	3,741	3,741	13,372	10,460
Other Revenue	74,926	80,000	80,000	80,000	80,000
Total Operating Revenues	4,878,769	4,141,553	2,373,741	4,351,806	2,580,460
Other Sources:					
Bond Proceeds	-	3,800,000	3,800,000	2,500,000	1,600,000
Operating Transfers-In	3,904,015	345,000	2,095,000	820,000	770,000
Total Other Sources	3,904,015	4,145,000	5,895,000	3,320,000	2,370,000
TOTAL REVENUES	8,782,784	8,286,553	8,268,741	7,671,806	4,950,460
EXPENDITURES					
Capital Improvements:					
Facilities	3,010,753	2,818,508	1,796,498	383,790	75,000
Land and Land Improvements	73,966	150,000	119,632	298,450	1,235,000
Roads and Streets	4,612,269	3,417,995	1,918,708	4,803,000	2,430,000
Utilities	-	-	-	-	-
Water Fund Projects	161,506	-	-	100,000	-
Communications and Technology	64,215	70,238	70,238	-	-
Strategic Planning	5,000	30,000	64,240	-	-
Other	-	-	-	5,000	-
Debt Service:					
Bond Issuance Costs	-	93,800	93,800	-	-
Capital Leases	153,511	121,770	121,770	121,770	121,770
Total Capital Improvements	8,081,220	6,702,311	4,184,886	5,712,010	3,861,770
Other Uses					
Operating Transfer-Out - General Fund	207,121	1,538,335	1,538,335	219,735	226,327
Operating Transfer-Out - Debt Service Fund	732,375	559,992	578,106	578,808	578,144
Total Other Uses	939,496	2,098,327	2,116,441	798,543	804,471
TOTAL EXPENDITURES	9,020,716	8,800,638	6,301,327	6,510,553	4,666,241
NET SOURCE (USE) OF FUNDS	(237,932)	(514,085)	1,967,414	1,161,253	284,219
FUND BALANCE, Beginning of Year	3,624,653	3,386,721	3,386,721	5,354,135	6,515,388
FUND BALANCE, End of Year	\$ 3,386,721	\$ 2,872,636	\$ 5,354,135	\$ 6,515,388	\$ 6,799,607
Fund Balances					
Restricted For:					
Street Improvements (COPs)	\$ -	\$ 1,624,521	\$ 2,616,333	\$ 1,356,333	\$ -
Asphalt Overlay	-	240,000	240,000	480,000	720,000
Assigned For:					
Avon Town Hall Relocation / Renovation	-	-	1,425,000	1,500,000	1,500,000
URA TCW Improvements - Bond Proceeds	-	-	-	2,500,000	2,500,000
Joint Public Safety Facility Debt Service	-	-	-	-	450,000
Unassigned:					
Unreserved	3,386,721	1,008,115	1,072,802	679,055	1,629,607
Total Fund Balances	\$ 3,386,721	\$ 2,872,636	\$ 5,354,135	\$ 6,515,388	\$ 6,799,607

CAPITAL PROJECTS FUND 5-YEAR PLAN SUMMARY

	Actual 2014	Current Budget 2015	Proposed Revised Budget 2015	Proposed Budget 2016	Projected			
					2017	2018	2019	2020
REVENUES								
Real Estate Transfer Tax:	\$ 3,764,526	\$ 3,825,312	\$ 2,250,000	\$ 2,100,000	\$ 2,100,000	\$ 2,100,000	\$ 2,100,000	\$ 2,100,000
Interest Earnings	13,298	3,741	3,741	13,372	10,460	16,388	19,675	20,000
Intergovernmental:								
Federal/State:								
FTA 90 SGR	49,705	-	-	-	-	-	-	-
FTA-5311 Capital Funding Grant (Bus Shelters)	-	125,000	-	125,000	-	-	-	-
GOCO Grant - Eagle Valley Trail - Phase 1	497,000	-	-	-	-	-	-	-
CDOT Grant - Eagle Valley Trail - Phase 3	-	-	-	1,355,000	-	-	-	-
GOCO Grant - Playground	-	-	-	-	350,000	-	-	-
GOCO Grant - Restrooms (59/41)	-	-	-	154,900	-	-	-	-
Local Government:								
ECO Grant - Traer Creek Bus Stop	-	30,000	-	30,000	-	-	-	-
Eagle County Trails Grant - Phase 2	463,864	-	-	-	-	-	-	-
Eagle County Trails Grant - Phase 3	-	-	-	453,534	-	-	-	-
Eagle County Trails Grant - Saddleridge Trail	15,450	-	-	-	-	-	-	-
Asphalt Overlay Contributions - TCMD	-	40,000	40,000	40,000	40,000	40,000	40,000	75,000
Short-Term Loan Repayment - ERFDP	-	37,500	-	-	-	-	-	-
Other Revenues:								
Asphalt Overlay Contributions - Developer	-	80,000	80,000	80,000	80,000	80,000	80,000	-
Donations and Contributions	27,000	-	-	-	-	-	-	-
Project Cost Reimbursements	32,614	-	-	-	-	-	-	-
Nonclassified	15,312	-	-	-	-	-	-	-
Total Operating Revenues	4,878,769	4,141,553	2,373,741	4,351,806	2,580,460	2,236,388	2,239,675	2,195,000
Other Sources:								
Debt Proceeds - Street Improvements	-	3,800,000	3,800,000	-	-	-	-	-
Debt Proceeds - URA	-	-	-	2,500,000	1,600,000	1,500,000	-	-
Transfer in from General Fund								
- Assigned to Capital Improvements	-	225,000	1,425,000	-	250,000	250,000	-	-
- Nottingham Park Pavilion	700,000	-	-	-	-	-	-	-
- Short-term Loan	1,325,000	-	-	-	-	-	-	-
- Asphalt Overlay	-	120,000	120,000	120,000	120,000	120,000	120,000	75,000
Transfer in from the AURA - Mall Improvement Project								
- Mall Improvement Project	700,000	-	-	-	-	-	-	-
- Tract G / Town Hall	-	-	-	500,000	400,000	-	-	-
Transfer in from Community Enhancement Fund								
- Mall Improvement Project	608,000	-	-	-	-	-	-	-
- 2016 Power line Undergrounding	-	-	-	100,000	-	-	-	-
Consolidation with Capital Projects Fund	413,251	-	-	-	-	-	-	-
Transfer in from Water Fund	157,764	-	-	100,000	-	-	-	-
Transfer in from Equipment Replacement Fund	-	-	550,000	-	-	-	-	-
Total Other Sources	3,904,015	4,145,000	5,895,000	3,320,000	2,370,000	1,870,000	120,000	75,000
Total Revenues and Sources of Funds	\$ 8,782,784	\$ 8,286,553	\$ 8,268,741	\$ 7,671,806	\$ 4,950,460	\$ 4,106,388	\$ 2,359,675	\$ 2,270,000

CAPITAL PROJECTS FUND 5-YEAR PLAN SUMMARY

	Actual 2014	Current Budget 2015	Proposed Revised Budget 2015	Proposed Budget 2016	Projected			
					2017	2018	2019	2020
EXPENDITURES								
Capital Improvements:								
Facilities	3,010,753	2,818,508	1,796,498	383,790	75,000	90,000	300,000	-
Land and Land Improvements	73,966	150,000	119,632	298,450	1,235,000	-	-	-
Roads and Streets	4,612,269	3,417,995	1,918,708	4,803,000	2,430,000	1,545,000	200,000	335,000
Utilities	-	-	-	-	-	-	-	-
Water Fund Projects	161,506	-	-	100,000	-	-	-	-
Communications and Technology	64,215	70,238	70,238	-	-	-	-	-
Strategic Planning	5,000	30,000	64,240	-	-	-	-	-
Other	-	-	-	5,000	-	-	-	-
Debt Service:								
Debt Issuance Costs	-	93,800	93,800	-	-	-	-	-
Capital Leases	153,511	121,770	121,770	121,770	121,770	121,770	43,082	-
Total Expenditures	8,081,220	6,702,311	4,184,886	5,712,010	3,861,770	1,756,770	543,082	335,000
Other Uses:								
Operating Transfers Out - General Fund:								
- Engineering Department Salary and Operations	207,121	213,335	213,335	219,735	226,327	233,117	240,110	247,314
- Repayment of Short-term Loan	-	1,325,000	1,325,000	-	-	-	-	-
Operating Transfers Out - Debt Service Fund:								
- 2010 COPs (ARTF)	255,081	252,165	256,719	255,182	255,881	256,331	251,800	256,725
- 1999 Revenue Refunding Bonds (Rec Center)	477,294	-	-	-	-	-	-	-
- 2015 COPS (Street Improvements)	-	307,827	321,387	323,626	322,263	320,748	324,082	322,113
Total Other Uses	939,496	2,098,327	2,116,441	798,543	804,471	810,196	815,992	826,152
Total Expenditures and Uses of Funds	9,020,716	8,800,638	6,301,327	6,510,553	4,666,241	2,566,966	1,359,074	1,161,152
Net Source (Use) of Funds	(237,932)	(514,085)	1,967,414	1,161,253	284,219	1,539,422	1,000,601	1,108,848
Fund Balance, Beginning of Year	3,624,653	3,386,721	3,386,721	5,354,135	6,515,388	6,799,607	8,339,029	9,339,629
Fund Balance, End of Year	\$ 3,386,721	\$ 2,872,636	\$ 5,354,135	\$ 6,515,388	\$ 6,799,607	\$ 8,339,029	\$ 9,339,629	\$ 10,448,478
Fund Balances								
Restricted For:								
Street Improvements COPs	\$ -	\$ 1,624,521	2,616,333	1,356,333	\$ -	\$ -	\$ -	-
Asphalt Overlay	-	240,000	240,000	480,000	720,000	960,000	1,200,000	1,350,000
Assigned For:								
Avon Town Hall Relocation / Renovation	-	-	1,425,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
URA Town Center West Improvements - Bond Proceeds	-	-	-	2,500,000	2,500,000	4,000,000	4,000,000	4,000,000
Joint Public Safety Facility Debt Service	-	-	-	-	450,000	900,000	1,350,000	1,800,000
Unassigned:								
Unreserved	3,386,721	1,008,115	1,072,802	679,055	1,629,607	979,029	1,289,629	1,798,478
Total Fund Balances	\$ 3,386,721	\$ 2,872,636	\$ 5,354,135	\$ 6,515,388	\$ 6,799,607	\$ 8,339,029	\$ 9,339,629	\$ 10,448,478

CAPITAL PROJECTS FUND 5-YEAR PLAN INVENTORY DETAIL

	Total Project Budget	2013 and Prior Yr. Actuals	Actual 2014	Current Budget 2015	Proposed Revised Budget 2015	Estimated Project Cost To-Date 2015	Proposed Budget 2016	Projected			
								2017	2018	2019	2020
CAPITAL IMPROVEMENT PROJECTS											
Facilities:											
<i>General Government Facilities:</i>											
11011	\$ 32,822	\$ -	\$ 5,822	\$ 27,000	\$ 27,000	\$ 32,822	\$ -	\$ -	\$ -	\$ -	\$ -
11012	-	-	-	-	-	-	-	-	-	-	-
12002	-	-	-	750,000	-	-	-	-	-	-	-
<i>Joint Public Safety Facility Project:</i>											
12003	320,000	-	-	270,000	320,000	320,000	-	-	-	-	-
<i>Transit / PW Facilities Improvement Project:</i>											
13005	719,474	585,773	77,212	56,489	56,489	719,474	-	-	-	-	-
13009	8,281,888	8,487,601	30,065	-	-	8,517,666	-	-	-	-	-
<i>Public Works Facilities</i>											
13012	200,000	-	-	-	-	-	-	-	-	200,000	-
13013	100,000	-	-	-	-	-	-	-	-	100,000	-
<i>Transportation Facilities</i>											
14010	80,000	-	-	-	-	-	80,000	-	-	-	-
14014	80,000	-	-	-	-	-	80,000	-	-	-	-
14011	227,500	-	-	250,000	-	-	137,500	-	90,000	-	-
14012	60,000	-	4,490	55,510	4,490	8,980	51,020	-	-	-	-
<i>Cultural and Recreational Facilities:</i>											
15009	120,000	-	106,673	-	-	106,673	-	-	-	-	-
15010	80,000	-	62,207	17,793	17,793	80,000	-	-	-	-	-
15012	3,870,000	-	2,724,284	1,145,716	1,145,716	3,870,000	-	-	-	-	-
15013	52,750	-	-	45,000	52,750	52,750	-	-	-	-	-
15014	98,530	-	-	92,000	98,530	98,530	-	-	-	-	-
15015	50,000	-	-	50,000	50,000	50,000	-	-	-	-	-
15016	59,000	-	-	59,000	23,730	23,730	35,270	-	-	-	-
15017	75,000	-	-	-	-	-	-	75,000	-	-	-
Land and Land Improvements:											
<i>H.A. Nottingham Park Improvements</i>											
21016	975,000	-	3,966	75,000	75,000	78,966	-	900,000	-	-	-
21017	260,400	-	-	-	-	-	260,400	-	-	-	-
21018	70,000	-	70,000	-	-	70,000	-	-	-	-	-
21019	335,000	-	-	-	-	-	-	335,000	-	-	-
21022	10,000	-	-	-	-	-	10,000	-	-	-	-
21021	75,000	-	-	75,000	44,632	44,632	-	-	-	-	-
21023	28,050	-	-	-	-	-	28,050	-	-	-	-

CAPITAL PROJECTS FUND 5-YEAR PLAN INVENTORY DETAIL

	Total Project Budget	2013 and Prior Yr. Actuals	Actual 2014	Current Budget 2015	Proposed Revised Budget 2015	Estimated Project Cost To-Date 2015	Proposed Budget 2016	Projected				
								2017	2018	2019	2020	
CAPITAL IMPROVEMENT PROJECTS												
Roads and Streets:												
<i>Streetscape Improvements</i>												
31014	Avon Rd. Streetscape Update	252,052	-	242,052	10,000	10,000	252,052	-	-	-	-	
31015	2014 Mall Improvements	1,992,703	-	1,789,645	203,058	203,058	1,992,703	-	-	-	-	
31026	Mall Improvements - Phase 2	240,000	-	-	-	-	15,000	-	225,000	-	-	
31018	Post Blvd. Landscaping Improvements	363,986	-	308,986	30,000	30,000	338,986	25,000	-	-	-	
31019	Post Blvd. Electrical Assessment and Street Lights	78,000	-	44,401	33,599	33,599	78,000	-	-	-	-	
31027	Post Blvd. Light pole Replacement	100,000	-	-	-	-	-	100,000	-	-	-	
31020	Avon Rd. Street Lights	200,000	-	165,753	-	-	165,753	-	-	-	-	
31022	Avon Rd./170 Overpass Pedestrian Safety Improve	88,000	-	-	-	-	88,000	-	-	-	-	
31028	Avon Rd./170 Overpass Aesthetics Improvements	270,000	-	-	-	-	-	-	270,000	-	-	
31024	Roundabout #4 TCW Art Element	255,525	-	-	-	10,525	10,525	15,000	230,000	-	-	
31023	Metcalf Road - Retaining Wall Stabilization	100,000	-	-	-	-	-	100,000	-	-	-	
31025	2015 Avon Rd. Landscaping Project	485,000	-	-	485,000	485,000	485,000	-	-	-	-	
35003	Roundabout #4 TCW Feature	60,000	-	75,343	-	-	75,343	-	-	-	-	
<i>Street Improvements:</i>												
	Annual Paving/Road Improvements	NA	-	740,622	-	-	NA	-	-	300,000	200,000	125,000
33015	2015 Street & Road Projects (COPs)	NA	-	-	2,081,679	1,059,867	1,059,867	-	-	-	-	-
34014	Metcalf Bike Lane Phase 1 (COPs)	860,000	-	-	-	-	860,000	-	-	-	-	
32017	Metcalf Bike Lane Overlay (COPs)	400,000	-	-	-	-	400,000	-	-	-	-	
32017	Metcalf Road Bike Climbing Lane - Phase 2	210,000	-	-	500,000	-	-	-	-	-	210,000	
	West B/C Blvd. Slurry Seal - Lake Street to US 6 (URA)	150,000	-	-	-	-	150,000	-	-	-	-	
34033	Walkability - WBCB/EBCB (URA)	2,705,000	-	-	-	-	175,000	575,000	-	-	-	
34033	Walkability - WBCB/EBCB (COPs)	NA	-	-	-	30,000	30,000	-	1,175,000	-	-	
34033	Walkability - WBCB/EBCB	NA	-	-	-	-	-	-	750,000	-	-	
34030	Eaglebend Dr. Repaving (COPs)	200,000	-	-	-	-	-	200,000	-	-	-	
32015	US Hwy 6 Shoulder Widening Contribution	50,000	-	50,000	-	-	50,000	-	-	-	-	
32018	Post Blvd. Settlement Repair	75,000	-	-	-	-	75,000	-	-	-	-	
32019	Wildwood Road Repair	75,000	-	-	-	-	75,000	-	-	-	-	
34024	B/C Blvd. Bike Lanes	-	-	-	35,000	-	-	-	-	-	-	
<i>Multi-Modal/Alternative Mobility:</i>												
34017	Eagle Valley Trails Phase 1 (Grant Funded)	561,000	-	556,525	-	-	556,525	-	-	-	-	
34023	Eagle Valley Trails Phase 2 (Grant Funded)	522,000	-	469,146	-	-	469,146	-	-	-	-	
34015	Eagle Valley Trails Phase 3 (CDOT Funded)	2,775,000	-	10,341	39,659	39,659	50,000	2,725,000	-	-	-	
34016	Eagle Valley Trails Undergrounding Project (CEF)	100,000	-	-	-	-	-	100,000	-	-	-	
<i>Recreational Trails Program:</i>												
34019	West Avon Preserve Trail Improvements	157,626	-	159,455	-	-	159,455	-	-	-	-	
34026	Trails Master Plan	17,000	-	-	-	17,000	17,000	-	-	-	-	
34027	Soft and Hard Surface Trail Improvements	150,000	-	-	-	-	-	100,000	50,000	-	-	
Water Fund Projects												
61010	Nottingham Lake Liner Replacement	1,300,000	1,160,465	157,674	-	-	1,318,139	-	-	-	-	
21020	Pump House Pump Replacement	100,000	-	3,832	-	-	3,832	100,000	-	-	-	

CAPITAL PROJECTS FUND 5-YEAR PLAN INVENTORY DETAIL

	Total Project Budget	2013 and Prior Yr. Actuals	Actual 2014	Current Budget 2015	Proposed Revised Budget 2015	Estimated Project Cost To-Date 2015	Proposed Budget 2016	Projected				
								2017	2018	2019	2020	
CAPITAL IMPROVEMENT PROJECTS												
Communications and Technology												
<i>e-Gov.:</i>												
81008	Digital Ticketing	60,000	-	-	60,000	60,000	60,000	-	-	-	-	-
81009	CityVision Budgeting and BPM Software	40,000	-	39,453	-	-	39,453	-	-	-	-	-
81010	Timekeeping Software and Peripheral Devices	35,000	-	24,762	10,238	10,238	35,000	-	-	-	-	-
Strategic Planning												
<i>Planning and Consulting:</i>												
79110	Recreation Center Expansion: Exhibits and Displays	5,000	-	5,000	-	-	5,000	-	-	-	-	-
79111	Space Needs Analysis	30,000	-	-	30,000	32,500	32,500	-	-	-	-	-
79112	Tract G Feasibility Study	25,740	-	-	-	31,740	31,740	-	-	-	-	-
Other												
93012	Historical Preservation	5,000	-	-	-	-	5,000	-	-	-	-	-
Total Capital Improvement Projects		\$ 31,354,046	\$ 10,233,839	\$ 7,927,709	\$ 6,486,741	\$ 3,969,316	\$ 21,390,242	\$ 5,590,240	\$ 3,740,000	\$ 1,635,000	\$ 500,000	\$ 335,000

CAPITAL PROJECT DESCRIPTIONS

Facilities

Town Hall Acquisition, Closing Costs and Tenant Finish

Description: The Skier Building is located on Mountain Vista Lot 4 and is proposed to be purchased and finish completion for use as Avon's Town Hall.

Budget:
2014 \$5,822
2015 \$27,000

Short-term Loan to Fire District

Description: This is a loan to the fire district to assist with relocating the future Avon fire station location from Lot 1A to Lot 1B of the Buck Creek PUD. The loan will be repaid either in yearly installments or when a 2016 bond issuance is approved by the voters.

Budget: 2015 \$750,000

Joint Public Safety Facility Design

Description: The Town and the Eagle River Fire Protection District are partnering to construct a joint Public Safety Facility at Lot 1B, Buck Creek PUD and is located on Buck Creek Road and Swift Gulch Road. The design will be priced by a General Contractor for a 2016 ballot initiative.

Budget: 2015 \$320,000

Relocating Public Works Operations

Description: Public Works operations and modular building was relocated at the existing site located at 500 Swift Gulch Road to make way for the new bus storage building. The improvements consisted 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 was completed in 2015.

Budget:
2012 \$405,609
2013 \$171,693
2014 \$77,212
2015 \$56,489

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 was completed in Fall of 2014.

Budget:
2013 & Prior Year Actuals \$8,487,601
2014 \$30,065

CAPITAL PROJECT DESCRIPTIONS

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: 2019 \$200,000

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: 2019 \$100,000

Fleet Maintenance Facility EPDM Roof Replacement

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

Budget: 2016 \$80,000

Fleet Maintenance Facility Floor Sealing

Description: The concrete floor sealant has a 10-year life span and is due to be re-sealed again in 2017 to protect the long term durability of the floor.

Budget: 2016 \$80,000

Transit Bus Stop Shelter

Description: This project will place bus shelters at up to six locations including Christy Sports, City Market, Comfort Inn, Stonebridge Drive, Eaglebend West and Stonebridge Drive. A CDOT grant funds in the amount of \$125,000 is included in the budget for the shelters.

Budget: 2016 \$137,500
2018 \$90,000

Transit Bus Stop - Traer Creek Plaza

Description: This project will place a bus stop at Traer Creek Plaza in East Avon. ECO Transit funds will provide for 50% of the funding.

Budget: 2015 \$8,980
2016 \$51,020

Recreation Center - Locker Room Remodel

Description: The existing showers in the recreation center were nearly 20-years old and were due for an upgrade. The showers were re-tiled, new plumbing fixtures installed, and shower stalls replaced.

Budget: 2014 \$106,673

CAPITAL PROJECT DESCRIPTIONS

Recreation Center Remodel - Yoga Studio and Weight Room

Description: A Yoga studio was created in an underused existing space and the Weight Room will be expanded upstairs to provide more space. As these two amenities are used frequently by guests, these enhancements not only benefited patrons, but enhanced the visual quality of the Recreation Center.

Budget:
2014 \$62,207
2015 \$17,793

Nottingham Park Stage Construction

Description: Construct a permanent stage in H.A. Nottingham Park near the upper athletic field to house numerous type of events including music, and theater. The performing arts pavilion stage deck is approximately 25 feet by 35 feet, and the project also includes a roofgreen room, pumphouse remodel, event terrace and improved electrical service. The stage was constructed so that it will not encroach into the existing field by constructing the back of house operations to the side of the stage.

Budget:
2014 \$2,724,284
2015 1,145,716

Recreation Center Exterior Renovation

Description: The project includes repair of damaged concrete, reconfiguring the pool deck, new landscaping, and drainage improvements that will enhance the exterior of the building and make the pool deck area more inviting.

Budget:
2015 \$52,750

Recreation Center Remodel Phase 2

Description: The phase 2 remodel included moving the front desk to face the 2 main entrances, expanding the weight room to include the conference room and office, and the addition of two offices to the underused cubby boxes and storage room

Budget:
2015 \$98,530

Recreation Center Bouldering Wall

Description: A bouldering wall will be installed where the front desk was located and includes lighting adjustments, and new impact flooring.

Budget:
2015 \$50,000

Recreation Center Slide Refurbishment

Description: The slide in the pool area is due to be refurbished and the project includes painting the flume and repair the metal stairs where there has been excessive rust from the chlorine treated pool water.

Budget:
2015 \$23,730
2016 \$35,270

Recreation Center Fitness Floor

Description: The flooring material in the fitness/workout area is 20-years old and past its design life and includes the removal and replacement of the flooring material except in the newly remodeled area.

Budget:
2017 \$75,000

CAPITAL PROJECT DESCRIPTIONS

Land and Land Improvements

Nottingham Park – Zone C Improvements - 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 2015 for construction in 2017. Staff will seek out grant opportunities in 2016 to assist with funding the playground.

Budget:

2015	\$75,000
2017	\$900,000

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.

Budget:

2016	\$260,400
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Nottingham Park Athletic Field Drainage Improvements (\$14,000 from Water Fund)

Description: Drainage improvements corrected the low level of the southwestern portion of the athletic field.

Budget:

2015	\$70,000
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Nottingham Park – Athletic Field Replacement

Description: 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:

2017	\$335,000
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Whitewater Park Repairs

The whitewater park experienced some changes as a result of the last several years spring runoff. The features need to be updated to make them enjoyable and effective.

Budget:

2016	\$10,000
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Nottingham Park Fishing Pier Repairs

Description: The fishing pier deck was removed from the supporting piers by ice and snow during the 2014 to 2015 winter. This project reattached the deck and reinforced the piers to handle the ice and snow loads in the future.

Budget:

2015	\$44,632
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Eagle Bend Affordable Housing Landscaping

Description: Eagle Bend Affordable Housing development is improving the landscaping along Eaglebend Drive with adding trees and native bushes and flowering plants. The Town is contributing to half the cost since the Town removed a lot of landscaping as part of the Hurd Lane sidewalk project.

Budget:

2016	\$28,050
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CAPITAL PROJECT DESCRIPTIONS

Roads, Streetscape, and Trails

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	\$242,052
2015	\$10,000

2014 Pedestrian Mall Improvements in West Town Center

Description: The project scope begins at the roundabout intersection of West Benchmark Road and Avon Road, extending west past the 'old' transit stop and thereafter follows 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 project 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	\$1,789,645
2015	\$203,058

Mall Improvements, Phase 2

Description: The 2014 mall project did not include high-end streetscape furnishings from Lettuce Shed Plaza to Mikaela Way because of the future redevelopment of the Seasons building and Lot B which will impact that segment of the mall. This project will improve furnishings and materials to match the eastern segment of the mall after the completion of the redevelopment of the Seasons building and development of Lot B. Design fees are budget in 2016 to allow for coordination with the design of the Seasons remodel and Lot B hotel.

Budget:

2016	\$15,000
2018	\$225,000

Post Boulevard Landscaping Improvements

Description: The landscaping and streetscape along Post Boulevard is now maintained by the Town of Avon. The project upgrades the landscaping along Post Boulevard as in recent past there was a lack of maintenance.

Budget:

2014	\$338,986
2015	\$30,000
2016	\$25,000

Post Boulevard Electrical Assessment and Street Lights

Description: The streetlights along Post Boulevard are showing signs of wear and some did not work. The project includes an electrical assessment, repair and upgrade to LED luminaires.

Budget:

2014	\$44,401
2015	\$33,599

CAPITAL PROJECT DESCRIPTIONS

Post Boulevard Streetlight Replacement

Description: The streetlights along Post Blvd are the old-style 40-foot tall lights that overspray light to areas that don't require light. This project will replace the light poles with the style installed on Avon Road in 2014.

Budget: 2017 \$100,000

Avon Road Streetlights

Description: The streetlights along Avon Road are depreciated and not energy efficient. The project will repair and update the streetlights.

Budget: 2014 \$165,753

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 \$ 88,000

Avon Road/I70 Interchange Aesthetic Improvements

Description: The existing underpass consists of a patchwork of grey concrete that does not create the desired welcoming environment needed for tourists arriving to Avon. This project will improve the entry way with new landscaping, removal of the concrete panels, new lighting and signage.

Budget: 2018 \$270,000

Roundabout #4 Town Center West Art Element

Description: This central roundabout requires a distinctive monument to identify the Avon core. A specialized piece will be designed and constructed in June 2017 and replace the 2015 World Cup Element.

Budget: 2015 \$10,525
2016 \$15,000
2017 \$230,000

Metcalf Road Retaining Wall 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 2017.

Budget: 2017 \$ 100,000

Roundabout #4 Temporary 2015 World Cup Feature

Description: Construct a temporary 2015 AWSC monument for the 2015 World Ski Championships. This was constructed at Roundabout #4 along Avon Road.

Budget: 2014 \$75,343

CAPITAL PROJECT DESCRIPTIONS

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. The program includes 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. Current scheduled projects include slurry sealing West Beaver Creek Blvd from US6 to Lake Street and repaving Eaglebend Drive in 2017. The 2014 COP issue of \$3,800,000 provided funding for the first three years of improvements.

Budget:

2014	\$740,622
2015	\$1,059,867
2016	\$150,000 (West Beaver Creek Blvd from US6 to Lake Street)
2017	\$200,000 (East Eaglebend Drive)
2018	\$300,000
2019	\$200,000
2020	\$125,000

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: 2015 \$200,000 and is included in the annual street improvement program.

Metcalf Road Bike Climbing Lane and Asphalt Overlay

Description: Construct a 6 foot wide bicycle climbing lane from Nottingham Road to Wildwood Road to improve safety for bicylists. A downhill lane is not required because the bicyclists can ride fast enough down-hill with traffic. A full asphalt overlay is included for the project.

Budget:

2016	\$860,000 (Climbing Lane)
2016	\$400,000 (Asphalt Overlay)

Walkability, West Beaver Creek Blvd

Description: This project will improve West Beaver Creek Blvd to become less of a car oriented street to a more pedestrian and bicycle oriented street. Improvements will include road narrowing, on-street diagonal parking, enhanced pedestrian and bicyclists, mini-roundabout and Sun Road and another one potentially at Beaver Creek Place.

Budget:

2015	\$30,000
2016	\$325,000 (Lake Street to Beaver Creek Place)
2017	\$1,750,000

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

Post Blvd Settlement Repair

Description: There has been some settlement in a 100 Ft long stretch of Post Blvd between Fawcett Road and the I-70 interchange. This project includes investigation and design of the repair and the subsequent repairs.

Budget: 2016 \$75,000

CAPITAL PROJECT DESCRIPTIONS

Wildwood Road Repair

Description: Wildwood Road near the Public Work annex has been slowly sloughing down the hill causing the guard rail to move and damage to the road prism. This project will realign a portion of the road to be further from the slope and prevent further sloughing.

Budget: 2016 \$75,000

B/C Blvd. Bike Lanes

Description: Design and construct bike lanes along Beaver Creek Boulevard to enhance sustainability and promote a bike-friendly culture in the Town of Avon. The design and construction of the project was included in the 2015 street improvement program.

Budget: 2015 \$35,000

Metcalf Road Bike Climbing Lane – Phase 2

Description: Complete the construction of a bike climb lane along Metcalf Road to enhance sustainability and promote a bike-friendly culture in the Town of Avon. Phase 1 is planned in the 2016 street improvements. The design and construction of the project has been budgeted for 2018.

Budget: 2020 \$210,000

Eagle Valley Trails Phase 1 (GOCO Grant Funded)

Description: Project included construction of a pedestrian/bike bridge over the Eagle River along with the trail from Hurd Lane to US6.

Budget: 2014 \$556,525

Eagle Valley Trails Phase 2 (ECO Trails Funded)

Description: With ECO Trail funding, the regional trail was extended from Avon Road across Beaver Creek.

Budget: 2014 \$469,146

Eagle Valley Trails Phase 3 – Avon Road to Stonebridge (CDOT Funded)

Description: The final phase of the trail will be completed in 2016. CDOT grant funds will provide \$1,350,000 of the project costs and ECO Trails will provide \$453,534. The project will also underground the power lines along US6 which will be paid for from Community Enhancement Funds.

Budget: 2014 \$10,341
2015 \$39,659
2016 \$2,725,000
2016 \$100,000 – Undergrounding Power Lines

West Avon Preserve Trail Improvements

Description: This project will provided for six plus miles of new multi-trails in the West Avon Preserve. Expenditures include signage, land acquisition and construction costs.

Budget: 2014 \$159,455

Trails Master Plan

Description: Update the existing trails master plan to include the existing improvements and develop a town wide system that includes both hard and soft trails. The new plan will account for all trail users including hikers, mountain bikers, winter motorized and non-motorized users and summer motorized vehicles.

Budget: 2016 \$17,000

CAPITAL PROJECT DESCRIPTIONS

Soft and Hard Surface Trail Improvement Program

Description: This is a multi-year program, similar to our street improvement program, which will create a multi-year funding source for new soft surface trails in and around Avon.

Budget:

2016	\$100,000
2017	\$50,000

Water

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 then deteriorated to the point where it leaked approximately 2 to 3 cfs of water. The liner was replaced with a more durable liner material and buried under accumulated sediment. Also, several other improvements were included for the lake including improving the beach area, replacement of irrigation intake structure, cleaning the sediment pond and replacing several inlet pipes.

Status: Construction was completed in 2014.

Budget: Total Project Cost: \$1,318,139

Pump House Pump Replacement

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 (i.e., 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:

2015	\$3,832
2016	\$100,000

Communications and Technology

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 2015 installation

Budget: 2015 \$60,000

CAPITAL PROJECT DESCRIPTIONS

City Vision Budget Software

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

Budget: 2014 \$39,453

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 \$24,762

2015 \$10,238

Strategic Planning

Recreation Center Expansion: Exhibits and Display

Description: Provided funding for preparation of information for potential Recreation Center expansion.

Budget: 2014 \$5,000

Town Hall Space Needs Analysis

Description: The Avon Town Hall Facility Assessment and Space Needs Analysis analyzed the building structure and systems along with options for maintenance, renovation or replacement. Along with developing current and future space requirements for the departments and services currently operating out of Town Hall and applied existing building codes, regulations and standards.

Budget: 2015 \$32,500

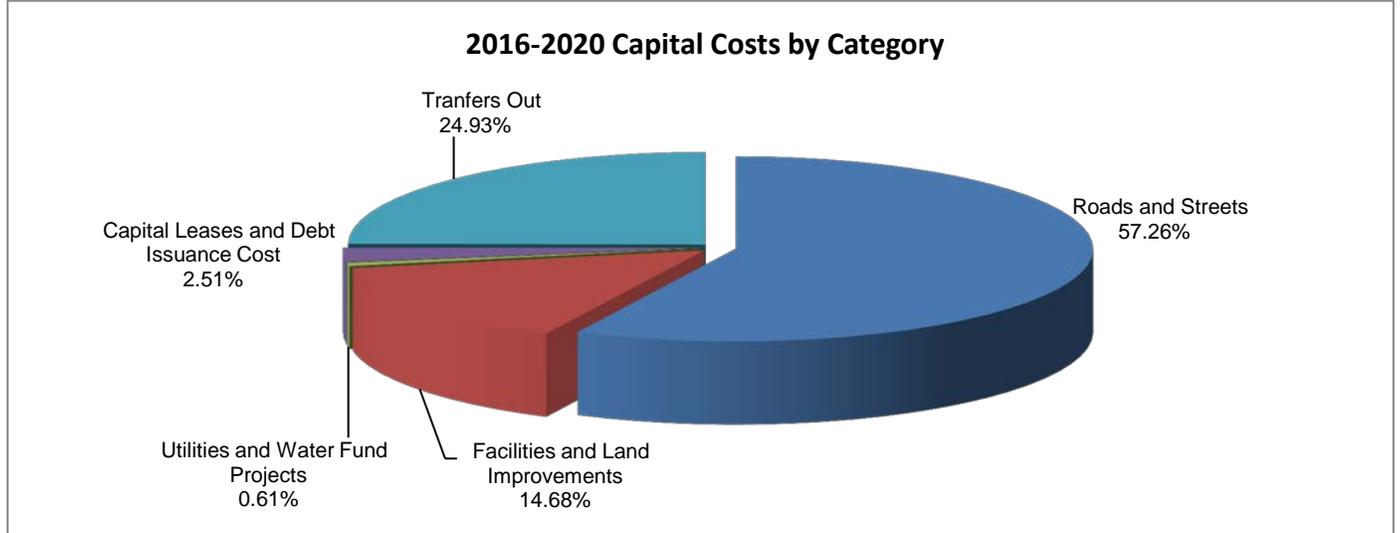
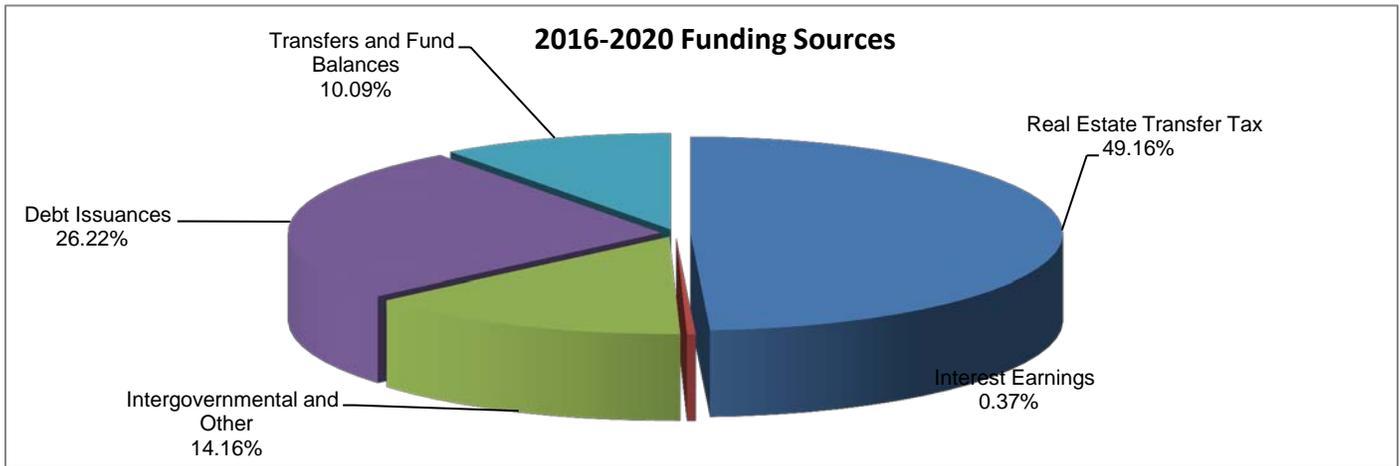
Tract G and other Town Facilities Planning Study

Description: The project will examine existing Town facilities, including Tract G, 375 Yoder Ave. and the Public Works complex at 500 Swift Gulch Road and develop a long term plan for the facilities.

Budget: \$31,740

TOWN OF AVON Capital Projects Fund #41

Capital Expenditures by Funding Source



	2016	2017	2018	2019	2020	Total
FUNDING SOURCES						
Real Estate Transfer Tax	\$ 2,100,000	\$ 2,100,000	\$ 2,100,000	\$ 2,100,000	\$ 2,100,000	\$ 10,500,000
Interest Earnings	13,372	10,460	16,388	19,675	20,000	79,895
Intergovernmental and Other	2,238,434	470,000	120,000	120,000	75,000	3,023,434
Debt Issuances	2,500,000	1,600,000	1,500,000	-	-	5,600,000
Transfers and Fund Balances	820,000	770,000	370,000	120,000	75,000	2,155,000
TOTAL	\$ 7,671,806	\$ 4,950,460	\$ 4,106,388	\$ 2,359,675	\$ 2,270,000	\$ 21,358,329
CAPITAL COST BY CATEGORY						
Roads and Streets	\$ 4,803,000	\$ 2,430,000	\$ 1,545,000	\$ 200,000	\$ 335,000	\$ 9,313,000
Facilities and Land Improvements	687,240	1,310,000	90,000	300,000	-	2,387,240
Utilities and Water Fund Projects	100,000	-	-	-	-	100,000
Capital Leases and Debt Issuance Cost	121,770	121,770	121,770	43,082	-	408,392
Transfers Out	798,543	804,471	810,196	815,992	826,152	4,055,354
TOTAL	\$ 6,510,553	\$ 4,666,241	\$ 2,566,966	\$ 1,359,074	\$ 1,161,152	\$ 16,263,986

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 also are included in the Department.

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 are accounted for entirely in General Government and not dispersed proportionately among departments and funds. The Assistant Town Manager position also serves as the Finance Director. All expenses for this administrative role is accounted for in the Finance Department.

DEPARTMENT FINANCIAL SUMMARY

Department Expenditures by Category	Actual	Original or	Final	Proposed	Proposed
	2014	Prev. Amend. Budget 2015	Revised Budget 2015	Budget 2016	Budget 2017
Personnel Services	\$ 687,070	\$ 767,443	\$ 787,373	\$ 758,078	\$ 804,273
Commodities	7,137	4,880	4,480	4,900	4,400
Contract Services	228,856	237,404	234,940	227,203	216,408
Other Operating Costs	444,870	90,753	95,342	123,733	90,183
Capital Outlay	-	8,400	8,400	19,002	950
Total	\$ 1,367,933	\$ 1,108,880	\$ 1,130,535	\$ 1,132,916	\$ 1,116,214
Department Expenditures by Program					
Mayor and Town Council	\$ 544,134	\$ 235,171	\$ 239,890	\$ 210,907	\$ 203,586
Boards and Commissions	10,940	15,299	15,299	15,299	15,299
Town Attorney	174,128	155,000	155,000	130,000	130,000
Municipal Court	89,964	100,234	109,763	124,210	129,227
Town Clerk	162,057	124,747	119,161	135,636	121,287
Town Manager	270,259	353,069	359,067	366,967	379,235
Community Relations	116,451	125,360	132,355	149,897	137,580
Total	\$ 1,367,933	\$ 1,108,880	\$ 1,130,535	\$ 1,132,916	\$ 1,116,214
Authorized Positions					
Town Manager	1	1	1	1	1
Town Attorney	1	1	1	1	1
Town Clerk/Court Clerk	1	1	1	1	1
Records Administrator / Deputy Town Clerk	1	1	1	1	1
Executive Assistant to the Town Manager	1	1	1	1	1
Community Relations Officer	0.75	0.75	0.75	0.75	0.75
Total	5.75	5.75	5.75	5.75	5.75

2015 MAJOR ACCOMPLISHMENTS

1. Implementation of the *2015 Council Stated Priorities*, including but not limited to Parking & Bicycle Friendly Street Planning and Improvements, *Town Hall Space Needs Assessment & Facility Condition Assessment*, and capital projects implementation.
2. Attracted medical office building into Avon with vision for opportunity to develop the PSF in conjunction with th
3. Solicitation and producer negotiations for Apres Avon, festivals and special events; developed ROI methodology.
4. Developed RFPs for marketing plan, Tract G planning, Community Survey, festivals, mobile vending carts and playground; overseeing consultant selection process, contracting and implementation.
5. Implemented all aspects of 2015 Community Survey and Community Grants administration.
6. Laserfiche Public Portal Launch.

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 economic development investments, which are provided funding to other agencies, are approved by the Town Council.

Estimated Personnel Time: 100%
Estimated Nonpersonnel Costs: \$ 47,700
Total Activity Cost: \$ 210,907
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: \$ 15,299
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: \$ 26,353
Total Activity Cost: \$ 124,210
Performance Metrics: Community Survey

Town Attorney: The Town Attorney, appointed by the Town Council and is a contracted positions. The Attorney serves as the legal representative of the Town, advising the Town

Estimated Personnel Time: Contract Services
Estimated Nonpersonnel Costs: NA
Total Activity Cost: \$ 130,000
Performance Metrics: Internal Survey
Community Survey

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: \$ 17,645
Total Activity Cost: \$ 366,967
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 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: \$ 42,465
Total Activity Cost: \$ 135,636
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, through the media and Town's website to fully inform the Town's various constituencies on activities, agendas and programs.

Estimated Personnel Time: 100%
Estimated Nonpersonnel Costs: \$ 98,875
Total Activity Cost: \$ 149,897
Performance Metrics: Internal Survey
Community Survey

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DEPARTMENT OVERVIEW

The Human Resources Department was established in August 2015, as an Administrative Department to oversee all human resource functions of the Town. Essential functions of the department include the development and implementation of a strategic plan for the delivery of human resource services, assisting department directors with recruitment, hiring, discipline and performance review, recommendations for the compensation and benefits administration, oversight of the Town's risk management and safety program, policy development and compliance; and, providing department directors with appropriate training and professional development plans for employees.

ADMINISTRATION OF THE DEPARTMENT

The Human Resources Department is administered by the Human Resources Director who is responsible for directing the overall administration of the department, by providing leadership in developing and implementing the Human Resources strategic plan, and overseeing all administrative, legislative, and fiscal operations to assure quality management of core human resource functions for the Town.

DEPARTMENT FINANCIAL SUMMARY

Department Expenditures by Category	Actual	Original or	Final	Proposed	Proposed
	2014	Prev. Amend. Budget 2015	Revised Budget 2015	Budget 2016	Budget 2017
Personnel Services	\$ 181,228	\$ 187,746	\$ 221,082	\$ 362,565	\$ 386,309
Commodities	13,237	10,490	10,490	13,347	12,386
Contract Services	8,210	10,700	110,700	13,130	13,550
Other Operating Costs	11,264	11,950	23,317	22,777	26,327
Capital Outlay	816	-	6,000	-	950
Total	\$ 214,755	\$ 220,886	\$ 371,589	\$ 411,819	\$ 439,522
Department Expenditures by Program					
Human Resources	\$ 214,755	\$ 220,886	\$ 371,589	\$ 411,819	\$ 439,522
Total	\$ 214,755	\$ 220,886	\$ 371,589	\$ 411,819	\$ 439,522
Authorized Positions					
Human Resources Director	0	0	1	1	1
Human Resources Manager	0	0	1	1	1
Human Resources Generalist	1	1	0	0	0
Human Resources Assistant	1	1	1	1	1
Total	2	2	3	3	3

2015 MAJOR ACCOMPLISHMENTS

1. Obtained Colorado's Cost Containment Certificate (CCC), resulting in a 5% premium discount on the Town's workers' compensation premiums.
2. Received CIRSA's Loss Prevention Award for outstanding accomplishments in the management of a successful loss control program.
3. Completed Salary Market Study and Updated 2016 Step Schedule.
4. Administered "Employee Recognition" and "Employee Appreciation Day" programs.
5. Implemented 1st annual "Health & Wellness Fair" including health risk assessment and blood drive.
6. Developed Records Retention and tracking schedules for personnel files.
7. Developed Laserfiche workflow for employee evaluation reminders.
8. Created writable HR forms for the "Employee Offer" and "New Hire" processes moving HR towards "paperless" new hire and onboarding.

PROGRAM ACTIVITIES AND OPERATIONS

Human Resources: Human Resources oversee organizational and employee related programs for the Town, including recruiting, hiring, retention, compensation and benefits administration, compliance with federal & state regulations, and risk management.

Estimated Personnel Time:	100%	
Estimated Nonpersonnel Costs:	\$ 49,254	
Total Activity Cost:		\$ 411,819
Performance Metric(s):	Internal Survey	

DEPARTMENT OVERVIEW

The Finance Department is responsible for all financial activities of the Town and maintaining its fiscal integrity. The Department is also responsible for the Town's information technology systems..

ADMINISTRATION OF THE DEPARTMENT

The Finance Department is administered by the Assistant Town Manager/Finance Director who spends approximately 35% of 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	Original or Prev. Amend.		Final	Proposed Budget 2016	Proposed Budget 2017
	Actual 2014	Budget 2015	Revised Budget 2015		
Personnel Services	\$ 767,539	\$ 910,609	\$ 916,280	\$ 988,436	\$ 1,030,630
Commodities	75,575	81,968	81,468	78,470	77,000
Contract Services	164,163	229,286	235,199	204,842	200,546
Other Operating Costs	275,952	309,542	312,203	323,194	324,717
Capital Outlay	18,699	17,000	13,293	1,552	8,000
Total	\$ 1,301,928	\$ 1,548,405	\$ 1,558,443	\$ 1,596,494	\$ 1,640,893
Department Expenditures by Program					
Finance	\$ 707,288	\$ 774,084	\$ 779,580	\$ 812,834	\$ 836,694
Information Technology	314,597	385,028	383,706	384,847	405,120
Nondepartmental	280,043	389,293	395,157	398,813	399,079
Total	\$ 1,301,928	\$ 1,548,405	\$ 1,558,443	\$ 1,596,494	\$ 1,640,893
Authorized Positions					
Finance Director / Asst. Town Manager	1	1	1	1	1
Finance Manager	1	1	1	1	1
Budget Analyst	1	1	1	1	1
Payroll Specialist	1	1	1	1	1
Accounting Assistant II	2	2	2	2	2
IT Administrator	1	1	1	1	1
Help Desk Technician	1	1	1	1	1
Building Attendant	1	1	1	1	1
Total	9	9	9	9	9

2015 MAJOR ACCOMPLISHMENTS

1. Implemented Kronos timekeeping system to replace manual timesheets and personal leave requests.
2. Implemented new business licensing code requirements and online filing and payment.
3. Hired a new IT Administrator.
4. Initiated paperless processing and digital signatures for the processing of vendor invoices.
5. Implemented the Barracuda Cloud backup and replaced MailMarshal spam filter
6. Assisted Police Department with body camera implementation.

PROGRAM ACTIVITIES AND OPERATIONS- FINANCE AND ADMINISTRATION

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: \$ 84,968
Total Activity Cost: \$ 544,599
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: \$ 29,168
Total Activity Cost: \$ 186,952
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: \$ 7,609
Total Activity Cost: \$ 48,770
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: \$ 5,073
Total Activity Cost: \$ 32,514
Performance Metric(s): Internal Survey

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: \$ 72,268
Total Activity Cost: \$ 172,326
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: \$ 80,298
Total Activity Cost: \$ 191,474
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: \$ 8,030
Total Activity Cost: \$ 19,148
Performance Metric(s): Long-range IT Plan

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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 Planning Division manages all current and long-range community planning functions. The Building Official provides permit and inspection services for residential and commercial development. The Director of Festivals and Special Events takes the lead role in event development, implementation and management as well as special project work.

ADMINISTRATION OF THE DEPARTMENT

The Community Development Department is administered by the Planning Director, who spends approximately 60% of the position's time in managing applications, Council agenda items, Planning and Zoning Commission agendas, and special project work. The remainder of the Planning Manager's time is spent with hands-on project review and special planning work. The Director of Festivals and Special Events is supervised by the Town Manager.

DEPARTMENT FINANCIAL SUMMARY

Department Expenditures by Category	Actual 2014	Original or Prev. Amend. Budget 2015	Final Revised Budget 2015	Proposed Budget 2016	Proposed Budget 2017
Personnel Services	\$ 375,173	\$ 571,794	\$ 525,375	\$ 510,812	\$ 542,219
Commodities	6,829	15,100	15,100	7,725	10,825
Contract Services	44,104	554,548	314,162	254,702	249,011
Other Operating Costs	15,852	308,770	611,926	398,850	285,031
Capital Outlay	14,105	4,950	4,950	2,550	-
Total	\$ 456,063	\$ 1,455,162	\$ 1,471,513	\$ 1,174,639	\$ 1,087,086
Department Expenditures by Program					
Planning	229,089	277,000	288,835	317,767	317,538
Building	126,984	136,410	135,274	146,758	155,101
Economic Development	99,990	215,144	130,568	40,600	40,600
Town Produced Events	-	623,758	366,864	314,364	323,847
Signature Event Seed Funding	-	5,000	302,122	125,000	50,000
Community Grants	-	197,850	247,850	230,150	200,000
Total	\$ 456,063	\$ 1,455,162	\$ 1,471,513	\$ 1,174,639	\$ 1,087,086
Authorized Positions					
Planning Manager/ Director	1	1	1	1	1
Building Official	1	1	1	1	1
Planner II	1	1	1	1	1
Director of Economic Initiatives	1	1	-	-	-
Director of Festivals & Special Events	1	1	1	1	1
Seasonal Events Assistant	0	0.33	0.33	0.5	0.5
Total	5	5.33	4.33	4.5	4.5

2015 MAJOR ACCOMPLISHMENTS

1. Adoption of the 2015 International Building Codes.
2. Facilitated land acquisition, zoning, development review of major medical office building and joint safety.
3. Apres Avon 12-day concert and street fair in Main Street Mall.
4. Completion of Avon Road Streetscape and Main Street Mall (planning in 2014).
5. New events including:Cielito Lindo, Avon LIVE! and Dancing in the Park!.
6. Avon Performance Pavilion licensing agreement, procedures, and technical specifications.
7. Mobile Vendor Cart permitting, sound and liquor codes.

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. Finance administration for permitting and planning applications, including escrow accounts. This includes administration of the department by the Planning Director.

Estimated Personnel Time: 30%
Estimated Nonpersonnel Costs: \$ 30,315
Total Activity Cost: \$ 97,130
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. Includes pre-applicaiton, public process with

Estimated Personnel Time: 28%
Estimated Nonpersonnel Costs: \$ 28,294
Total Activity Cost: \$ 90,655
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 2016-17 Strategic Plan, a major Comprehensive Plan update is planned as well as a Multi-Modal, Parking and Transportation Plan. Walkability improvements and capital projects related thereto will be prioritized. Policy work with the PZC (and Council) wittl include evaluationg and implementing Master Plan work for District Plans (i.e. East Avon).

Estimated Personnel Time: 40%
Estimated Nonpersonnel Costs: \$ 40,420
Total Activity Cost: \$ 129,507
Performance Metric(s): Community Survey; Completion of Plan(s)

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

Estimated Personnel Time: 2%
Estimated Nonpersonnel Costs: \$ 2,021
Total Activity Cost: \$ 6,475
Performance Metric(s): Cost effectiveness of IGA versus in-house employee

PROGRAM ACTIVITIES AND OPERATIONS - BUILDING PERMITS AND INSPECTIONS

Building Inspection/Plan Review: 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: \$ 11,035
Total Activity Cost: \$ 146,758
Performance Metric(s): Community Survey

PROGRAM ACTIVITIES AND OPERATIONS - ECONOMIC DEVELOPMENT

Economic Development: Accounts for operational costs of the Town's Economic Development activities, which is spearheaded by the Town Manager. Funding for Destimetrics data collection and marketing is included in this budget.

Estimated Personnel Time: 0%
Estimated Nonpersonnel Costs: \$ 40,600
Total Activity Cost: \$ 40,600
Performance Metric(s): Community Survey; Sales, lodging and real estate tax growth; new business development

Special Event Administration & Production: Responsible for the special event development, administration and production of all special events in the Town of Avon, including Town produced events, such as Salute to the USA and outside producer festivals. The budget includes admission fee expenditures and full cost accounting for Salute to the USA. The Director of Festivals & Specials oversees one seasonal employee and the Town's volunteers.

Estimated Personnel Time: 100%
Estimated Nonpersonnel Costs: \$ 161,993
Total Activity Cost: \$ 314,364
Performance Metric(s): Community Survey; Sales, lodging and real estate tax growth

Signature Event Seed Funding: The General Fund Special Event Reserve holds monies which are approved by Town Council or, when requests are \$10,000 or under, by the Town Manager, for the seeding of signature special events in Avon. Monies approved by Council are accounted for in this account.

Estimated Personnel Time: 0%
Estimated Nonpersonnel Costs: \$ 90,000
Total Activity Cost: \$ 125,000
Performance Metric(s): Community Survey; Sales, lodging and real estate tax growth

Community Grants: This account includes all grant monies the Council approves for use by outside agencies. Economic development, art and cultural programs, regional environmental projects, sporting events and health and human service needs,

Estimated Personnel Time: 0%
Estimated Nonpersonnel Costs: \$ 205,150
Total Activity Cost: \$ 230,150
Performance Metric(s): Community Survey; Sales, lodging and real estate tax growth

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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 in the community.

ADMINISTRATION OF THE DEPARTMENT

The Police Department is administered by the Police Chief, and is assisted by a Deputy Chief 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 Police Chief 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 major programs such as Police Training.

DEPARTMENT FINANCIAL SUMMARY

Department Expenditures by Category	Actual 2014	Original or Prev. Amend. Budget 2015	Final Revised Budget 2015	Proposed Budget 2016	Proposed Budget 2017
Personnel Services	\$ 2,048,139	\$ 2,273,813	\$ 2,311,299	\$ 2,469,168	\$ 2,576,656
Commodities	126,122	130,621	119,465	127,885	110,910
Contract Services	32,640	42,095	41,725	46,870	46,668
Other Operating Costs	509,016	527,319	504,800	561,561	587,868
Capital Outlay	10,794	27,375	31,424	47,800	29,950
Total	\$ 2,726,711	\$ 3,001,223	\$ 3,008,713	\$ 3,253,284	\$ 3,352,052
Department Expenditures by Program					
Administration	\$ 529,934	\$ 595,431	\$ 619,470	\$ 658,376	\$ 661,732
Patrol	1,972,310	2,162,311	2,136,521	2,331,166	2,411,493
Investigation	224,467	243,481	252,722	263,742	278,827
Total	\$ 2,726,711	\$ 3,001,223	\$ 3,008,713	\$ 3,253,284	\$ 3,352,052
Authorized Positions					
Police Chief	1	1	1	1	1
Deputy Police Chief	1	1	1	1	1
Sergeant	3	3	3	3	3
Administrative Services Officer	2	2	2	2	2
Investigator/Detective	1	1	1	1	1
Officers	12	12	12	12	12
Total	20	20	20	20	20

2015 MAJOR ACCOMPLISHMENTS

1. Avon crime rates and traffic crash rates continue to trend downward with 2014 being some of the lowest rates in history. There were 12 burglaries in 2014, which was the third lowest annual total since data has been recorded at the Police Department. Thefts (includes shoplifting) numbered 159, which was below the annual average. There were 2 reported robberies in 2014, which is the average annual number. Motor vehicle thefts were recorded at 6 in 2014, up from 4 in 2013. Assaults were slightly up in 2014 to 45 from 36 in 2013, which was the lowest in history. Traffic crashes decreased 15% in 2014 to 148 from 174 in 2013. The all-time low was 142 in 2012. Traffic crashes for the previous five years (2010-2014) have been the lowest number on record. DUI arrests were up 43% in 2014 to 150 from 105 in 2013. This is the highest arrest annual number since 153 in 2008.
2. For the first 6 months of 2015, crime rates and traffic crash rates continued to trend similar to averages for 2012, 2013 and 2014 and remain near record lows.
3. Successfully completed the 7th Annual Avon Police Citizen's Academy & 3rd Annual Latino Eagle County
4. Developed Body Worn Camera Policy and implemented camera use for all officers.
5. All supervisors have completed the International Association of Chiefs of Police (IACP) Leadership in Police Organization (LPO) 3-week curriculum.
6. Awarded the Colorado MADD Team Enforcement Award for 5th year in a row.

PROGRAM ACTIVITIES AND OPERATIONS

Administration: The Police Chief, Deputy Chief, 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.

Estimated Personnel Time: 100%
Estimated Nonpersonnel Costs: \$ 82,792
Total Activity Cost: \$ 658,376
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: 95%
Estimated Nonpersonnel Costs: \$ 647,351
Total Activity Cost: \$2,214,608 1567256.8 681422
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: \$ 19,902
Total Activity Cost: \$ 263,742
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: 5%
Estimated Nonpersonnel Costs: \$ 34,071
Total Activity Cost: \$ 116,558
Performance Metric(s): Internal Survey; Community Survey

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DEPARTMENT OVERVIEW

The Public Works Department is responsible for operational management and maintenance of the Town's parks, open space, streetscape, hard and soft trails, Nottingham Lake, bridges, roads and streets, sidewalks, landscaping and storm water infrastructure. The Department is managed by the Public Works Director, with supervisory support from the Public Works Superintendent and Public Works Supervisor.

ADMINISTRATION OF THE DEPARTMENT

DEPARTMENT FINANCIAL SUMMARY

Department Expenditures by Category	Actual	Original or	Final	Proposed	Proposed
	2014	Prev. Amend. Budget	Revised Budget	Budget	Budget
		2015	2015	2016	2017
Personnel Services	\$ 1,143,791	\$ 1,242,259	\$ 1,238,159	\$ 1,298,925	\$ 1,398,842
Commodities	313,044	406,619	352,822	354,497	348,664
Contract Services	358,351	476,110	481,770	643,658	573,858
Other Operating Costs	598,788	636,762	669,282	678,310	692,362
Capital Outlay	31,092	40,450	40,450	29,400	21,950
Total	\$ 2,445,066	\$ 2,802,200	\$ 2,782,483	\$ 3,004,790	\$ 3,035,676
Department Expenditures by Program					
Roads and Bridges	\$ 1,277,550	\$ 1,515,799	\$ 1,494,783	\$ 1,612,864	\$ 1,603,105
Parks	947,665	1,029,776	1,018,843	1,093,645	1,129,523
Town Center West	219,851	256,625	268,857	298,281	303,048
Total	\$ 2,445,066	\$ 2,802,200	\$ 2,782,483	\$ 3,004,790	\$ 3,035,676
Authorized Positions					
Public Works Director	1	1	1	1	1
Public Works Superintendent	1	1	1	1	1
Public Works Supervisor	2	2	2	1	1
Master Gardener	0	0	0	1	1
Operator II	2	2	2	2	2
Operator I	8	8	8	8	8
Total	14	14	14	14	14

2015 MAJOR ACCOMPLISHMENTS

1. Developed prioritized work plan for the year.
2. Accomplished complete clean-up of Town core and Metcalf Road cinders.
3. Initiated and completed merger of Parks and Road and Bridge Departments into Public Works Dept.
4. Completed Segment 3 of Ditch Maintenance in-house, saving the Town \$60,000 in contract labor.
5. Developed new snowplow schedule to reduce overtime, maximize CDL scheduling and increase service.
6. Provided traffic control for major project work and produced new street signs.
7. Removed fence at Eaglebend Drive/Nottingham Park to enhance the beautification of those areas.
8. Striped bike lanes and on-street parking on West Beaver Creek Blvd.
9. Moved and created an exciting 9 hole disc golf course at the West end of the Park

PROGRAM ACTIVITIES AND OPERATIONS

Administration: The Public Works Director manages all work of the department, including but not limited to development, implementation and monitoring of seasonal staff work plans for snowplowing, ice management, cinder clean-up, ditch maintenance, noxious weed program, special event assistance, and parks operations and maintenance. The work also includes management of contract work, locate requests, ROW permit program, inspections of construction sites, utility projects, budgetary planning and approval of travel, training and conferences. In addition to the Director, the Parks Superintendent contributes 75% of all hours to administration.

Estimated Personnel Time: 26%
Estimated Nonpersonnel Costs: \$ -
Total Activity Cost: \$ 291,966
Performance Metric(s): Internal Survey

General Road Maintenance: The Town has approximately 60 lane miles of streets and roads, six bridges, two railroad overpasses, eight miles of sidewalk, approximately and 17 miles of soft and hard trails. 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: 53%
Estimated Nonpersonnel Costs: \$ 538,491
Total Activity Cost: \$ 768,651
Performance Metric(s): Maintenance cost per mile
Community Survey

Snow Removal Operations: Work includes 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: \$ 304,806
Total Activity Cost: \$ 435,085
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: \$ 172,724
Total Activity Cost: \$ 246,549
Performance Metric(s): Cost per linear foot

Parks Operations & Maintenance: Maintenance of four parks, including over 65 acres of irrigated open space, multi-use fields, three tennis courts, two pickle ball courts, three basketball courts, a nine-hole disc golf course, tow picnic shelters, 800+ trees, 83 trash receptacles, 24 pet stations, set-up and care of the outdoor ice rink is included in the work of the division.

Estimated Personnel Time: 100%
Estimated Nonpersonnel Costs: \$ 557,541
Total Activity Cost: \$ 954,258
Performance Metric(s): Maintenance Cost per Acre/Facility
Community Survey

Town Center West: Maintenance of the Avon pedestrian mall, including Possibilities Plaza and Lettuce Shed Lane.

Estimated Personnel Time: 100%
Estimated Nonpersonnel Costs: \$ 122,303
Total Activity Cost: \$ 298,281
Performance Metric(s): Community Survey

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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. The Town's Buildings and Facilities maintenance is directed by the Town Engineer. Department work includes the planning and managing construction of Town capital improvement projects, review of proposed construction documents, and assisting in the planning for infrastructure needed to meet growth and development. The Town's Buildings and Facilities division is included in the department. The Engineering Department also supports other Town departments by providing technical review, project management and other

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

Department Expenditures by Category	Actual	Original or	Final	Proposed	Proposed
	2014	Prev. Amend. Budget	Revised Budget	Budget	Budget
		2015	2015	2016	2017
Personnel Services	\$ 547,153	\$ 536,839	\$ 524,301	\$ 589,461	\$ 626,910
Commodities	58,546	79,643	119,820	123,542	69,777
Contract Services	168,359	553,277	454,339	236,325	213,325
Other Operating Costs	384,115	412,021	411,250	401,278	411,980
Capital Outlay	26,084	28,950	28,950	32,950	-
Total	\$ 1,184,257	\$ 1,610,730	\$ 1,538,660	\$ 1,383,556	\$ 1,321,992
Department Expenditures by Program					
Engineering	\$ 221,685	\$ 488,935	\$ 378,633	\$ 273,664	\$ 263,627
Buildings and Facilities	962,572	1,121,795	1,160,027	1,109,892	1,058,365
Total	\$ 1,184,257	\$ 1,610,730	\$ 1,538,660	\$ 1,383,556	\$ 1,321,992
Authorized Positions					
Town Engineer	1	1	1	1	1
Project Engineer	0	1	1	1	1
Engineer II	1	0	0	0	0
Town Electrician	1	1	1	1	1
Building Technician II	1	1	1	1	1
Building Technician I	1	1	2	2	2
Total	5	5	6	6	6

2015 MAJOR ACCOMPLISHMENTS

1. Successful completion of the H.A. Nottingham Park Pavilion.
2. Construction of the Buck Creek Bridge Road Repair.
3. Construction of Asphalt Overlay and Slurry Seal and Avon Road Landscaping
4. Instituted a maintenance program for several town facilities.

PROGRAM ACTIVITIES AND OPERATIONS

Capital Improvement Program: The Engineering Department implements the Capital Improvement Program by identifying and estimating costs for needed projects, 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: \$ 31,119
Total Activity Cost: \$ 227,515
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: \$ 5,492
Total Activity Cost: \$ 40,150
Performance Metric(s): Internal Survey

Buildings and Facilities: The Buildings Division is responsible for the maintenance, repair, and electrical and 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 three (3) full-time Building Technicians. Salary to operational budget ratio is 29%, with the Division dividing its time between building maintenance and repair (60%), 20% custodial and 20% on administrative duties.

Estimated Personnel Time: 100%
Estimated Nonpersonnel Costs: \$ 751,485
Total Activity Cost: \$ 1,109,892
Performance Metric(s): Internal Survey
Response Time
Complaints

DEPARTMENT OVERVIEW

The Recreation Department oversees youth, adult and senior recreational programs, which are provided at the Avon Recreation Center and Town parks. The Department is responsible for operational oversight and management of park and lake recreational activities and is also responsible for all facility custodial care and supplies, including the Recreation Center, Town Hall and Swift Gulch buildings.

Department Expenditures by Category	Actual	Original or	Final	Proposed	Proposed
	2014	Prev. Amend. Budget	Revised Budget	Budget	Budget
		2015	2015	2016	2017
Personnel Services	\$ 960,276	\$ 940,487	\$ 945,335	\$ 1,001,732	\$ 1,048,268
Commodities	65,472	79,659	72,499	70,162	63,835
Contract Services	409,075	10,284	10,284	40,793	39,636
Other Operating Costs	206,973	171,748	171,305	165,251	167,440
Capital Outlay	12,282	950	15,950	3,800	-
Total	\$ 1,654,078	\$ 1,203,128	\$ 1,215,373	\$ 1,281,738	\$ 1,319,179
Department Expenditures by Program					
Special Events	\$ 529,582	\$ -	\$ -	\$ -	\$ -
Administration	210,714	198,528	214,045	238,223	235,491
Adult Programs	24,402	27,671	35,359	58,827	59,025
Aquatics	368,197	436,309	435,468	427,447	451,352
Childcare	26,461	-	-	-	-
Fitness	152,084	138,344	131,054	132,740	132,517
Guest Services	212,579	252,537	272,204	292,090	305,999
Youth Programs	101,078	121,498	121,165	132,411	134,795
Cabin	28,981	28,241	6,078	-	-
Total	\$ 1,654,078	\$ 1,203,128	\$ 1,215,373	\$ 1,281,738	\$ 1,319,179
Authorized Positions					
Recreation Director	1	1	1	1	1
Guest Services Coordinator	1	1	1	1	1
Recreation Programs Coordinator	1	1	1	1	1
Special Events Supervisor	1	0	0	0	0
Aquatics Coordinator	1	1	1	1	1
Senior Lifeguard	2	3	3	3	3
Guest Services Attendant III	1	2	2	2	2
Total	8	9	9	9	9

2015 MAJOR ACCOMPLISHMENTS

1. Created a service agreement with SUP Colorado to oversee all areas of lake rentals thereby decreasing cabin expense by \$23,000
2. Increased free weight room space to an area over 1,600 square feet; and, a professional bouldering wall
3. Remodeled and upgraded the west entrance of the rec center including entryway and sun deck
4. Constructed a new ergonomically designed front desk and relocated it to the center of the lobby
5. Reduced Dunk and Dash expenses by \$2,500 and showed a profit for the first time in the event's history
6. Relocated the winter ice rink to the west lawn saving cabin PTS expense of \$5,500
7. Increases admission revenues by \$25,000; Increased after school participation by 50% Fall semester
8. Created a nine hole disc golf course primarily located around the lower field
9. Initiated a Saturday morning yoga program on the stage with proceeds going towards youth program scholarships
10. Expanded pickleball courts to four courts
11. Administered retention of independent contractor design team for playground development
12. Installed new water features in the leisure pool, Refinished the big slide gaining a 10 year warranty on the flume

PROGRAM ACTIVITIES AND OPERATIONS

Administration: The Recreation Department is administered by the 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: \$ 79,843
Total Activity Cost: \$ 238,223
Performance Metric(s): unity survey

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 2016 is expected to be 104%.

Estimated Personnel Time: 100%
Estimated Nonpersonnel Costs: \$ 6,922
Total Activity Cost: \$ 58,827
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 5% of time with swim lessons and other programs, 15% spent on administration, 15% on maintenance of the pools and 5% on training and hiring.

Estimated Personnel Time: 100%
Estimated Nonpersonnel Costs: \$ 62,749
Total Activity Cost: \$ 427,447
Performance Metric(s): Revenue trends and positive recovery ratio
Community Survey

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 time is applied to fitness classes and programs, with the balance of 9% on administrative responsibilities for hiring, training, scheduling and marketing.

Estimated Personnel Time: 100%
Estimated Nonpersonnel Costs: \$ 68,653
Total Activity Cost: \$ 132,740
Performance Metric(s): Positive recovery ratio
Participation
Community Survey

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 Cabin based operations. The salary to operational budget expenses ratio is 64%. Guest Services Division spends 69% of time with front desk operations, 25% on administrative duties and 6% on hiring and training.

Estimated Personnel Time: 100%
Estimated Nonpersonnel Costs: \$ 39,389
Total Activity Cost: \$ 292,090
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 2016 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: \$ 22,450
Total Activity Cost: \$ 132,411
Performance Metric(s): Positive recovery ratio
Community Survey
Participation

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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 Director, 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

Department Expenditures by Category	Actual	Original or	Final	Proposed	Proposed
	2014	Prev. Amend. Budget	Revised Budget	Budget	Budget
		2015	2015	2016	2017
Personnel Services	\$ 462,707	\$ 635,368	\$ 609,364	\$ 757,986	\$ 801,870
Commodities	87,059	124,177	83,989	109,962	109,962
Contract Services	35,974	98,452	69,913	62,762	62,762
Other Operating Costs	519,249	545,647	530,273	546,014	550,755
Debt Service	60,220	60,220	60,220	60,220	60,220
Capital Outlay	841	565,255	155,255	411,552	950
Total	\$ 1,166,050	\$ 2,029,119	\$ 1,509,014	\$ 1,948,496	\$ 1,586,519
Department Expenditures by Program					
Administration	\$ 205,150	\$ 244,086	\$ 235,325	\$ 239,797	\$ 245,640
Operations	866,555	1,563,787	1,140,722	1,549,213	1,175,886
Wash Bay	94,345	221,246	132,967	159,486	164,993
Total	\$ 1,166,050	\$ 2,029,119	\$ 1,509,014	\$ 1,948,496	\$ 1,586,519
Authorized Positions					
Transit Superintendent	1	1	1	1	1
Transit Operations Supervisor	0	0	1	1	1
Transit Wash Bay Operator	0	0	1	1	1
Bus Drivers/CDL Drivers - TOTAL FTE	3	3	3	4	4
Total	4	4	6	7	7

2015 MAJOR ACCOMPLISHMENTS

1. Started the Red and Blue Line core bus service to include service to Buffalo Ridge, Wal-Mart and Home Depot.
2. Successful 2015 AWSC Transportation Plan with over 31,700 transit riders during the two week event.
3. Transit ridership continues to increase with a 11% jump in winter ridership over the previous winter season.
3. Administered continuation of the lease agreement with ECO for bus storage, with the addition of WiFi and vault room use for the upcoming winter season.

PROGRAM ACTIVITIES AND OPERATIONS

Administration: The Transit Director 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 Director occasionally fills in for drivers on sick leave or during hiring transitions.

Estimated Personnel Time: 100%
Estimated Nonpersonnel Costs: \$ 110,115
Total Activity Cost: \$ 239,797
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: Four (4) route operations occur during the winter months: The Blue and Red Lines serving the Avon Core and residential areas other than Wildridge, a Skier Shuttle, supported with funding from Beaver Creek, and an 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: \$ 677,343
Total Activity Cost: \$ 1,033,264
Performance Metric(s): Winter cost per rider per route - Skier Shuttle @ \$1.66
Black Line @ \$2.54
Restaurant Shuttle @ \$2.55
Winter on time performance 99%
Community Survey

Summer Service: The seven-day per week Blue and Red Lines operate during the summer months: The Blue and Red Lines serve the Avon Core and residential areas other than Wildridge. In 2016, two (2) smaller 22-seat cutaway buses will operate these summer routes. New this summer is the summer Restaurant Shuttle in operation from July 1, 2016 through August 15, 2016 with funding support from Beaver Creek. Hours and route frequency are summarized in the table below.

Estimated Personnel Time: 33%
Estimated Nonpersonnel Costs: \$ 333,616
Total Activity Cost: \$ 508,921
Performance Metric(s): Summer cost per rider per route - Blue and Red Lines - \$2.85
Summer on time performance - 99%
Community Survey

Route	Winter Op Hrs	Winter Frequence	Winter # Buses	Loop Time	Winter Serv. Hr.	Summer Op Hrs	Summer Frequence	Summer # Buses	Loop Time	Summer Serv. Hr.	Annual Cost	
Blue Line	6:30-6:30	30 Min	1	30 Min	1,985	6:30-6:30	30 Min	1	30 Min	2,930	\$400,228	
Red Line	6:30-10:30	30 Min	1	30 Min	1,985	6:30-6:30	30 Min	1	30 Min	2,930	\$400,228	
Skier Shuttle	8:00-6:00	15 -30 Min	2	30 Min	3,060						\$249,176	
Restaurant Shuttle	6:00-10:00	30 Min	1	30 Min	635	6:00-10:00	30 Min	1	30 Min	225	\$70,030	
Total Service Hrs					7,665	Total Service Hrs					6,085	\$1,119,663
Grand Total Service Hours						13,750						

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: \$ 69,430
Total Activity Cost: \$ 159,486
 Performance Metric(s): Internal Survey
 Cost Recovery

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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 Director 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	Adopted	Proposed
Department Expenditures by Category	Actual 2014	Budget 2015	Budget 2015	Budget 2016	Budget 2017
Personnel Services	\$ 632,415	\$ 707,672	\$ 693,762	\$ 749,884	\$ 791,036
Commodities	519,520	523,191	568,974	582,286	596,825
Contract Services	91,203	65,167	65,167	62,655	60,655
Other Operating Costs	96,642	128,205	123,118	126,128	129,167
Debt Service	260,692	262,116	262,116	258,064	259,016
Capital Outlay	18,666	12,500	12,500	6,952	1,552
Total	\$ 1,619,138	\$ 1,698,851	\$ 1,725,637	\$ 1,785,969	\$ 1,838,251
Department Expenditures by Program					
Fleet Maintenance	\$ 1,619,138	\$ 1,698,851	\$ 1,725,637	\$ 1,785,969	\$ 1,838,251
Total	\$ 1,619,138	\$ 1,698,851	\$ 1,725,637	\$ 1,785,969	\$ 1,838,251
Authorized Positions					
Fleet Director	1	1	1	1	1
Accounting Assistant II	1	1	1	1	1
Fleet Maintenance Foreman	1	1	1	1	1
Mechanic I-II	4	4	4	4	4
Mechanics Helper	1	1	1	1	1
Total	8	8	8	8	8

2015 MAJOR ACCOMPLISHMENTS

1. Continue "right sizing" Towns Fleet by selling under utilized vehicles on a public auction website.
2. Successful completion along with Beaver Creek Metropolitan District in the planning and maintenance of critical vehicles and equipment for the 2015 World Alpine ski Championships.

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: \$ 362,630
Total Activity Cost: \$ 625,089
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: \$ 673,455
Total Activity Cost: \$ 1,160,880
Performance Metric(s): 70% Cost Recovery
Internal Survey

**Town of Avon
2016 Personnel Schedule
Full-Time Equivalent Employees**

Department/Position	2013 Adopted	2013 Actual	2014 Adopted	2014 Actual	2015 Adopted	2015 Actual	2016 Proposed	2017 Proposed
General Government								
Town Manager / Acting Town Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Asst Town Manager / Dir Admin Svc	1.00	1.00	1.00	-	-	-	-	-
Community Relations Officer	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75
Town Clerk / Municipal Court Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Town & Court Clerk/Records Admin	-	-	-	1.00	1.00	1.00	1.00	1.00
Executive Assistant to the Town Manager	-	-	-	1.00	1.00	1.00	1.00	1.00
Total General Government	3.75	3.75	3.75	4.75	4.75	4.75	4.75	4.75
Finance & IT Department								
Finance Director/Assistant Town Manager	1.00	1.00	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	1.00	1.00
Budget Analyst	1.00	1.00	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	1.00	1.00
Accounting Assistant I-II	2.00	2.00	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	1.00	1.00
Help Desk Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Building Attendant	3.00	3.00	3.00	1.00	1.00	1.00	1.00	1.00
Total Finance & IT Department	11.00	11.00	11.00	9.00	9.00	9.00	9.00	9.00
Human Resources								
Human Resource Director	-	-	-	-	-	1.00	1.00	1.00
Human Resource Generalist	1.00	1.00	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	1.00	1.00
Total Human Resources	2.00	2.00	2.00	2.00	2.00	3.00	3.00	3.00
Community Development								
Community Development Director	1.00	-	-	-	-	-	-	-
Building Official	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Planning Manager	-	-	1.00	-	1.00	1.00	1.00	1.00
Senior Planner	-	1.00	-	1.00	-	-	-	-
Planner I-II	2.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
GIS Programmer / Analyst	1.00	-	-	-	-	-	-	-
Economic Initiatives Director	-	-	1.00	1.00	1.00	-	-	-
Special Events Supervisor	-	-	-	1.00	1.00	-	-	-
Director of Special Events & Festivals	-	-	-	-	-	1.00	1.00	1.00
Total Community Development	5.00	3.00	4.00	5.00	5.00	4.00	4.00	4.00
Police Department								
Police Chief	1.00	1.00	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	1.00	1.00
Sergeant	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Administrative Services Officer	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Investigator/Detective	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Officer	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00
Total Police Department	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00
Public Works Department								
Director	-	-	-	-	-	1.00	1.00	1.00
Superintendent	1.75	2.00	2.00	2.00	2.00	1.00	1.00	1.00
Maintenance Supervisor	3.00	3.00	2.00	2.00	2.00	2.00	1.00	1.00
Master Gardner	-	-	-	-	-	-	1.00	1.00
Operator I - II	6.00	5.00	6.00	5.00	5.00	10.00	10.00	10.00
Maintenance Worker I - II	5.00	6.00	6.00	5.00	5.00	-	-	-
Total Public Works Department	16.25	16.00	16.00	14.00	14.00	14.00	14.00	14.00

**Town of Avon
2016 Personnel Schedule
Full-Time Equivalent Employees**

Department/Position	2013 Adopted	2013 Actual	2014 Adopted	2014 Actual	2015 Adopted	2015 Actual	2016 Proposed	2017 Proposed
Engineering Department								
Town Engineer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Project Engineer	1.00	-	-	-	1.00	-	1.00	1.00
Engineer I-III	-	1.00	1.00	1.00	-	1.00	-	-
Sub-Total Engineering	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Building & Facilities								
Superintendent	0.25	-	-	-	-	-	-	-
Town Electrician	0.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maintenance Supervisor	1.00	-	-	-	-	-	-	-
Building Technician I - II	1.00	2.00	2.00	2.00	2.00	3.00	3.00	3.00
Sub-Total Buildings & Facilities	2.75	3.00	3.00	3.00	3.00	4.00	4.00	4.00
Total Engineering Department	4.75	5.00	5.00	5.00	5.00	6.00	6.00	6.00
Transit Department								
Director	0.35	-	-	-	-	-	-	-
Transit Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Transit Operations Supervisor	-	-	-	-	-	1.00	1.00	1.00
Fleet Care Coordinator	-	-	1.00	-	1.00	-	-	-
Bus Driver	3.00	3.00	3.00	2.00	2.00	2.00	2.00	2.00
Transit Wash Bay Operator	-	-	-	-	-	1.00	1.00	1.00
Transit Driver	-	-	-	1.00	1.00	1.00	1.00	1.00
Total Transit Department	4.35	4.00	5.00	4.00	5.00	6.00	6.00	6.00
Fleet Maintenance Department								
Director	0.25	-	-	-	-	-	-	-
Fleet Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Fleet Mechanic Foreman	-	-	-	-	-	1.00	1.00	1.00
Accounting Assistant I-II	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Mechanic Helper	-	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Mechanic I-II	5.00	5.00	5.00	5.00	5.00	4.00	4.00	4.00
Total Fleet Maintenance Department	7.25	8.00	8.00	8.00	8.00	8.00	8.00	8.00
Recreation Department								
Director	1.00	-	1.00	1.00	1.00	1.00	1.00	1.00
Recreation Superintendent / Interim Director	1.00	1.00	-	-	-	-	-	-
Guest Services Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	-	-	-	-	-	-	-
Recreation Program Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Special Events Supervisor	1.00	1.00	1.00	-	-	-	-	-
Aquatics Supervisor	-	-	-	-	-	1.00	1.00	1.00
Aquatics Coordinator	1.00	1.00	1.00	1.00	1.00	-	-	-
Senior Lifeguard	2.00	2.00	2.00	2.00	3.00	3.00	3.00	3.00
Guest Services Attendant III	1.00	-	1.00	1.00	2.00	2.00	2.00	2.00
Total Recreation Department	10.00	7.00	8.00	7.00	9.00	9.00	9.00	9.00
Total Full-time Employees	84.35	79.75	82.75	78.75	81.75	83.75	83.75	83.75

2016 EXEMPT Pay Ranges

<u>Department / Position</u>	<i>Annual</i>		
	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>
Assistant Town Manager - Finance & Administration Director	116,285	136,609	156,932
Human Resources Director	105,372	122,842	140,312
Recreation Director	99,281	116,725	134,169
Police Chief	98,400	115,454	132,508
Town Engineer	96,348	113,051	129,753
Deputy Chief of Police	91,905	105,596	119,287
Transit Superintendent	86,906	102,007	117,108
Planning Manager	81,657	95,864	110,071
Public Works Director	80,483	94,403	108,322
Finance Manager	82,577	94,980	107,382
Fleet Manager	78,291	91,830	105,369
IT Administrator	81,021	93,018	105,014
Building Official	80,148	92,076	104,003
Project Engineer	77,636	89,475	101,314
Director of Festivals & Special Events	74,221	85,214	96,207
Public Works Superintendent	73,981	84,919	95,856
Human Resources Generalist	71,808	82,402	92,996
Long Range Planner	65,935	75,824	85,712
Town Clerk/Court Administrator	59,689	68,633	77,576
Planner II	59,504	68,335	77,165
Executive Assistant to the Town Manager	58,467	67,218	75,968
Transit Operations Supervisor	56,233	64,717	73,200
Aquatics Supervisor	52,910	60,868	68,826
Guest Services Coordinator	48,166	55,512	62,857
Recreation Programs Coordinator	46,398	53,420	60,442

2016 NON-EXEMPT Pay Ranges

<u>Department / Position</u>	<i>Annual</i>		
	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>
Police Sergeant	71,525	82,310	93,095
Police Detective	61,933	71,283	80,632
Budget Analyst	60,118	69,049	77,980
Town Electrician	56,998	65,657	74,315
Police Officer	56,504	65,011	73,518
Help Desk Technician	54,042	62,145	70,247
Fleet Maintenance Foreman	53,765	61,951	70,136
Administrative Services Officer - Police	51,873	59,549	67,224
Payroll Specialist	51,582	59,195	66,808
Fleet Mechanic II	50,926	58,581	66,235
Building Technician II	50,925	58,579	66,232
Public Works Supervisor	50,337	57,973	65,608
Master Gardner	50,337	57,973	65,608
Building Technician I	45,916	52,813	59,709
Records Administrator/Deputy Town Clerk & Court Clerk	45,702	52,662	59,621
Public Works Operator II	45,690	52,558	59,425
Human Resources Assistant	45,421	52,156	58,891
Operator I - Transit	43,445	49,964	56,482
Fleet Mechanic I	42,892	49,332	55,771
Police Officer Recruit	42,620	49,003	55,385
Accounting Assistant II	42,975	48,962	54,949
Public Works Operator I	43,445	49,964	56,482
Administrative Assistant	42,983	48,175	53,366
Bus Driver	42,972	47,999	53,025
Transit Wash Bay Operator	42,972	47,999	53,025
Fleet Mechanic's Helper	42,079	47,234	52,389
Guest Services Attendant III	41,120	46,161	51,201
Building Attendant	40,423	45,574	50,725
Special Events Production Assistant	39,820	45,876	51,931
Senior Lifeguard	34,963	37,936	40,909

2016 Part-Time Pay Ranges

<i>Administrative</i>		<i>Recreation</i>	
	<u>Pay Range</u>		<u>Pay Range</u>
Administrative Assistant	\$15.94 to \$20.20	Aquatics	
Community Relations Officer	\$31.20 to \$39.53	Lifeguard I	\$12.29 to \$14.96
Planning Apprentice	\$15.94 to \$20.20	Lifeguard II	\$18.10 to \$21.83
		Swim Coach	\$13.32 to \$16.32
		Master Swim Coach	\$17.34 to \$21.42
<i>Economic Development</i>		Fitness	
	<u>Pay Range</u>	Fitness Instructor	\$25.01
Special Events Production Assistant	\$18.13 to \$23.64	Guest Services	
<i>Police</i>		(Front Desk & Cabin)	
	<u>Pay Range</u>	Guest Services Attendant I	\$12.29 to \$14.96
Extra Duty Police Officer	\$57.00	Guest Services Attendant II	\$17.93 to \$21.63
High Visibility Grant		Recreation Programs	
Leaf Grant		(Aquatics, Adult, Youth, Day Camp, After School, Sports)	
CDOT Grant		Program Instructor I	\$13.83 to \$16.49
Click-It or Ticket	\$55.00	Program Instructor II	\$17.34 to \$20.91
Eagle River Youth Coalition	\$50.00	Sports Program Referee	\$18.09 to \$22.50
Field Training Officer	\$2.00 additional/hr	Other	
Police Officer - Part-Time	\$15.00	75% of Registration Fees	
<i>Public Works</i>		Boot Camp Instructor	
	<u>Pay Range</u>	Dance Instructor	
Maintenance Worker I	\$12.14 to \$14.82	Martial Arts Instructor	
Maintenance Worker II	\$16.87 to \$20.58	Men's Fitness	
Seasonal Operator I	\$19.64 to \$21.83	Personal Trainer	
<i>Transit</i>		Program Instructor	
	<u>Pay Range</u>	Seminar Instructor	
Bus Driver **	\$19.64	Swim Coach	
Bus Driver **	\$20.62	Tennis Instructor	
Bus Driver **	\$21.65		
Lead Driver	\$22.87		
Maintenance Worker - Bus Washer	\$16.63 to \$20.28		

TOWN OF AVON
Self-Supported Bonded Debt

Year	Series 2004 G.O. Refunding Bonds		Series 2010 Certificates of Participation		Series 2013 Tax Increment Revenue Bonds		Series 2014B Certificates of Participation	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2016	\$ 515,000.00	\$ 20,600.00	\$ 270,000.00	\$ 233,888.00	\$ 410,000.00	\$ 218,240.00	\$ 210,000.00	\$ 318,625.50
2017	-	-	280,000.00	225,788.00	395,000.00	203,808.00	215,000.00	317,262.50
2018	-	-	290,000.00	216,688.00	410,000.00	189,904.00	220,000.00	315,748.00
2019	-	-	295,000.00	207,625.00	425,000.00	175,472.00	230,000.00	319,082.00
2020	-	-	310,000.00	197,300.00	440,000.00	160,512.00	235,000.00	317,113.00
2021	-	-	320,000.00	186,450.00	455,000.00	145,024.00	245,000.00	319,992.50
2022	-	-	335,000.00	170,450.00	470,000.00	129,008.00	250,000.00	317,569.00
2023	-	-	355,000.00	153,700.00	485,000.00	112,464.00	260,000.00	319,994.00
2024	-	-	370,000.00	135,950.00	505,000.00	95,392.00	265,000.00	317,116.00
2025	-	-	385,000.00	117,450.00	525,000.00	77,616.00	275,000.00	319,086.50
2026	-	-	405,000.00	100,125.00	540,000.00	59,136.00	280,000.00	315,754.00
2027	-	-	425,000.00	81,900.00	560,000.00	40,128.00	290,000.00	317,270.00
2028	-	-	445,000.00	62,775.00	580,000.00	20,416.00	300,000.00	318,483.00
2029	-	-	465,000.00	42,750.00	-	-	310,000.00	319,393.00
2030	-	-	485,000.00	21,825.00	-	-	-	-
Total	\$ 515,000.00	\$ 20,600.00	\$5,435,000.00	\$2,154,664.00	\$6,200,000.00	\$1,627,120.00	\$3,585,000.00	\$4,452,489.00

Funding:	Property Tax Mill Levy	Real Estate Transfer Taxes, Fleet Maintenance Revenues	Urban Renewal Fund Tax Increment Revenues	Real Estate Transfer Taxes, General Revenues of the Town
Interest Dates:	June 1 and December 1	June 1 and December 1	June 1 and December 1	June 1 and December 1
Date of Issue:	December 14, 2004	November 1, 2010	December 1, 2013	December 1, 2029
Interest Rate:	3.00% - 4.00%	2.00% - 3.25%	3.52%	3.03%
Amount of Issue:	\$3,656,173	\$6,680,000	\$6,825,000	\$3,800,000

TOWN OF AVON Legal Debt Margin

	2015	2016
General Bonded Debt Outstanding		
General Obligation Bonds	\$ 515,000	\$ -
Actual Taxable Property Value	\$1,417,405,720	\$1,806,178,690
Net Assessed Value	\$ 166,437,590	\$ 194,585,530
Percentage of General Bonded Debt Outstanding to Actual Taxable Property Value	0.04%	0.00%
Town of Avon Population	6,500	6,500
Per Capita	\$ 79	\$ -
<hr style="border: 1px solid black;"/>		
Legal Debt Limit	\$ 41,609,398	\$ 48,646,383
Total Debt Applicable to Limit	<u>(515,000)</u>	<u>-</u>
Legal Debt Margin	<u>\$ 41,094,398</u>	<u>\$ 48,646,383</u>
Total Debt Applicable to the Limit as a Percentage of Legal Debt Limit	1.24%	0.00%

**TOWN OF AVON
RESOLUTION NO. 15-23**

SERIES OF 2015

A RESOLUTION TO ADOPT THE 2016 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, 2016 AND ENDING ON THE LAST DAY OF DECEMBER, 2016

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 December 8, 2015, 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 2016:

	2016 Proposed Budget
<u>General Fund</u>	
Beginning Fund Balance	\$ 4,578,732
Revenues and Other Sources	15,179,407
Expenditures and Other Uses	<u>14,992,955</u>
Ending Fund Balance	<u>\$ 4,765,184</u>
<u>Town Center West Maintenance Fund</u>	
Beginning Fund Balance	\$ 88,584
Revenues and Other Sources	300,000
Expenditures and Other Uses	<u>298,281</u>
Ending Fund Balance	<u>\$ 90,303</u>

	2016 Proposed <u>Budget</u>
<u>Community Enhancement Fund</u>	
Beginning Fund Balance	\$ 96,996
Revenues and Other Sources	84,000
Expenditures and Other Uses	<u>100,000</u>
Ending Fund Balance	<u>\$ 80,996</u>
<u>Water Fund</u>	
Beginning Fund Balance	\$ 880,199
Revenues and Other Sources	170,000
Expenditures and Other Uses	<u>222,353</u>
Ending Fund Balance	<u>\$ 827,846</u>
<u>Affordable Housing Fund</u>	
Beginning Fund Balance	\$ 517,335
Revenues and Other Sources	3,885
Expenditures and Other Uses	<u>25,000</u>
Ending Fund Balance	<u>\$ 496,220</u>
<u>Debt Service Fund</u>	
Beginning Fund Balance	\$ 510,375
Revenues and Other Sources	1,126,089
Expenditures and Other Uses	<u>1,126,089</u>
Ending Fund Balance	<u>\$ 510,375</u>
<u>Transit Enterprise Fund</u>	
Beginning Fund Balance	\$ 631,793
Revenues and Other Sources	1,935,039
Expenditures and Other Uses	<u>1,948,496</u>
Ending Fund Balance	<u>\$ 618,336</u>
<u>Fleet Maintenance Enterprise Fund</u>	
Beginning Fund Balance	\$ 192,819
Revenues and Other Sources	1,787,632
Expenditures and Other Uses	<u>1,785,969</u>
Ending Fund Balance	<u>\$ 194,482</u>

	2016 Proposed <u>Budget</u>
<u>Equipment Replacement Internal Service Fund</u>	
Beginning Fund Balance	\$ 1,667,903
Revenues and Other Sources	748,565
Expenditures and Other Uses	<u>239,669</u>
Ending Fund Balance	<u>\$ 2,176,799</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.

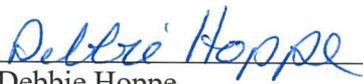
ADOPTED this 8th day of December, 2015.

TOWN OF AVON, COLORADO



 Jennie Fancher, Mayor

ATTEST:



 Debbie Hoppe
 Town Clerk

**TOWN OF AVON
RESOLUTION NO. 15-25**

SERIES OF 2015

**A RESOLUTION TO ACCEPT THE PROPOSED TOWN OF AVON LONG
RANGE CAPITAL PROGRAM AND SIMULTANEOUSLY ADOPT THE YEAR 2016
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, 2016 AND ENDING ON THE
LAST DAY OF DECEMBER, 2016**

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 December 8, 2015, 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 2016:

	2016 Proposed Budget
<u>Capital Projects Fund</u>	
Beginning Fund Balance	\$ 5,354,135
Revenues and Other Sources	7,671,806
Expenditures and Other Uses	<u>6,510,553</u>
Ending Fund Balance	<u>\$ 6,515,388</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 8th day of December, 2015.

TOWN OF AVON, COLORADO



Jennie Fancher, Mayor

ATTEST:



Debbie Hoppe, Town Clerk

**AVON URBAN RENEWAL AUTHORITY
TOWN OF AVON, COLORADO
RESOLUTION NO. 15-04**

SERIES OF 2015

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, 2016, AND ENDING ON THE LAST DAY OF DECEMBER, 2016.

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 13, 2015;

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 December 8, 2015 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 2016:

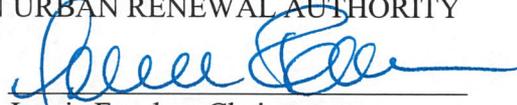
	2016 Proposed <u>Budget</u>
<u>Avon Urban Renewal Authority</u>	
Beginning Fund Balance	\$ 857,941
Revenues and Other Sources	1,058,667
Expenditures and Other Uses	<u>1,211,810</u>
Ending Fund Balance	<u>\$ 704,798</u>

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.

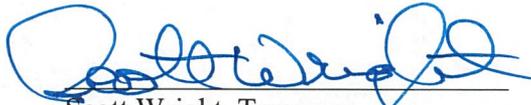
ADOPTED this 8th day of December, 2015.

AVON URBAN RENEWAL AUTHORITY



Jennie Fancher, Chairman

ATTEST:



Scott Wright, Treasurer

CERTIFIED:



Debbie Hoppe, Authority Clerk



**TOWN OF AVON
RESOLUTION NO. 15-26**

SERIES OF 2015

**A RESOLUTION LEVYING GENERAL PROPERTY TAXES FOR THE YEAR
2015, TO HELP DEFRAY THE COSTS OF GOVERNMENT FOR THE TOWN OF
AVON, COLORADO, FOR THE 2016 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 December 8, 2015; and

WHEREAS, the amount of money necessary to balance the budget for general operating purposes from property tax revenue is \$1,742,708; and

WHEREAS, the amount of money to balance the budget for bonds and interest is \$546,591; and

WHEREAS, the 2015 net total assessed valuation for the Town of Avon, as certified by the County Assessor is \$194,585,530.

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 2016 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 2015.

Section 2. That for the purpose of meeting all bonds and interest of the Town of Avon during the 2016 budget year there is levied a tax of 2.809 mills upon each dollar of the net total assessed valuation of all taxable property within the Town of Avon for the year 2015.

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.

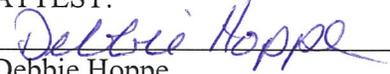
ADOPTED this 8th day of December, 2015.

TOWN OF AVON, COLORADO



Jennie Fancher
Mayor

ATTEST:



Debbie Hoppe
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 \$ 211,061,910 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: \$ 194,585,530 (NET^G assessed valuation, Line 4 of the Certification of Valuation Form DLG 57)

Submitted: 12/8/2015 for budget/fiscal year 2016 (not later than Dec. 15) (mm/dd/yyyy) (yyyy)

Table with 3 columns: PURPOSE (see end notes for definitions and examples), LEVY², and REVENUE². Rows include General Operating Expenses, Temporary General Property Tax Credit/Temporary Mill Levy Rate Reduction, General Obligation Bonds and Interest, Contractual Obligations, Capital Expenditures, Refunds/Abatements, and Other. Total: 11.765 mills, \$ 2,289,299.

Contact person: (print) Scott C. Wright, Asst. Town Manager Daytime phone: (970) 748-4055 Signed: [Signature] 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. 15-27**

SERIES OF 2015

**A RESOLUTION LEVYING GENERAL PROPERTY TAXES FOR THE
TOWN OF AVON GENERAL IMPROVEMENT DISTRICT NO. 1 FOR THE
YEAR 2015, TO HELP DEFRAY THE COSTS OF GOVERNMENT FOR THE
TOWN OF AVON, COLORADO, FOR THE 2016 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 December 8, 2015; and

WHEREAS, the estimated cost of providing transportation and recreation services to and within the District is \$40,190; and

WHEREAS, the 2015 net total assessed valuation for the property included in the District as certified by the County Assessor is \$2,855,020.

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

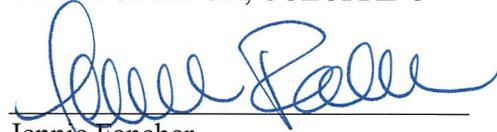
Section 1. That for the purpose of providing transportation and recreation services to and within the District during the 2016 budget year there is levied a tax of 14.077 mills

upon each dollar of the net total assessed valuation of all taxable property within the District for the year 2015.

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.

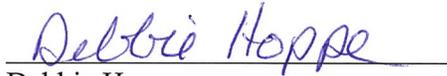
ADOPTED this 8th day of December, 2015.

TOWN OF AVON, COLORADO



Jennie Fancher
Mayor

ATTEST:



Debbie Hoppe
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

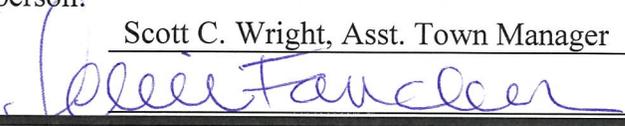
Hereby officially certifies the following mills to be levied against the taxing entity's GROSS \$ 2,855,020 assessed valuation of: (GROSS^D assessed valuation, Line 2 of the Certification of Valuation Form DLG 57^E)

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: 12/8/2015 for budget/fiscal year 2016.
(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	14.077 mills	\$ 40,190
2. <Minus> Temporary General Property Tax Credit/ Temporary Mill Levy Rate Reduction ^I	< > mills	\$ < >
SUBTOTAL FOR GENERAL OPERATING:	14.077 mills	\$ 40,190
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]	14.077 mills	\$ 40,190

Contact person: (print) Scott C. Wright, Asst. Town Manager 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).

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