



TOWN COUNCIL REPORT

To: Honorable Mayor Jennie Fancher and Avon Town Council

From: Scott Wright, Finance Director
Kelly Huitt, Budget Analyst
Virginia C. Egger, Town Manager

Date: September 27, 2016

Re: 2017 Budget Work Session – All Funds

A PowerPoint presentation will be provided during the budget work session.

PURPOSE OF THE BUDGET WORK SESSION

The 2017 Town of Avon proposed budget has been prepared in accordance with the Town Charter and all applicable Town ordinances. In addition to the 2017 budget, Town staff has prepared projections for a *Five Year Capital Improvements Plan* for investment planning in the Capital Projects Fund. Staff has also developed 2018 budget forecasts for all remaining funds to provide for future planning and to measure the sustainability of 2017 budget decisions.

At the August 23, 2016 budget work session, Council provided direction based on staff's recommendations for revenue projections and fee increases. This Tuesday's work session will be a review of all of the proposed budgets for the Town, including the General, Town Center West, Urban Renewal, Community Enhancement, Water, Affordable Housing, Capital Projects, Debt Service, Fleet, Transit, and Equipment Replacement Funds. In addition, the Capital Projects long-range plan will be presented. We will begin with a financial overview of the entire budget, with a PowerPoint presentation of the major initiatives funded in the budgets and significant variances from 2016.

Council is asked at Tuesday's meeting to provide direction for final preparation of the 2017 Budget, which is scheduled for Public Hearing and adoption on October 25, 2016. If additional work session time is needed, time has been reserved on Council's October 11th agenda.

SUMMARY OF PREVIOUS BUDGET WORK SESSIONS

August 23 - Revenue Projections

- Sales Tax Revenues: *For 2017 and 2018 a projected 4% rate of growth on the sales tax base taking into consideration the loss of Sports Authority. The Sun & Ski Sports lease was completed on September 22nd for location in the vacated Sports Authority space. With action before Council to approve the sales tax rebate for the owner Retail Concepts,*

the budget does not reflect any potential new revenues from this development, which are estimated, if the rebate is approved, at a net of \$140,000 in 2017.

- *Accommodation Taxes: For 2017 and 2018 a projected rate of growth of 6%.*
- *Building Fees: No change at this time. However, potential new development projects may result in adjusting projected building fees at some point in either 2017 or 2018.*
- *Avon Recreation Center Admission Fees: Town Council agreed to support an increase in resident monthly pass rates.*
- *Fleet Maintenance Shop Rates: No change for shop labor rates for 2017 or 2018. However, the parts markup charge originally scheduled to increase in 2016 from 15% to 20% will now take effect on January 1, 2017.*
- *Real Estate Transfer Taxes: Increased estimated RETT revenues by \$100,000 to reflect general volume and market value increases.*

August 23 - Employee Compensation

- *Personnel Costs. For 2017 adjust personnel costs for the Salary/Step program. The average increase for both market adjustments and step increases combined is 3.6, or an increase of \$207,073 over 2016 levels. For 2018, a placeholder of 2% has been incorporated into the budget.*
- *Health Insurance. For 2017, due to an extremely good year so far in 2016 regarding the Town's overall insurance claim levels and few catastrophic claims, health insurance premiums are projected to remain flat with no increase in premiums to either the Town or its employees. For 2017 an overall increase of 6% has been projected based on broad market forecasts for increases in medical costs and utilization.*
- **Fund Balances and Reserves**
 - General Fund – 3% Labor Emergency Reserve; 25% Minimum Reserve Balance
 - Capital Projects Fund – \$1,000,000 Minimum Reserve Balance

August 23 – Community Grants

- Town Council allocated a total of \$205,000 for community funding that the Ad Hoc Review Committee's funding recommendations shall not exceed. The Ad Hoc Review Committee's recommendation is \$170,560.

SUMMARY OF MAJOR SERVICES, IMPROVEMENTS & PROJECTS

2017-2018 BUDGET

SUMMARY OF FUND ACTIVITY

The following information provides Revenue and Expenditure changes by Fund as well as major activities. The 2017 Proposed Budget provides department narratives, staffing levels, 2016 major accomplishments, performance metrics and line item detail.

GENERAL FUND

General Fund Budget:

	2016	2017	2018
Total General Fund Revenues:	\$ 15,387,513	\$ 15,638,578	\$ 16,527,448
Total General Fund Expenditures:	<u>16,416,562</u>	<u>15,460,542</u>	<u>16,464,993</u>
Total Change	\$ (1,029,049)	\$ 178,036	\$ 62,455

For 2016, General Fund transfers-out to the Capital Projects Fund are budgeted at \$1,620,000. The majority of these transfers - \$1,550,000 - represent estimated undesignated 2016 General Fund reserves over and above the Town's 3% TABOR Emergency Reserve and the 25% minimum reserve balance, and any other assigned or committed fund balances. The remaining \$120,000 in transfers-out to the Capital Projects Fund are required pursuant to the Town's agreement with Traer Creek for the purpose of future asphalt overlays in the Village at Avon.

Detailed Expenditures by Department

General Government

2017 Proposed Budget	\$ 1,189,036	2018 Proposed Budget	\$ 1,191,864
2016 Revised Budget	<u>1,060,876</u>	2017 Proposed Budget	<u>1,189,036</u>
Total Change	\$ 128,160	Total Change	\$ 2,828

- For 2017 a Town clean-up day has been budgeted at \$2,000.
- Funding of \$5,000 has been provided for the Town Council for consulting and training. In addition, \$5,600 has been included for professional development for CAST meetings, the CML Conference, and the Creative Industries Summit.
- In the Town Clerk budget \$5,000 for records scanning has been included to help support the Town's effort in going paperless.
- In Community Relations, advertising in the amount of \$22,000 has been proposed to consolidate the *Vail Daily* bi-weekly ad, Salute to the USA print advertising, and free event advertising. In addition, \$25,000 has been included for a community survey.

Human Resources Department

2017 Proposed Budget	\$ 431,677	2018 Proposed Budget	\$ 453,533
2016 Revised Budget	<u>422,736</u>	2017 Proposed Budget	<u>431,677</u>
Total Change	\$ 8,941	Total Change	\$ 21,856

- Late in 2015, the new position of Human Resources Director was added to the Town staff, and the human resources program was made an independent department separate from Finance and Administration.
- \$6,000 for town-wide leadership training has been included for 2017.

Finance and IT Department

2017 Proposed Budget	\$ 1,733,430	2018 Proposed Budget	\$ 1,892,053
2016 Revised Budget	<u>1,632,233</u>	2017 Proposed Budget	<u>1,733,430</u>
Total Change	\$ 101,197	Total Change	\$ 158,623

- Included \$3,000 for workflow software that will reduce and possibly eliminate paper processing of purchase requisitions and purchase orders, and ultimately paper invoices.
- Included \$12,000 for optimization consulting which will review the Town's purchasing and personnel hire-to-retire processes, along with meeting organizational goals and challenges to ensure that our business processes are efficient and effectively utilizing our software systems.
- Moved all TOA janitorial cleaning services to the nondepartmental budget where they can be more effectively managed in one place. Total line item budget is \$106,708.

Community Development Department

2017 Proposed Budget	\$ 935,279	2018 Proposed Budget	\$ 971,096
2016 Revised Budget	<u>1,380,476</u>	2017 Proposed Budget	<u>935,279</u>
Total Change	\$ (445,197)	Total Change	\$ 35,817

- Continued IGA with Eagle County for GIS services.
- Town Core Walkability Plan for \$10,000 budgeted for 2017.
- Valley Home Store services budgeted for \$16,100.
- Optimization consulting of \$7,120 for reviewing building permitting and land use processes included.
- Community grants accounted for in this department (\$170,560, See Exhibit A).
- Small Event Seed Funding - \$50,000. Assignment of fund balance reserves of \$390,000 for both 2017 and 2018 special events.
- Continued seasonal employee for event production.

Police Department

2017 Proposed Budget	\$ 3,361,215	2018 Proposed Budget	\$ 3,526,899
2016 Revised Budget	<u>3,191,555</u>	2017 Proposed Budget	<u>3,361,215</u>
Total Change	\$ 169,660	Total Change	\$ 165,684

- The department is fully staffed for 2017. Part-time wages for a seasonal community response office for 480 hours continues in the 2017 budget. In addition, the department has launched new resort community policing initiatives, including bike patrols, additional foot patrol hours, new relaxed uniforms, continued use of social media, and continued participation in the resort policing ski patrol program. Finally, \$25,000 in overtime has been included for participation by the department in the County-wide drug task force GRANITE (see APPENDIX 1 – Police Cover Memo for more detail).
- For 2017, software costs of \$25,000 have been included for an upgrade to the County records management system in which the Town participates. An additional cost of \$59,000 is project for 2018. These amounts represent the Town's 15.12% share of the overall cost of the upgrade estimated at \$550,000.
- Additional ongoing fees are included in the 2017 budget including cloud-based storage fees for body cameras, and digital ticketing support fees.
- On-going purchases of mobile 800 MHz radios (\$20,000) and radars (\$7,500) are included in capital outlay, as well as a new Livescan fingerprint system for the new public safety facility for \$10,000.

Public Works - (Roads and Streets and Parks divisions)

2017 Proposed Budget	\$ 3,050,093	2018 Proposed Budget	\$ 3,031,992
2016 Revised Budget	<u>2,604,271</u>	2017 Proposed Budget	<u>3,050,093</u>
Total Change	\$ 445,822	Total Change	\$ (18,101)

- The Public Works Department is collaborating with both the Police Department and Community Development to ensure a safe, fund and memorable experience at the West Avon Preserve. This collaboration for Public Works includes funding for trail maintenance, weed mitigation, installing and maintaining signage, and performing monthly inspections (see APPENDIX 2 – West Avon Preserve memo for more detail).
- Effective January 1, 2017 the Town Center West fund budget has been merged into the Parks budget.
- A full-time Operator I position has been added and all part-time wages eliminated for 2017.
- Crosswalk and brick repair totaling \$45,000 is included for 2017.
- Shared cost of asphalt sealing of the Avon Elementary school parking lot is included for \$7,400.
- Planned in 2017 is an expansion of the Nottingham Park beach and replacement of the current beach volleyball sand estimated at a cost of \$20,000. In addition, a 10' umbrella shelter is planned near the beach at a cost of \$19,500.

Engineering – (Town Engineer and Buildings and Facilities divisions)

2017 Proposed Budget	\$ 1,373,440	2018 Proposed Budget	\$ 1,332,366
2016 Revised Budget	<u>1,390,111</u>	2017 Proposed Budget	<u>1,373,440</u>
Total Change	\$ (16,671)	Total Change	\$ (41,074)

- Includes all janitorial services, utilities and repairs and maintenance for Town buildings except for the Avon Regional Transportation Facility and the Fleet Maintenance Facility. Those facilities reside in enterprise funds are are budgeted in their respective fund. In addition, consideration of an additional \$30,975 for incremental new utilities for the new public safety facility for 5 months, and the new Town Hall for 12 months, has been included in the 2017 budget.
- A new van for the Town electrician is included in the 2017 budget (\$60,000).

Recreation Department

2017 Proposed Budget	\$ 1,434,372	2018 Proposed Budget	\$ 1,475,190
2016 Revised Budget	<u>1,284,437</u>	2017 Proposed Budget	<u>1,434,372</u>
Total Change	\$ 149,935	Total Change	\$ 40,818

- As mentioned above, Town Council agreed to an increase in the resident admission rates beginning in 2017. This small increase recognizes the number of new improvements to the Recreation Center including: increased free weight room space, a bouldering wall, expanded pickleball courts, and the remodeled front entry and new front desk.
- Recently, the Recreation Department implemented the Avon Community Swim Program after a thorough review of the previous program which was managed by an external not-for-

profit agency. The findings, along with other input from the community determined that there was a need in the Avon community for a top tier community swim program.

A budget was developed to add one full-time, supervisor level staff member to manage the program under the guidance of the Recreation Director. In addition, 3 to 5 part-time swim instructors will also be hired to ensure adequate resources for the success of the program. Total program expense for 2017 is \$83,865 and is expected to recover direct fees of \$42,180 (See APPENDIX 3 – Avon Community Swim Program for more detail).

FLEET MAINTENANCE ENTERPRISE FUND

Fleet operations for the maintenance of Town rolling stock and equipment, as well as third party contracts for fleet services are budgeted within the Fleet Maintenance Enterprise Fund

2017 Proposed Budget	\$ 1,652,546	2018 Proposed Budget	\$ 1,690,087
2016 Revised Budget	<u>1,573,779</u>	2017 Proposed Budget	<u>1,652,546</u>
Total Change	\$ 78,767	Total Change	\$ 37,541

- Historically, a subsidy from the General Fund has been made to Fleet maintenance to cover the capital cost of the Fleet Maintenance facility. The principal and interest on the debt for 2017 is \$253,906. A \$400,000 General Fund transfer is provided in both 2017 and 2018 to balance the budget.
- Several staffing changes in 2017 resulting in a restructured department. In addition to hiring a new Fleet Director, a dedicated parts manager position was created that will allow mechanics to have more time dedicated to billable shop labor hours and streamline parts purchasing.
- As mentioned above shop rates for both 2017 and 2018 will remain at their current 2016 levels.

TRANSIT ENTERPRISE FUND

Transit operations, management of the Avon Regional Transportation Facility and wash bay revenues and expenditures are budgeted within the Transit Enterprise Fund.

2017 Proposed Budget	\$ 1,948,359	2018 Proposed Budget	\$ 1,513,583
2016 Revised Budget	<u>1,625,966</u>	2017 Proposed Budget	<u>1,941,469</u>
Total Change	\$ 322,393	Total Change	\$ (427,886)

- The total General Fund subsidy to support the Transit Fund in 2017 is \$1,182,000. This compares favorably to the original 2016 budget of \$1,282,000 and is an increase of \$47,006 from the final revised 2016 budget.
- Service hours for 2017 have been reduced to reflect low periods of ridership during the summer months. Winter service will remain the same as 2016 (See APPENDIX 4 – Transit Budget).
- A \$50,000 contingency line item for 2017 has been included for a transit pilot program to explore alternative methods of transportation that will assist in increasing bus ridership.
- The capital outlay of \$410,000 and associated 80% grant revenues for a new bus that were originally budgeted for in 2016 have been transferred to the 2017 budget.

TOWN CENTER WEST MAINTENANCE FUND

The Town Center West Maintenance Fund (TCW) receives revenue from the both the General Fund and the Avon Urban Renewal Fund for the summer and winter maintenance of the “pedestrian mall”. In 2016, revenue transferred to TCW is reduced to \$50,000 from the Urban Renewal Fund, and \$124,598 from the General Fund. For 2017 and later years, this fund is being absorbed into the Town’s Parks budget.

2017 Proposed Budget	\$	-	2018 Proposed Budget	\$	-
2016 Revised Budget		<u>145,873</u>	2017 Proposed Budget		<u>-</u>
Total Change	\$	(145,873)	Total Change	\$	-

COMMUNITY ENHANCEMENT FUND

Monies accrue from Holy Cross Electric and then are dispersed on a project basis, with Holy Cross approval.

- For 2016 \$100,000 has been transferred to the Capital Projects Fund for undergrounding utility lines associated with the Eagle Valley Regional Trail segment.
- For 2017, \$158,000 is proposed to be transferred to the Capital Projects Fund to help fund the construction of the new Nottingham Park Playground.

WATER FUND

2017 Proposed Budget	\$	199,177	2018 Proposed Budget	\$	96,753
2016 Revised Budget		<u>1,133,286</u>	2017 Proposed Budget		<u>199,177</u>
Total Change	\$	(934,109)	Total Change	\$	(102,424)

- In 2016, contributions for the Mountain Star water tank were made in the amount of \$855,707.
- In 2017, financial support for the Watershed Council (\$4,000), water quality monitoring (\$13,500), Eagle River cleanup (\$1,000), water quality action plan (\$8,000), and Mountain Star tap fee rebates (\$10,000) have been budgeted.
- Post Blvd. irrigation work for \$45,000 has been included.
- Transfers-out to the Capital Projects Fund of \$41,200 representing the public safety tap fees from the Eagle River Fire Protection District.

AFFORDABLE HOUSING FUND

- \$25,000 for project development has been included.

DEBT SERVICE FUND

2017 Proposed Budget	\$	1,027,469	2018 Proposed Budget	\$	1,021,854
2016 Revised Budget		<u>1,126,089</u>	2017 Proposed Budget		<u>1,027,469</u>
Total Change	\$	(98,620)	Total Change	\$	(5,615)

- 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.

- 2016 was the final year for levying property taxes used to pay the Town's Series 2004 General Obligation Refunding bonds, which were paid in full on December 1, 2016.
- Debt service payments for the recently issued Series 2016 Certificates of Participation used to finance the construction of a new public safety facility begin in 2017.

CAPITAL PROJECTS FUND

2017 Proposed Budget	\$ 8,565,766	2018 Proposed Budget	\$ 3,079,567
2016 Revised Budget	<u>14,499,010</u>	2017 Proposed Budget	<u>8,565,766</u>
Total Change	\$ (5,933,244)	Total Change	\$(5,486,199)

- Five Year Capital Improvements Plan details planned expenditures for years 2017-2021.
- 2016 final revised budget includes bond proceeds and project construction budget for the public safety facility project.
- Also included in the revised 2016 budget are bonds proceeds from the Avon Urban Renewal Authority for the Avon Town Hall tenant finish design. With construction planned to occur in 2017.
- 2017 projects also include completion of the walkability project in the amount of \$2.5 million, and the Nottingham Park Playground project for \$798,300.

EQUIPMENT REPLACEMENT INTERNAL SERVICE FUND

2017 Proposed Budget	\$ 387,200	2018 Proposed Budget	\$ 655,197
2016 Revised Budget	<u>249,339</u>	2017 Proposed Budget	<u>387,200</u>
Total Change	\$ 137,861	Total Change	\$ 267,997

- Annual expenditures are determined by equipment replacement schedules for equipment placed into the Fund at time of purchase; annual variations occur due to varying estimated useful lives.
- In 2015, a loan in the amount of \$717,989 was made to the Eagle River Fire Protection District. This loan was paid back in full in 2016 when the District obtained permanent financing for the new regional fire station at Buck Creek.
- Significant replacements budgeted for 2017 include a snow plow for \$185,000, and a new phone system in the new Town facilities for \$85,000.

ATTACHMENTS:

- APPENDIX 1 - Police Cover Memo
- APPENDIX 2 – West Avon Preserve Memo
- APPENDIX 3 – Avon Community Swim Program Memo
- APPENDIX 4 – Transit Budget
- EXHBIT A – Community Grant Program Requests and Recommendations

APPENDIX 1



To: Virginia Egger, Town Manager
Scott Wright, Finance Director
From: Greg Daly, Chief of Police
Date: September 16, 2016
Topic: Resort Community Policing for 2017, Avon Road Safety, GRANITE

RESORT COMMUNITY POLICING

Resort community policing is perhaps best reflected through a core tenet of policing in a manner which increases communication with residents and visitors, outside of patrol calls, in order to build trust with our community. The objective is to learn about the community's expectations and to interact with the community as a core member – not as outsiders – with transparency and accountability.

Resort community policing is not new to the Avon Police Department. The department has a history of actively seeking opportunities to better connect with our community, for example through Citizen and Latino Academies, National Night Out, Cops, Kids and Hoops to name a few. These are traditions which have gained notoriety and success for the Avon Police Department.

Since May 2016, the Police Department has launched new resort community policing actions. Some of the initiatives are immediate, while others are important changes which are being implemented in phases. To meet the Town Council's 2017 Strategic Plan, we aspire to:

- Complete the 9th Annual Citizen's Police Academy, 5th Latino Police Academy, National Night Out, Cops, Kids and Hoops
- For parking, dog waste and leash infractions, traffic stops for minor speeding, seat belts, etc., warnings may be granted whenever possible, dependent on previous police contacts and whether previous warnings or citations were issued.
- Radar speed checks will be reduced in favor of driving, walking and biking patrols. This will not diminish our commitment to traffic safety and reducing traffic accidents in Avon through data driven directed traffic calming and enforcement.
- In 2016, to date, bike patrol tallied 47.62 hours. In 2017, the bike patrol goal will be based on a bike season from late May through mid-October. We will set a goal of at least 1.5 hours of bike patrol per officer dependent on calls for service (on an average of 2 patrol officers per day shift). Based on 22 weeks of bike season, that will convert to approximately 460 hours of bike patrol, a 1000% increase from 2016 level.

- 343 hours of documented foot patrol have been logged in 2016. We will set a goal of not less than 600 hours in 2017.
- Organize “Coffee with a Cop” events throughout Avon to further connect Avon police officers with our community on a monthly basis.
- Evaluate and implement a softened uniform to enhance our community policing interactions while maintaining our professional look. This includes, but is not limited to, our recent purchase of bike polo shirts and khaki shorts.
- Visit three resort communities in Colorado to observe and study resort policing activities, exchange ideas and evaluate what can be implemented in Avon.
- Use social media to further foster trust with our community through transparency and to fully engage and educate our community and guests. A recent Facebook post regarding a humanitarian gesture by two Avon police officers garnered more than 10,300 views.
- Continue CALEA national accreditation, ensuring nationally recognized policies and procedures reflecting community values
- Train all sworn officers in Crisis Intervention and de-escalation to better communicate and address mental health issues in our community.
- Increase the department’s capabilities in the Spanish language and cultural competency through internal and external trainings. This will provide greater opportunity to communicate and build further trust with our Latino community.
- Increase resident’s use of the EC Alert system, so they can receive text alerts and emails for significant emergency events in town.
- As time allows, continue the joint partnership of the Avon Police Department, the Eagle County Sheriff’s Office and the Beaver Creek Resort Company in the community resort policing ski patrol program.

AVON ROAD SAFETY

Staff at the Police Department conducted a spot check survey of compliance by vehicular traffic to pedestrian traffic at crosswalks on Avon Road. Intuitively there was significantly less yielding to pedestrians at the unmarked or non-lighted crosswalks. Community Development Director Matt Pielsticker, Engineering Director Justin Hildreth, Community Development Planner David Williams and Chief Greg Daly took a walking tour of Avon Road and collaborated on safety upgrades at the pedestrian crossings. There was concern in installing further cross walk blinking lighting as it may diminish the effect with over exposure of lighting. Therefore, we agreed to increase the fluorescent signage at a number of crossings on Avon Road.

Roundabout 5:	N side: 4 pedestrian crossing signs W side: 4 pedestrian crossing signs
Hurd Lane/ Avon Road:	1 floppy “state law” sign 1 pedestrian crossing sign
Roundabout 4:	S Side: 4 pedestrian crossing signs

Roundabout 3: S side: 4 pedestrian crossing signs
Roundabout 2: N side: 4 pedestrian crossing signs

GORE RANGE NARCOTIC INTERDICTION TEAM

For the past two years, the Avon Police Department detectives and patrol officers have worked closely with the Gore Range Narcotic Interdiction Team (G.R.A.N.I.T.E.). The multi-agency team has three Vail Police Department detectives and one detective from the Eagle County Sheriff's Office. The unit mission is to investigate and interdict drug trafficking in Eagle County, including Avon.

The team, with the assistance of Avon officers, has opened 13 cases related to felony narcotic distribution emanating from the Avon area. There have been 15 arrests for felony level drug distribution in Avon since Jan 1st. The drugs seized in 2016 include 7.4 grams of cocaine with a street value of \$750, 199; one gram of methamphetamine with a street value of \$15,928, 100 doses of LSD with a street value of \$1,500 and 1.7 grams of MDMA with a street value \$100.

The Town has been requested by GRANITE to fund one new full-time officer to join the team. Instead, in 2017 & 2018, the Avon Town Manager Virginia Egger has recommended approval of up to \$25,000 for overtime to increase our assistance in eradicating drug dealing in Avon. If this work cannot be done during regular shift hours, the proposed overtime will allow Avon officers and detectives to take a more active role in addressing drug distribution incidents.

The funding represents an average of nine hours per week for the Avon Police Department. This greater collaboration with GRANITE detectives will also enhance our officer's knowledge, skills and experience in detecting, interdicting, apprehending and prosecuting drug dealers in our community. The objective is clear: to not allow drug dealing in Avon.

APPENDIX 2



To: Virginia Egger, Town Manager
Scott Wright, Finance Director
From: Gary Padilla, Public Works Director
Meeting Date: September 27, 2016
Topic: West Avon Preserve: Maintenance, Improvements & Enforcement

Since the West Avon Preserve (WAP) trails have been open to the public for use, the Public Works Department has set a goal to making the trails safe, fun and a memorable experience for everyone that uses them. Public Works, Community Development and the Police Department have collaborated with the following to ensure that the goal is met.

Trail Maintenance & Winter Closures

- **Trail Maintenance**
 - Annual inspection each April of all trails to see if there was any damage from the winter and spring runoff (drainage and erosion concerns).
 - General maintenance is in-house
 - Major rebuild or upgrade – contractor. The trails were constructed in a sustainable manner and, to date, have little maintenance needed
 - 2016: \$4,100 spent
 - 2017: \$5,500 budgeted
 - Monthly inspections, when trails are open, are conducted, with photos and documentation completed as part of the process.
 - The barb wire fence on the west side of the West Avon Preserve is being removed in 2016
- **Winter Closures**
 - The Public Works Department closes all trails, except Our Backyard and PB&J, to all users, December 15th through April 15th, with a portable split rail system to protect wildlife winter habitat

Signage, ARTAG & Use Improvements:

- **Signage**
 - Community Development ensures that placement of signs are done in accordance with the *Management Plan*, with the help of Public Works and ARTAG for installation.
 - Those signs include; regulatory, educational and directional signs mainly at the trailhead locations, with limited signs at trail intersections.
 - The Town develops, installs and maintains an effective trail signage system that is aesthetic, inconspicuous to the natural landscape and consistent with size limitations (less than twelve square feet).
 - Additionally interpretive signage, permitted by the *Management Plan*, is being designed for installation this fall to provide educational opportunities for the rare Penstemon flower and other flora on the property.
 - All signage improvements were fully budgeted in 2016

- **ARTAG**

- Community Development also provides staffing to the Avon Recreational Trails Advisory Committee (ARTAG). The group was instrumental in planning the wayfinding and interpretive signage, as well as serving as a referral body for special events. ARTAG meets on an “as needed” basis.

Enforcement:

In 2016, the Avon Police Department has taken a community policing approach to our community and guest users at the Avon West Preserve. A part-time, summer seasonal Community Response Officer (CRO) was funded in 2016, for up to 26 weeks, to be an ambassador and community educator for the Town of Avon. Total cost is \$11,640, paid out of other police savings.

The CRO and other patrol officers, now, throughout the year, have increased their patrol at all trail heads, and also do periodic walking and biking patrol on the trails. Their primary goal is use education, but officers have dealt issues such as alcohol consumption, smoking and dogs that have not been responsive to voice control commands. The overall community and guest response has been extremely positive and have enjoyed the police engagement.

Funding for a part-time CRO is again recommended in the 2017 budget for 12 weeks; at a projected cost of \$8,160. The officer also provides outreach at the Town beach, related parking and in the park, with a focus on dog leash laws and waste pick-up.

APPENDIX 3



TOWN COUNCIL REPORT

To: Honorable Mayor Jennie Fancher and Avon Town Council
From: John Curutchet, Director of Recreation
Meeting Date: September 27, 2016
Agenda Topic: Avon Community Swim Program

Background

Staff audits all recreation programs to ensure that the Avon Recreation Department is offering the best quality, most desirable programs at the best market price. The Recreation Department began in February of 2016, a thorough review of our swim program, which was being fully managed by a for-profit swim school. The department, with parents, felt it would be good to research and gather data from several other mountain region swim programs to ensure Avon was benefiting from the best practices in public recreation programs.

The research findings were presented through a series of three public meetings. The findings and other input from parents and the community prompted a *Request for Proposals* for swim program services. The RFP process was completed in August, and reviewed by members of staff and a representative from the Avon business community. The ad hoc committee unanimously determined that the Town of Avon possesses the required resources to establish and build a top tier community swim program.

Avon Community Swim Program

The Town commenced the *Avon Community Swim Program* on September 6, 2016.

Our full scope swim program includes:

- Learn to Swim – A year-round learn to swim program will include *Parent and Tot*, preschool and levels 1-3. The Town will endeavor that all children will have the opportunity to learn to swim and will provide lessons during the school year in cooperation with the Avon Elementary School.
- Swim Team Prep – A year-round program for those who are proficient beyond level three lessons and wish to continue swimming and refining their strokes
- Non-USA Swim Team - Year-round, non USA registered swim team for ages 6-18; 3 local meets per year; flexible membership enrollments will be offered
- USA Swimming registered competitive swim team - Year-round, USA registered competitive swim team for ages 6-18 that includes opportunities to travel and compete against other Colorado USA Swimming teams; flexible membership enrollments will be offered
- Private and Semi-Private Swim Lessons - Year-round offerings of private and semi-private swim lessons

The detailed program structure and year-round schedule, USA Club information and competitive events, and fees, including the financial assistance program and application procedures is available on our website, or in hard copy at the Recreation Center.

- The program features much lower rates, an increase in the number of competitive events, opportunities for monthly registrations, and an experienced and motivated coaching staff of professionals, who will employ the best known techniques for reaching the full potential of each swimmer.
- Hiring qualified and motivated swim coaches and swim instructors presents opportunities for all ages and ability levels to learn to swim and to advance their swimming abilities and aspirations.
- Tracking the success of each swimmer, through detailed recordkeeping of swim meet race times, and records of each participant's progress in swimming progression, will aid in meeting swimmer growth in the sport.
- Partnering with the Eagle County School District, and specifically with the Avon Elementary School, will be the best conduit to ensuring all children learn to swim.

- Providing financial aid will increase swim program participation for all levels of our socioeconomic demographic. This is an important founding principle in our program.
- Fully engaging with parents to ensure we, as staff, are meeting swimmer needs, providing the competitive challenge required and listening to concerns and ideas is a core value of our program.
- Supporting the formation of a parent nonprofit booster club to promote the Town and parents work in collaboration to fully meet the needs of our swimmers.

Budget Implications

A budget was developed to hire one full time, supervisor level staff member to manage the program under the guidance of the Recreation Director. Three to five PTS swim instructors will join our staff to ensure adequate resources for the success of the program. We have experienced increased participation in the two weeks we have been managing the program, and do expect that trend to continue across the board, and most definitely within our Latino demographic.

A breakdown of the current 2017 projected budget is as follows and shows an estimated General Fund subsidy of \$41,685, in this first year of programming. With full marketing and outreach, it can be expected that the Avon Community Swim Program Once the program will recover all operational costs in 2018.

PROGRAM	ANNUAL PARTICIPATION	SESSIONS/FEEES	REVENUE	PROGRAM EXPENSE *(PTS wages)
Parent and Me	Avg. 4/class =20	5 sessions/ \$25	\$500	\$225 *
LTS 1-3 Weekday	Avg. 4/class = 108	5 sessions/\$45	\$4,860	\$2,100*
LTS 1-3 Saturday	Avg. 4/class =60	5 session/ \$25	\$1,500	\$750*
Swim Team Prep	Avg. 8/sessions = 24	3 sessions/\$220	\$5,280	\$1,680*
Non-USA Swim	Avg. 12/non-summer	2 sessions/\$320	\$7,680	\$1,680*
Non-USA Swim	Avg. 20/summer	1 session/\$320	\$6,400	\$1,680*
USA Swim	Avg. 12/non-summer	2 sessions/\$380	\$9,120	\$1,680*
USA Swim	Avg. 18 summer	1 Session/\$380	\$6,840	\$1,680*
Swim Meet travel expense	15 Meets		0	\$5,200
FTE salary and benefits	One FTE Program Supervisor		0	\$67,190
Totals:			\$42,180	\$83,865

APPENDIX 4



To: Virginia Egger, Town Manager
 Scott Wright, Finance Director
 From: Jane Burden, Transit Director
 Meeting Date: September 21, 2016
 Agenda Topic: Transit Services & 2017 Budget

Ridership

BUS ROUTE	YEARLY RIDERSHIP		DAILY LOOP RIDERSHIP/HOUR	
	2015	2016 AS OF 9/16/16	WINTER	SUMMER
BLUE	74,316	82,625	43	35
RED	52,747	57,479	33	23
TOTAL	127,063	140,104	INDUSTRY STANDARD = 35 - 40/HOUR	

- Increases in overall ridership on both the Red and Blue Lines from the inaugural service start date of November 2014 through 2016 to date
- Ridership remains below the industry standard
- Peak ridership on both routes occurs from 6-8 a.m. and in the afternoon from 3-5 p.m. The Blue Line experiences a steadier passenger per hour count throughout the day than the Red Line.

2017 Bus Service

For the FY 2017 transit budget, it is recommended service hours be reduced to reflect low periods of ridership during summer months. The proposed schedule is as follows:

- **Summer service** on the Red and Blue Lines will consist of peak service from 6:30 a.m. to 8:30 a.m. and from 3:30 p.m. to 6:30 p.m. Mid-day service will be provided by one bus on a 45-60 minute frequency which may include route deviation and on demand service. Savings of \$88,000 result from this service hour reduction.
- **Winter service** will remain the same as last year with 15 minute service on the skier shuttle during peak times from 8:00 a.m.-11:30 a.m. and from 2:30 p.m. to 5:30 p.m. with 30 minute service available during mid-day. The Red and Blue lines will remain at a 30 minute frequency throughout the day from 6:30 a.m. to 6:30 p.m. Transit will continue to monitor rider demand in Avon resulting from Beaver Creek paid parking this coming winter season and parking changes instituted here in Avon. Hours have been budgeted to augment regularly scheduled service on the Avon Skier Shuttle routes during peak times should it be needed. Capacity is sufficient on the Blue and Red Lines.

Beaver Creek Resort Company will partner with us again this year to support funding for the Skier Shuttle and Restaurant Shuttle Service. The Company provides 50% of the funding.

- **Transit Service Alternatives**

Staff will conduct a comprehensive overview of transit ridership service alternatives later this year to explore and evaluate methods to increase ridership – especially during low periods. Public/private partnerships with taxi/Uber start-ups, on-demand service, etc., new route deployment, including but not limited to deviated routes and express east-west service, plus technology applications (looking to the future) for autonomous vehicles are opportunities we believe are timely and conceivably can increase service and thereby ridership, as we move forward as a more walkable, bikeable, pedestrian friendly community. The budget includes \$50,000 to pilot one or more of these concepts during winter and summer months.

Marketing

In the next two month, new shelter signage will be installed and our printed bus stop schedule will be completed– both will follow the Town’s marketing design guidelines. Bus decals will be next in keeping transit current with the town’s new branding platform. An expanded and repetitive marketing plan (print, radio and social) will be initiated in mid-November better “market” transit/parking/walkability in Avon, including interface with the Google transit platform to promote seamless transit experiences. This platform will allow users to see all of the transit agencies schedule information and enable them to trip plan easier. Redesign of the website will fully engage transit riders. All elements of these initiatives are funded in the 2017 budget.

EXHIBIT A

2017 Community Grant Program Requests and Recommendations Funding Summary										
Entity	Granted (CASH) 2014	Granted (CASH) 2015	Granted (CASH) 2016	Granted (IN- KIND) 2016	Requested (CASH) 2017	Committee Recommendation (CASH) 2017	Requested (IN-KIND) 2017	Committee Recommendation (IN-KIND) 2017	Explanation of 2017 Funding Request	Committee Comments
ECONOMIC DEVELOPMENT: REGIONAL PROGRAMS										
Vail Valley Partnership	\$ 15,000	\$ 15,000	\$ 15,000		\$ 15,000	\$ 15,000			Regional Economic & Community Development Support - \$7,500; Group Sales & Destination Marketing Support - \$7,500	Award \$15,000 as in 2016; No significant service increases identified.
Vail Centre	\$ 12,500	\$ 27,500	\$ 7,500		\$ 35,000	\$ 5,000			Scholarship Support - \$7,500; BaseCamp Support \$12,500; Education/Entrepreneurial Events Support - \$15,000	Award \$5,000 for the continued support of the BaseCamp facility; Award no funding for scholarship support or the "Demystifying Entrepreneurship" event.
EGE Air Alliance	\$ 30,000	\$ 20,000	\$ 20,000		\$ 20,000	\$ 20,000			Support for Flight Service Programs in 2017 - \$20,000	Award the requested amount. EGE has requested significant funding from several other municipalities, Eagle County and Beaver Creek Resort Company; Request is based on the estimated economic impacts of the flight service.
High Altitude Entrepreneurs			\$ 2,900							
SUB-TOTAL: ECONOMIC DEVELOPMENT - REGIONAL PROGRAMS	\$ 57,500	\$ 62,500	\$ 45,400		\$ 70,000	\$ 40,000				
ECONOMIC DEVELOPMENT: OUTSIDE PRODUCERS: SPECIAL EVENTS IN AVON - ART										
Alpine Arts Center		\$ 20,000	\$ 7,500	\$ 9,600	\$ 20,000	\$ -	\$ 9,600	\$ 9,600	Support for the Social Art Series - \$20,000 cash and \$9,600 in-kind	Committee recommends no cash funding. The program began in 2015 and the average 2015 subsidy per person was \$112.36 per person. The exceedingly high subsidy in 2016 of a projected \$51.72 per person can be expected to continue as a large participation is not anticipated due to the structure of the classes (three 2016 classes have yet to take place). Committee recommends awarding in-kind support in the form of complimentary use of the Avon Pavilion Plaza and Green Room for six (6) evenings and use of tables, chairs and tents. The 2015 Profit and Loss statement shows a net income of \$16,407.41.

EXHIBIT A

Vail Valley Art Guild					\$ 42,310	\$ 5,260				Marketing and Program Support for "Art the Valley" Programs for 2017 - \$42,310	Award \$5,260 to include the following items: 1) Travel allowance for national and regional art instructors for art and photography workshops - \$2,100; 2) Guest lecture receptions/demonstrations at Art of the Valley Gallery - \$800; 3) Marketing concierge and private club materials - \$500; 4) Vail Daily 1/2 page ads - \$1,350; 5) Vail Weekly 1/4 page ads - \$510; Committee recommends requesting feedback on who these funds will benefit.
SUB-TOTAL: ECONOMIC DEVELOPMENT: SPECIAL EVENTS IN AVON - ART		\$ 20,000	\$ 7,500	\$ 9,600	\$ 62,310	\$ 5,260	\$ 9,600	\$ 9,600			
ECONOMIC DEVELOPMENT: OUTSIDE PRODUCERS: SPECIAL EVENTS IN AVON - SPORTS											
Vail Valley Charitable Fund - Bec Tri	\$ 2,500	\$ 3,000	\$ 2,500	\$ 500	\$ 1,250	\$ 2,000	\$ 500	\$ 500		Support for 10th Annual Bec Triathlon - \$1,750 (\$1,250 cash and \$500 in-kind)	Award \$2,000 cash, which exceeds the request, and the requested \$500 of in-kind support to support the long-term partnership with VVCF. Their 2015 Profit and Loss statement shows total net income of \$119,118.
Team Evergreen - Triple Bypass	\$ 2,500	\$ 3,000	\$ 2,500	\$ 2,500	\$ 8,000	\$ 5,000	\$ 3,000	\$ 3,000		Sponsorship and support for Triple Bypass Bicycle Ride event - \$8,000 cash and \$3,000 in-kind	Award \$5,000 that will be contingent on the Town receiving the full color Town logo on the 5,000 Triple Bypass official jerseys, which is only available to sponsors contributing \$8,000 and higher. Award the requested \$3,000 of in-kind support.
Vail Valley Foundation - Birds of Prey	\$ 40,000	\$ 40,000	\$ 50,000								
Beaver Creek Resort Co. - Rodeo Series	\$ 2,500	\$ 5,000	\$ 5,000		\$ 6,000	\$ 6,000				Operation cost subsidy for 2017 Beaver Creek Rodeo Series - \$6,000; In-kind support requested in the form of additional signage/marketing opportunities with the Town of Avon, including lamp post banners, bridge banners and electronic signage.	Increase in funding requested is attributed to cost increases from key vendors, such as bleacher rentals. Approximately \$40,000 has been solicited from various sponsors for the 2017 series. Award \$6,000 cash and offer use of VMS boards in Town.
Beaver Creek Resort Co. - Xterra		\$ 2,500	\$ 2,000		\$ 5,000	\$ 2,500		\$ 100		Support for operational costs of the 2017 Xterra Mountain Championships - \$5,000	Award \$2,500 as was awarded in 2016. Application provides no information for an increased need. Award in-kind support in the form of complimentary use of Nottingham Park and lake, and the Town will waive the special event permit fee.
The America Cup, Inc. World Fly Fishing Championships		\$ 500	\$ 500								

EXHIBIT A

Vail Valley Soccer Club				\$ 3,700			\$ 5,300	\$ 3,700	In-kind support in the form of 1) use of Avon upper and lower field space, striping, goals and field cleaning - \$1,300; 2) Two (2) seasons of field use at the lower Avon field - \$4,000	Award \$3,700 of in-kind support, which is in line with what was granted in 2016, and provides VVSC with all of the in-kind support they are seeking. Application provides no justification for the increase in in-kind support.
Vail Volleyball Club										
Speckled-Hound Racing			\$ 2,000	\$ 1,000						
Buddy Werner League			\$ 1,000		\$ 1,000	\$ 1,000			Support for BWL program expenses - \$1,000	BWL provides an affordable ski program that Avon children participate in. The committee recommends the funding go towards support for the "Coaches Certification/Education" line item. The \$1,000 of funding will put five coaches through the US Ski Association's Ski Fundamental Clinics to help strengthen their technical knowledge, safety and expertise.
SUB-TOTAL: ECONOMIC DEVELOPMENT: SPECIAL EVENTS IN AVON - SPORTS	\$ 47,500	\$ 54,000	\$ 65,500	\$ 7,700	\$ 21,250	\$ 16,500	\$ 8,800	\$ 7,300		
REGIONAL ENVIRONMENTAL PROGRAMS										
Walking Mountains	\$ 17,500	\$ 15,000	\$ 22,500		\$ 50,000	\$ 32,500			Support for educational activities - \$25,000; Funding for Sustainable Community Film Series - \$2,500; Funding for Actively Green sustainable business training and certification program - \$5,000; Funding for Energy Smart-CARE program - \$17,500	Award \$32,500 total. The funding will go towards support for educational activities at \$25,000, the Film Series at \$2,500, and the Actively Green program at \$5,000.
SUB-TOTAL: REGIONAL ENVIRONMENTAL PROGRAMS	\$ 17,500	\$ 15,000	\$ 22,500		\$ 50,000	\$ 32,500				
HEALTH & HUMAN SERVICES										
Eagle River Youth Coalition	\$ 2,000	\$ 4,000	\$ 2,500	\$ 324	\$ 4,000	\$ 2,500	\$ 429	\$ 429	Support for youth assessment activities, parent and community education efforts, and in-school substance use prevention programs - \$4,000	Award \$2,500 cash support as was awarded in 2016. Also, award the requested in-kind support of six 5-punch recreation punch cards, valued at \$324, and three days of youth summer camp, valued at \$105.
InteGreat!					\$ 14,120	\$ 7,060	\$ 2,400	\$ 1,200	Support for expansion of the InteGreat! Neighborhood Navigators program into the Town of Avon - \$14,120; In-kind support in the form of use of the Pavilion for a one day, Battle of the Bands Food Aid fundraiser - \$2,400. Application also requested in-kind support for sound management and equipment for the event, however, the Town will not be able accommodate the request as it is outside of the Town's capabilities.	Committee recommends awarding 50% of the cash ask, which amounts to \$7,060. Committee would like to see clear accounting on how these funds are spent, as well as the number of Avon residents that are impacted by the expansion of the program into Avon. Committee recommends providing in-kind support of \$1,200 for use of the Pavilion for the event detailed in the application.
Roundup River Ranch			\$ 1,000	\$ 1,200						

EXHIBIT A

YouthPower365 (Formerly Youth Foundation)			\$ 20,000		\$ 15,000	\$ 15,000			Support for PwrHrs Extended Learning Program and Parent Mentor Program - \$15,000	Award \$15,000 for the stated programs. The organization reaches and serves many Avon children and parents. Application states that in 2015-2016, 215 Avon students and families benefitted from the Town's \$15,000 grant.
Starting Hearts			\$ 6,500		\$ 9,500	\$ 5,000			Support for completion of Call.Push.Shock educational program to various entities, deployment of two additional AEDs in highly-trafficked public locations in the Town of Avon, and deployment of signage to identify defibrillator locations within town limits - \$9,500	Award \$5,000 total, with \$2,500 going towards the purchase of an AED to be placed in Avon and \$2,500 going towards the delivery of Call.Push.Shock training. Application states Starting Hearts will document the training of over 400 citizens of the Town of Avon in 2017.
Red Ribbon Project	\$ 750	\$ 750	\$ 750	\$ 54	\$ 1,000	\$ 1,000	\$ 54	\$ 54	Support for Youth Skills Building program - \$1,000; In-kind support in the form of one 5-punch Avon Rec Center punch card, valued at \$54.	Award the requested \$1,000 cash support and \$54 in-kind support. RRP is a unique in-school program in Eagle County addressing risky behaviors of adolescents. Application showcases strong fundraising program with public and private entities.
Education Foundation of Eagle County				\$ 59,400	\$ 2,500	\$ 2,500	\$ 52,800	\$ 26,400	Support/sponsorship for Wild West Days event in 2017 - \$2,500; In-kind support in the form of complimentary use of two office spaces at the ARTF for 12 months, which is valued at \$52,800.	Committee recommends awarding \$2,500 cash to support the stated event, and complimentary use of one office space at the ARTF for 12 months, which is valued at \$26,400. In-kind provision of Town office space at the ARTF is a significant contribution to EFEC's budget.
Early Childhood Partners	\$ 1,000	\$ 3,600			\$ 4,800	\$ -			Support for the Family Leadership Training Institute program; scholarships to three people to participate in the program- \$4,800	Committee recommends no funding as the subsidy per person is exceedingly high at \$1,600 per person.
SpeakUp ReachOut		\$ 5,000	\$ 5,000		\$ 5,000	\$ 5,000			Support for suicide prevention and stigma reduction initiative - \$5,000	Award \$5,000 for the following items: 1) Prevention trainings/materials/facilitator stipend - \$2,000; 2) Training for the Trainer Working Minds - \$500; 3) Advertising materials/marketing for trainings and stigma reduction - \$1,500; 4) Executive Director personnel time for trainings, marketing, scheduling trainings for one year - \$1,000. Committee recommends requiring SpeakUp ReachOut to request funding from other municipalities in the future if they plan to request funding from the Town of Avon, since the program is valley wide.
Small Champions		\$ 5,600	\$ 5,600		\$ 7,800	\$ 7,800			The \$7,800 of requested funding would provide three qualifying Avon resident children through the programs in 2017.	Award \$7,800, as requested. The committee acknowledges and commends their efforts to improve outreach to minority populations. The 2015 Profit and Loss statement shows net income of \$82,492.

EXHIBIT A

Mountain Family Health Centers - Avon School-Based Health Center (Avon SBHC)			\$ 20,400		\$ 30,000	\$ 30,000				Support for Avon School-Based Health Center, located at Avon Elementary School - \$30,000	Committee recommends awarding the requested amount of \$30,000 due to the appeal of the funds going towards the new clinic site , the Avon School-Based Health Center, located at Avon Elementary School. Application misstates 2016 award as \$30,000; it was \$20,400.
Bright Future Foundation			\$ 2,500	\$ 740	\$ 5,000	\$ 2,500	\$ 740	\$ 740		Support for Youth Violence Prevention services in the Avon community - \$5,000 cash and \$740 in-kind	Award \$2,500 to match what was granted in 2016. Award ten 10-punch Avon Rec Center punch cards, valued at \$740. Agency provides county-wide services but Avon is the only municipality asked to provide funding.
SOS Outreach					\$ 6,000	\$ -				Sponsorship request for a SOS Outreach cycle team during the 2017 Ride the Rockies cycle event - \$6,000	The Committee recommends no funding. The request is a \$6,000 cash sponsorship of a SOS Outreach cycle team participating in the Ride the Rockies cycling event. Committee would support providing funding to subsidize operational costs of SOS Outreach's programs or a local event.
United Way of Eagle River Valley					\$ 4,680	\$ -				Funding request is a ticket subsidy for a comedy basketball event at Avon Elementary School featuring the Harlem Ambassadors - \$4,680	The Committee recommends no funding. The subsidy for 344 attendees, including children and parents, is projected at \$13.60. Committee feels there are other non-profit entities providing overlapping services.
Ute Springs Experiential Learning Center							\$ 1,500	\$ 1,500		Request is for in-kind support in the form of complimentary use of the Avon Performance Pavilion (Terrace and Green Room), Nottingham Lake and Park, three TOA tents, TOA fencing, TOA staff assistance, and space for event promotion on the railroad bridges twice in 2017 - \$1,500	Committee recommends providing in-kind support for all items listed in the application, except for Town staff assistance during the event. Railroad bridge banner space will be provided twice, based on availability.
Vail Valley Salvation Army					\$ 5,000	\$ 5,000				Request is to continue and expand the Get Out and Grow Avon Project - \$5,000; \$4,500 will go towards supporting educators and \$500 will go towards materials and resources required to execute this program	Award the requested amount at \$5,000. Vail Valley Salvation Army's programs involve diverse groups of people and communities. The Get Out and Grow Avon event series encourages active lifestyles and healthy eating.
SUB-TOTAL: HEALTH & HUMAN SERVICES	\$ 3,750	\$ 18,950	\$ 64,250	\$ 61,718	\$ 114,400	\$ 83,360	\$ 57,923	\$ 30,323			
TOTAL 2017 FUNDING REQUESTS & RECOMMENDATIONS	\$ 213,895	\$ 197,850	\$ 205,150	\$ 79,018	\$ 317,960	\$ 177,620	\$ 76,323	\$ 47,223			



2017-2018 PROPOSED BUDGETS

FIVE YEAR CAPITAL IMPROVEMENTS PLAN 2017-2021

TOWN OF AVON, COLORADO

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2017 PROPOSED BUDGET

Prepared by:

Department of Finance

Scott C. Wright, CPA, CPFO, Assistant Town Manager

TOWN OF AVON, COLORADO

2017 PROPOSED BUDGET

Town Council

Jennie Fancher, Mayor

Jake Wolf, Mayor Pro Tem

Megan Burch

Matt Gennett

Sarah Smith Hymes

Scott Prince

Albert Reynolds

Town Staff

Virginia Egger, Town Manager

Scott Wright, Assistant Town Manager

Matt Pielsticker, Planning Director

John Curutchet, Recreation Director

Greg Daly, Police Chief

Justin Hildreth, Town Engineer

Gary Padilla, Public Works Director

Jane Burden, Transit Director

Rego Omerigic, Fleet Director

Cover Photo: Salute to the USA 2016 Event

By Zach Mahone

Town of Avon
2017 Proposed Budget
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2017 Proposed Budget
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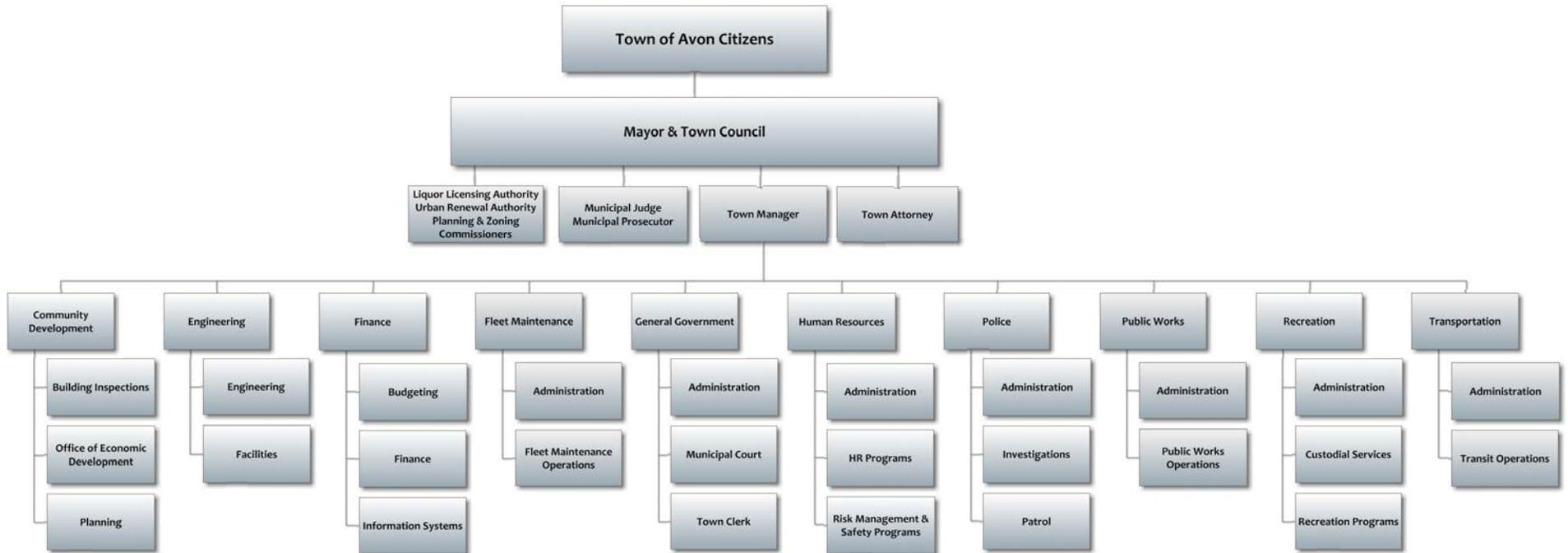
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Town of Avon Organizational Chart



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 2017-2018 STRATEGIC PLAN



Adopted by the Avon Town Council

Resolution 16-19, Series of 2016
June 28, 2016

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 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 2017-18

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 TCO/CO - ELEMENTARY SCHOOL STREET SAFETY IMPROVEMENTS - DEVELOPMENT OF E/WBC BLVD WALKABILITY DESIGN TEST & FINAL PLAN - WAYFINDING SIGNAGE - BUS SHELTER CONSTRUCTION - MARKETING PLAN COMPLETED - WILDRIDGE LOT SPLIT REGULATION UPDATE

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

- Develop *Town of Avon Housing Guidelines*, including but not limited to an employee housing resident goal
- Develop diverse options for local working housing through public-private partnerships
- Invest in multi-modal improvements prioritizing walkability and bicycle use on streets, with transit, parking and wayfinding
 - Bid and construct approved E/WBC Boulevard walkability plan in one or two phases depending on cost
 - Complete walkability plan for the remainder of the Avon core as an initial phase of the development of a comprehensive parking and multi-modal transportation plan, including the remediation of sidewalk gaps
 - Fully support Avon transit as a key element of a walkable community, including funding of a Town late night transit loop; testing taxi, dial-a-ride or transportation network company (e.g., Uber) services for low-ride routes, including Wildridge; stay attentive to the potential role of autonomous cars
 - Determine funding for a Town of Avon internal late night bus
 - Proactively partner with ECO and other Eagle County jurisdictions to fully consider transit consolidation opportunities, expansion of commuter service for employees who work late shifts and other transit initiatives to improve service and efficiency
- With consultant services, prepare master land use plans for Tract G, Lot 5 and Swift Gulch, building on the Stan Clauson Associates, November, 2015, initial plan; and a comprehensive parking plan for the Town's commercial core. In the Tract G planning, evaluate expansion of the Recreation Center and a parking garage. Engage a citizen committee to serve as a stakeholder group for consideration of the relocation of the Hahnewald Barn, Blacksmith Shop and Cabin in the Town of Avon. The consultant will also prepare

a parking plan for Town of Avon commercial core. The planning will be an inclusive process with the greatest civic engagement from the initial meetings through Planning and Zoning Commission recommending action and Council adoption hearings.

- Analyze the current Real Estate Transfer Tax primary exemption of \$160,000 as a mechanism to increase affordable opportunities for homeownership in Avon to support employee housing shortages for Avon businesses; as well as explore other regulatory and revenue generating options, including voluntary contributions to support the development of employee housing
- Evaluate the tiers of the Avon water tap fee to ensure that the fee accounts fairly for residential home sizes.
- Monitor the status of the Town's request to the USFS, under the Town of Avon – USFS Memorandum of Understanding, to study USFS Road 779, also known as the Metcalf access road, for progress through the planning process and budget funds for the development of the road access and/or parking lot.

Tier 2 Priorities

- Evaluate the formation of a special improvement district to improve the facades of the Avon Center, Comfort Inn, First Bank, and other properties along E/W Beaver Creek Boulevard, including development of public spaces
- Map railroad right-of-way and Town easements to evaluate transportation options
- Work with local merchants on a bike sharing program

On-going

- The Town shall be proactive in outreach to the Elementary School and communities to the west of the school to fully include these populations in 1) decisions of the Town, and 2) assessing and funding service, capital, maintenance and infrastructure needs; with consistent and robust outreach and marketing of the Town's programs, such as Recreation Center swim lessons, to improve accessibility and greater participation in programs and activities
- Work proactively with the owners of vacant commercial property to find leaseholders and/or redevelopment projects and, when appropriate, 1) Utilize Urban Renewal Authority tax increments generated from the existing district or in a potential new Urban Renewal Authority district, and/or 2) Other economic development incentives including tax rebates, zoning amendments, etc.
- Maintain a strong partner relationship with the Avon business community, nonprofits, Walking Mountains Science Center, Vail Leadership Institute/Vail Centre and developers.
- Actively employ the service of the Vail Valley Partnership in meeting and working with Avon's businesses
- 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 2017-18

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

UERWA UNALLOCATED POLICY ADOPTED – WATER ORIENTATON FOR TOWN COUNCIL – WILDFIRE COORDINATION WITH ERFPD FOR HOMEOWNER OUTREACH – MOUNTAIN STAR FUNDING AGREEMENT -

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

- Evaluate all Town projects to the greatest extent possible under an objective of climate change mitigation, considering financial feasibility of cost reductions and beneficial impact to the environment
- Amend the Town’s landscape code to more effectively replace vegetation which has been removed
- With the expertise of the UERWA, develop outdoor landscape guidelines/regulations to reduce water use and off-site impacts, such as fertilizer run-off, which can affect the Eagle River
- Assess the Town's public tree stock in the park and in right-of-ways for timely replacement
- Proactively ensure trees on public and private property do not host and spread viruses; remove dead trees with a well-developed landscape program
- In planning for the new Police Station and Town Hall, adopt a paperless strategy to reduce waste and support files, etc.

Tier 2 Priorities

- Consider adopting a “pay-as-you-throw” refuse system and evaluate franchise agreements for waste haulers
- Consider legislation to end the use of plastic bags by retailers in the Town of Avon
- Take the lead role in working with the UERWA to assess and potentially partner with the Aspens Mobile Home Village to improve and/or replace the property’s water distribution system to eliminate water loss
- Develop a plan to improve the visual gateway and corridor along I-70

On-going

- Partner with Eagle County and its political jurisdictions to implement the *Eagle County Climate Action Plan*
- Participate as a member of the Urban Run-off Group to evaluate and support, as appropriate, needed Eagle River improvements

Strategic Plan

Fiscal Years 2017-18

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

MAIN STREET MALL/PAVILION DIVERSE EVENT & FESTIVAL ACTIVATION - MAIN STREET MALL COMPLETION & ACTIVATION COMPLETION OF REGIONAL TRAIL AND METCALF CLIMBING LANE - EXPANSION OF MOBILE CART PROGRAM AND FOOD TRUCK PROGRAM AT NOTTINGHAM PARK - PLAYGROUND DESIGN COMPLETED WITH CITIZEN COMMITTEE - MARKETING PLAN COMPLETED - TRAILS MASTER PLAN UPDATED

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

- Prepare, with consultant services, a GOCO grant to relocate and upgrade the Harry A. Nottingham Park Playground; with successful funding and grant match construct the new *Destination Jump, Splash, Learn* playground
- Continue to solicit, develop and fund, in partnership with qualified producers, a diverse program of vibrant arts, educational, cultural and recreational offerings at the Pavilion & Mall, as directed through the annual Town Council review of all offerings. In particular, seek to add live theater as a desired multi-day or evening festival. Expand use of the Pavilion in shoulder seasons to local band productions, which are low key and low budget, such as a battle-of-the-bands or open mike nights.
- Implement the adopted *Avon Recreational Trails Plan* as prioritized and adopted by the Avon Town Council, as soon as possible; pursue construction grants

Tier 2 Priorities

- Build photo monuments around the commercial core to memorialize Avon's history
- Evaluate a Scientific and Cultural District to provide funding to Walking Mountains educational programming and Avon's cultural activities
- Identify locations for the installation of outdoor percussion instruments and fund in the Capital Projects Fund, when feasible

On-going

- When approving Town funded or supported festivals and events which offer alcoholic libations, require that the sponsoring non-profit is an Avon community grant recipient or locally based nonprofit.
- Support regional World Class events and the Walking Mountains School
- As appropriate, share the results of the *Community Survey* with potential business interests in terms of types of businesses and services desired in Avon
- 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 2017-18

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. Ensure the Avon Police Department is fully invested and highly successful as a community policing agency for the Town. 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 PLAN ADOPTED – POLICE STATION DESIGNED & BALLOT ISSUE FOR FUNDING APPROVED – PURCHASE OF NEW TOWN HALL - BALANCED BUDGETS/RESERVES MAINTAINED - CIVIC ENGAGEMENT PROGRAMS - EXPENDITURE SAVINGS - DEFERRED MAINTENANCE FUNDING

CURRENT CHALLENGES

CIVIC ENGAGEMENT OUTREACH CHALLENGES - LABOR FORCE COMPETITION - COMPETING FOR GRANTS FOR PUBLIC PROJECTS – FULL IMPLEMENTATION OF COMMUNITY POLICING PRACTICES IN THE POLICE DEPARTMENT

STRATEGIES

Tier 1 Priorities

- Complete construction of the new Police Station at the Public Safety Facility and staff relocation, in an amount not exceed \$6.5 million dollars
- With Design Committee oversight, complete construction of the new Town Hall and staff relocation, in an amount not to exceed \$3.0 million dollars
- Expand the participation in the Second Annual Town Clean-up Day with earlier marketing and community picnic after the completion of the clean-up
- Implement the *Marketing Plan's* 2017 priorities: 1) Pool marketing resources among departments for cross promotion and integrated communication; 2) Develop partnerships with local and regional businesses to keep these entities updated on Town priorities and activities; 2) Continue Town Council festival booth outreach, host coffee chats and create stand-alone displays; 3) Evaluate 2016 wayfinding investments and expand for the visitor/resident experience; 4) Create a regional media strategy; 5) Focus social media by audience; and 6) Rebrand transit
- Support the Police Department under a “community policing” philosophy through outreach to other resort communities to learn about successful practices, implementing and monitoring successful practices; and through analyzing call data and workloads to schedule and direct policing duties under the best practices community policing standards for resort communities
- Participate in the Mountain Connect broadband community; develop a program to ensure fiber is proactively developed in Avon as growth occurs

- Identify location(s) and cost(s) for the development of one or more dog parks in Avon or nearby in partnership with Eagle-Vail
- Develop a pedestrian lighting plan for Nottingham Park to increase late night safety

Tier 2 Priorities

- For Nottingham Road, conduct an engineering assessment to 1) investigate the stability and condition of the road; and 2) ability to expand the paved surface to improve pedestrian safety and access
- In a collaborative work group, with Eagle County, its municipalities and major metropolitan districts, review Eagle County's revenues and expenditures apportionment
- Plan and budget for the development of Lot 5, in the Five Year Capital Improvements Plan, including adding a reserve line item for an equipment and vehicle storage facility and future office space
- Seek a short-term title sponsor for the Avon Performance Pavilion.

On-going

- 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
- 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
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.

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TOWN OF AVON Financial Overview

TOTAL - ALL FUNDS

	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Adopted Budget 2017	Proposed Budget 2018
REVENUES					
Taxes	\$ 15,277,128	\$ 15,718,575	15,790,805	\$ 15,514,790	\$ 16,533,932
Licenses and Permits	335,741	174,000	206,100	206,100	206,100
Intergovernmental	1,061,345	3,472,837	3,581,496	1,719,963	1,041,963
Charges for Services	3,858,292	3,798,675	3,499,875	3,875,638	3,832,546
Fines and Forfeitures	129,356	116,900	92,445	92,445	92,445
Investment Earnings	52,651	45,025	45,176	42,993	52,362
Other Revenue	623,345	603,594	584,850	575,860	575,960
Total Operating Revenues	21,337,858	23,929,606	23,800,747	22,027,789	22,335,308
Other Sources					
Sales of Fixed Assets	31,025	15,000	26,000	15,000	15,000
Capital Lease Proceeds	-	-	-	185,000	-
Bond and Loan Proceeds	3,800,000	9,102,205	9,602,205	-	-
Transfers-In From Other Funds	5,788,440	3,700,543	7,599,410	3,152,896	3,585,681
Total Other Sources	9,619,465	12,817,748	17,227,615	3,352,896	3,600,681
TOTAL REVENUES	30,957,323	36,747,354	41,028,362	25,380,685	25,935,989
EXPENDITURES					
General Government and Finance	2,916,095	3,205,336	3,146,295	3,382,593	3,565,900
Community Development	1,348,166	1,495,777	1,380,476	935,279	971,096
Public Safety	3,007,164	3,253,667	3,191,555	3,361,215	3,526,899
Public Works, Engineering and Utilities	4,080,271	5,420,784	5,248,139	4,581,510	4,461,111
Transportation and Fleet Maintenance	3,021,627	3,901,690	3,199,745	3,600,905	3,203,670
Recreation	1,147,149	1,288,912	1,284,437	1,434,372	1,475,190
Total Operating Expenditures	15,520,472	18,566,166	17,450,647	17,295,874	17,203,866
Debt Service	1,890,093	2,062,269	2,159,349	2,062,547	2,061,158
Capital Improvements and Equipment Replacement	4,523,849	13,914,592	13,707,089	7,579,500	2,360,523
Contingency	-	99,000	99,000	250,000	250,000
Other Uses					
Loan to ERFPD	-	-	-	-	-
Transfers-Out To Other Funds	5,788,440	3,700,543	7,599,410	3,152,896	3,592,471
TOTAL EXPENDITURES	27,722,854	38,342,570	41,015,495	30,340,817	25,468,018
NET SOURCE (USE) OF FUNDS	3,234,469	(1,595,216)	12,867	(4,960,132)	467,971
FUND BALANCES, Beginning of Year	14,368,585	17,505,603	17,603,054	17,615,921	12,655,789
FUND BALANCES, End of Year	\$ 17,603,054	\$ 15,910,387	\$ 17,615,921	\$ 12,655,789	\$ 13,123,760

TOWN OF AVON Financial Overview

TOTAL - BY FUND

	General Fund	Special Revenue Funds				Affordable Housing Fund
		Town Center West	Urban Renewal Fund	Community Enhancement Fund	Water Fund	
REVENUE						
Taxes	\$ 12,273,561	\$ -	\$ 1,000,832	\$ -	\$ -	\$ -
Licenses and Permits	206,100	-	-	-	-	-
Intergovernmental	1,001,963	-	-	-	-	-
Charges for Services	1,498,282	-	-	-	211,200	-
Fines and Forfeitures	92,445	-	-	-	-	-
Investment Earnings	25,000	-	4,712	-	-	721
Other Revenue	314,900	-	-	84,000	-	3,020
Total Operating Revenues	15,412,251	-	1,005,544	84,000	211,200	3,741
Other Sources						
Sales of Fixed Assets	-	-	-	-	-	-
Capital Lease Proceeds	-	-	-	-	-	-
Bond and Loan Proceeds	-	-	-	-	-	-
Transfers-In From Other Funds	226,327	-	-	-	-	-
TOTAL REVENUES	15,638,578	-	1,005,544	84,000	211,200	3,741
EXPENDITURES						
General Government, Housing and Finance	\$ 3,354,143	-	3,450	-	-	25,000
Community Development	935,279	-	-	-	-	-
Police	3,361,215	-	-	-	-	-
Public Works, Engineering and Utilities	4,423,533	-	-	-	157,977	-
Transportation and Fleet Maintenance		-	-	-	-	-
Recreation and Culture	1,434,372	-	-	-	-	-
Total Operating Expenditures	13,508,542	-	3,450	-	157,977	25,000
Debt Service	-	-	913,308	-	-	-
Capital Expenditures	-	-	-	-	-	-
Contingency	250,000	-	-	-	-	-
Other Uses						
Transfers-Out To Other Funds	1,702,000	-	-	158,000	41,200	-
TOTAL EXPENDITURES	15,460,542	-	916,758	158,000	199,177	25,000
NET SOURCE (USE) OF FUNDS	178,036	-	88,786	(74,000)	12,023	(21,259)
FUND BALANCES, Beginning of Year	4,630,876	-	922,585	74,469	72,873	506,220
FUND BALANCES, End of Year	\$ 4,808,912	\$ -	\$ 1,011,371	\$ 469	\$ 84,896	\$ 484,961

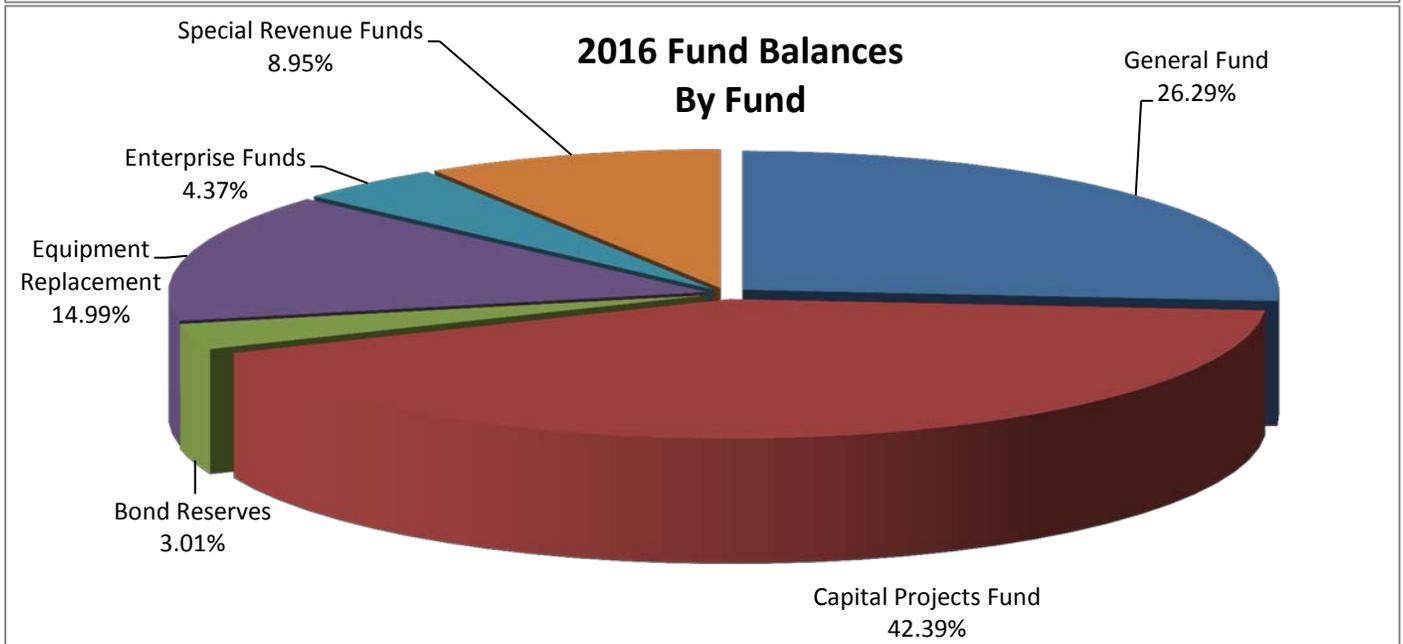
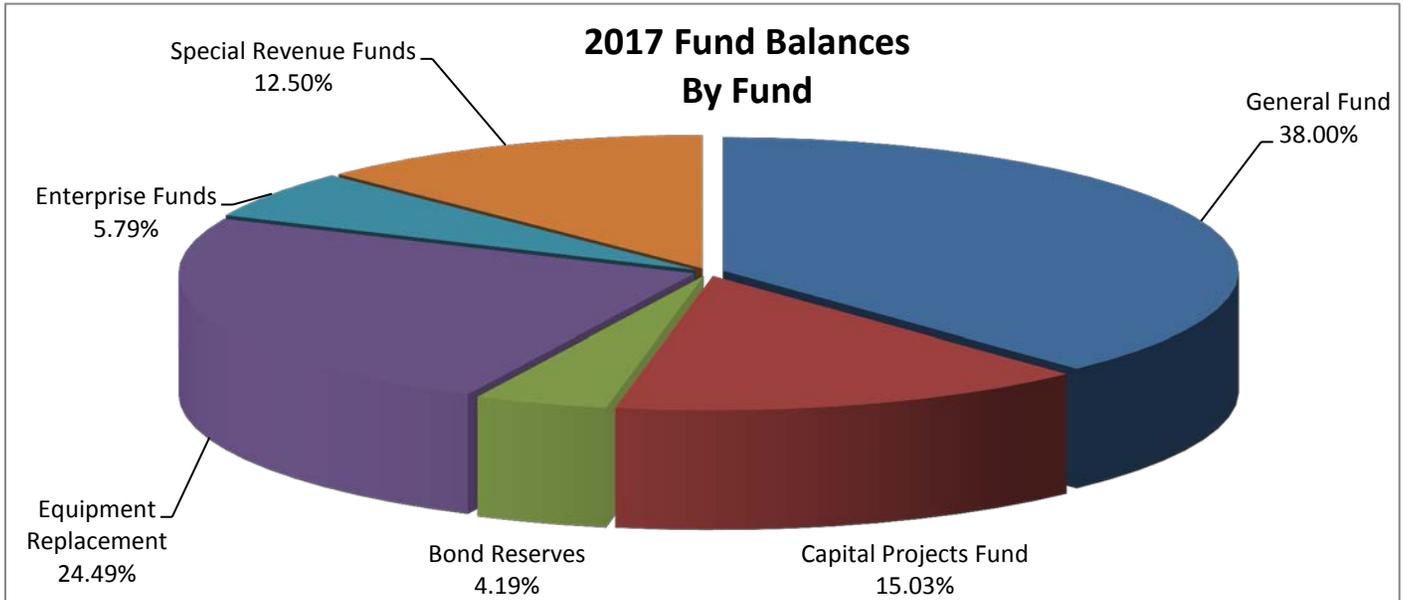
TOWN OF AVON Financial Overview

TOTAL - BY FUND

Facilities Reserve Fund	Debt Service Fund		Enterprise Funds			Internal Service	Total	Percent of Total
	Bond Redemption	Capital Projects Fund	Transit Fund	Fleet Maintenance	Equipment Replacement			
\$ -	\$ -	\$ 2,200,000	\$ 40,397	\$ -	\$ -	\$ -	\$ 15,514,790	70.43%
-	-	-	-	-	-	-	206,100	0.94%
-	-	390,000	328,000	-	-	-	1,719,963	7.81%
-	-	-	239,930	1,279,426	646,800	-	3,875,638	17.59%
-	-	-	-	-	-	-	92,445	0.42%
-	2,100	10,460	-	-	-	-	42,993	0.20%
-	-	80,000	93,940	-	-	-	575,860	2.61%
-	2,100	2,680,460	702,267	1,279,426	646,800	-	22,027,789	100.00%
-	-	-	-	-	-	15,000	15,000	
-	-	-	-	-	-	185,000	185,000	
-	-	-	-	-	-	-	-	
-	1,025,369	319,200	1,182,000	400,000	-	-	3,152,896	
-	1,027,469	2,999,660	1,884,267	1,679,426	846,800	-	25,380,685	
-	-	-	-	-	-	-	3,382,593	19.56%
-	-	-	-	-	-	-	935,279	5.41%
-	-	-	-	-	-	-	3,361,215	19.43%
-	-	-	-	-	-	-	4,581,510	26.49%
-	-	-	1,948,359	1,652,546	-	-	3,600,905	20.82%
-	-	-	-	-	-	-	1,434,372	8.29%
-	-	-	1,948,359	1,652,546	-	-	17,295,874	100.00%
-	1,027,469	121,770	-	-	-	-	2,062,547	
-	-	7,192,300	-	-	387,200	-	7,579,500	
-	-	-	-	-	-	-	250,000	
-	-	1,251,696	-	-	-	-	3,152,896	
-	1,027,469	8,565,766	1,948,359	1,652,546	387,200	-	30,340,817	
-	-	(5,566,106)	(64,092)	26,880	459,600	-	(4,960,132)	
-	530,467	7,467,918	630,441	139,750	2,640,322	-	17,615,921	
\$ -	\$ 530,467	\$ 1,901,812	\$ 566,349	\$ 166,630	\$ 3,099,922	\$ -	\$ 12,655,789	

TOWN OF AVON Financial Overview

FUND BALANCES

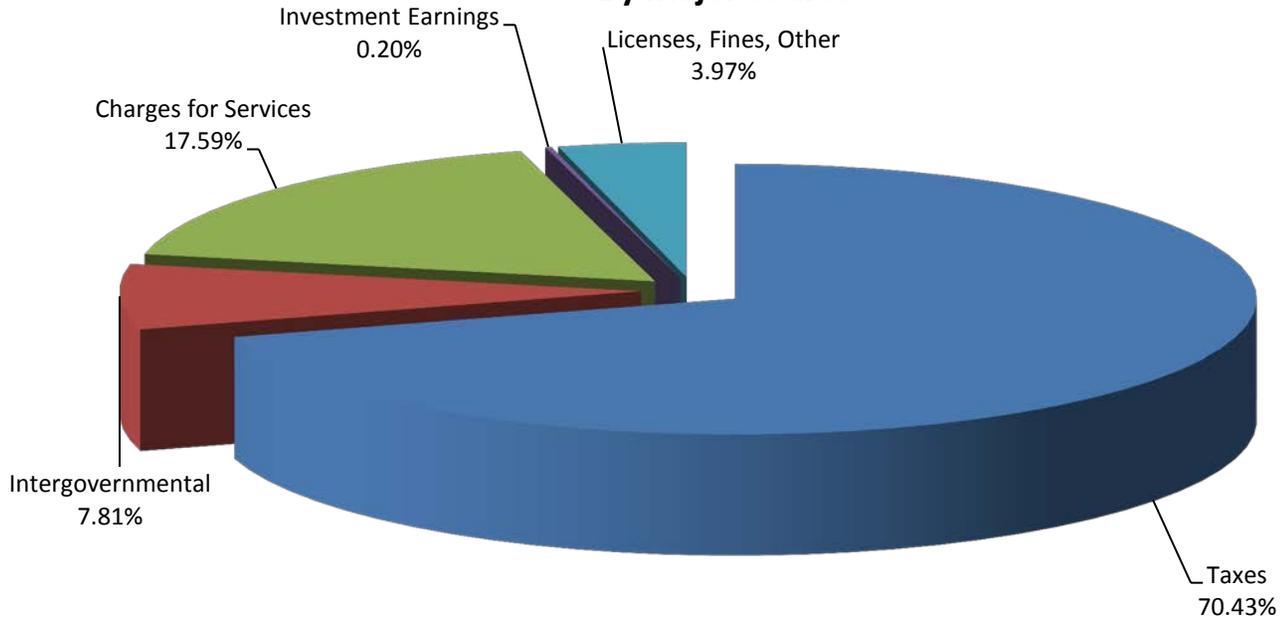


	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Adopted Budget 2017	Proposed Budget 2018
Fund Balances					
General Fund	\$ 5,659,925	\$ 5,288,131	\$ 4,630,876	\$ 4,808,912	\$ 4,871,367
Capital Projects Fund	6,198,817	5,709,142	7,467,918	1,901,812	2,028,633
Bond Reserves	529,117	510,375	530,467	530,467	530,467
Equipment Replacement	1,699,303	2,167,199	2,640,322	3,099,922	3,099,203
Enterprise Funds	859,368	785,124	770,191	732,979	653,002
Special Revenue Funds	2,656,524	1,450,416	1,576,147	1,581,697	1,941,088
Total	\$ 17,603,054	\$ 15,910,387	\$ 17,615,921	\$ 12,655,789	\$ 13,123,760

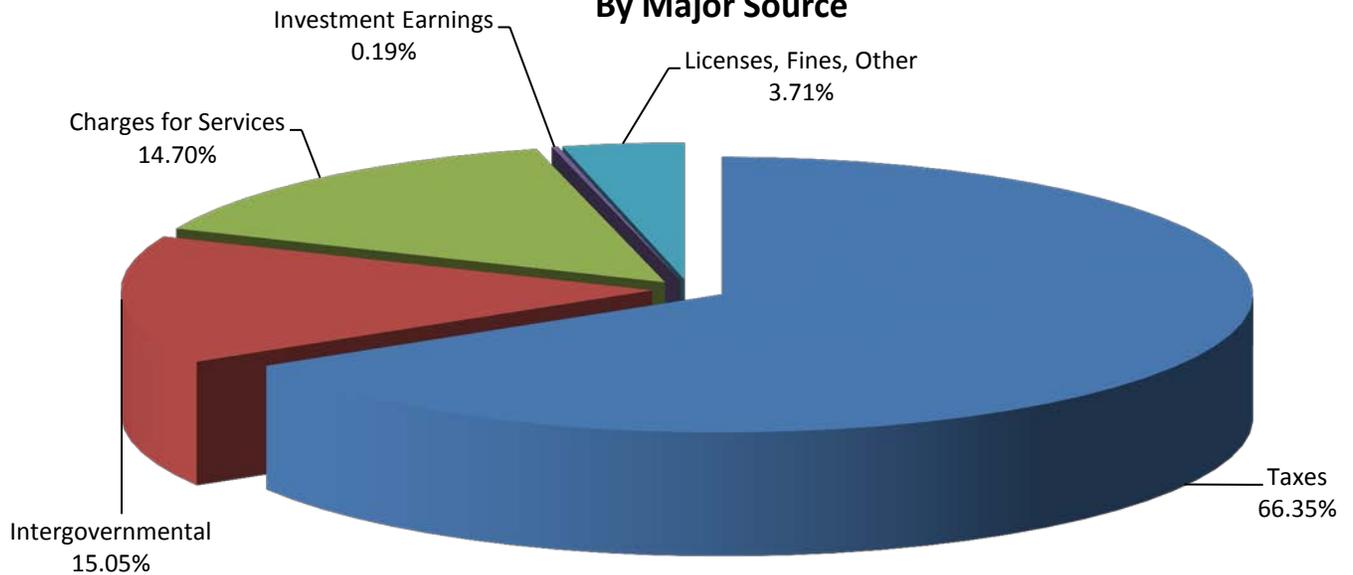
TOWN OF AVON Financial Overview

REVENUES

2017 Total Operating Revenues By Major Source



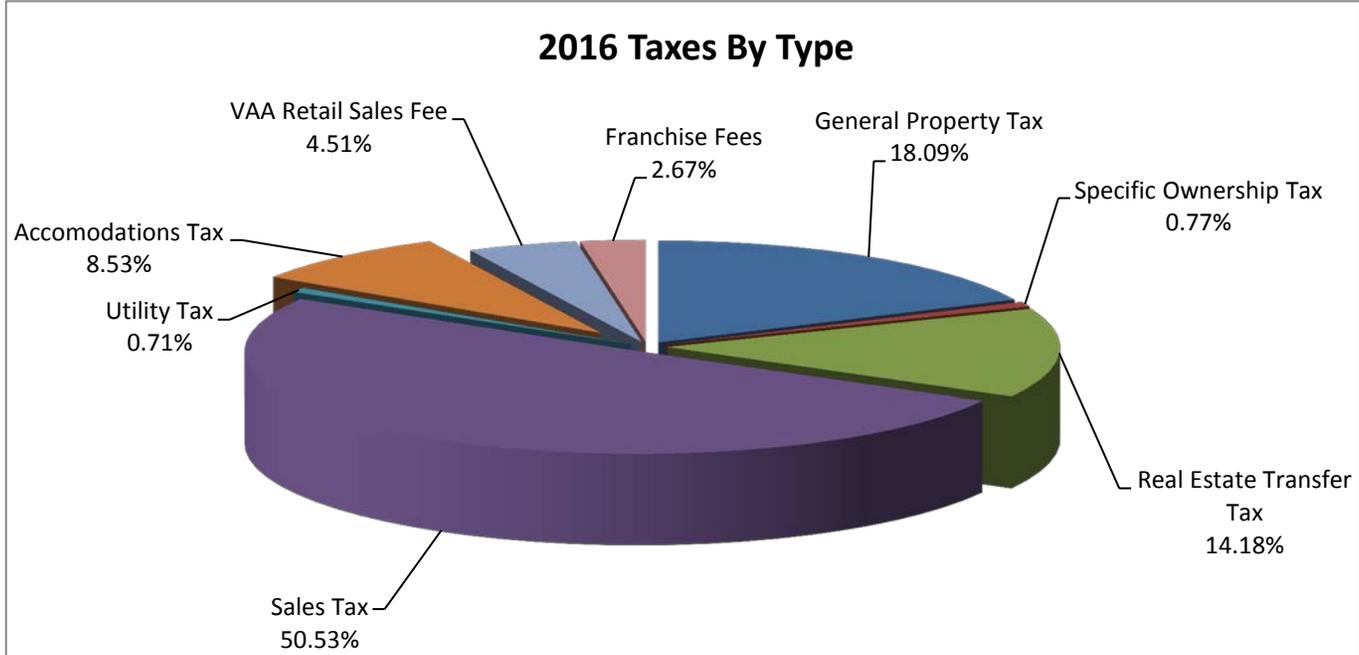
2016 Total Operating Revenues By Major Source



TOWN OF AVON Financial Overview

REVENUES

The Town of Avon anticipates collecting approximately \$15,514,790 or 70.43% of its operating revenues, through an assortment of taxes in 2017. The chart and table below depicts the amount and type of taxes projected for 2017.



	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Adopted Budget 2017	Proposed Budget 2018
TAXES					
General Property Tax	2,831,480	3,388,277	3,341,169	2,806,291	3,294,705
Specific Ownership Tax	113,308	120,000	120,000	120,000	120,000
Real Estate Transfer Tax	2,369,026	2,100,000	2,100,000	2,200,000	2,200,000
Sales Tax	7,622,386	7,787,072	7,755,601	7,839,521	8,290,811
Utility Tax	106,786	110,000	110,000	110,000	110,000
Accommodations Tax	1,132,576	1,122,226	1,249,036	1,323,978	1,403,416
VAA Retail Sales Fee	697,924	676,000	700,000	700,000	700,000
Franchise Fees	403,642	415,000	415,000	415,000	415,000
Total Taxes	\$ 15,277,128	\$ 15,718,575	\$ 15,790,806	\$15,514,790	\$ 16,533,932

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.

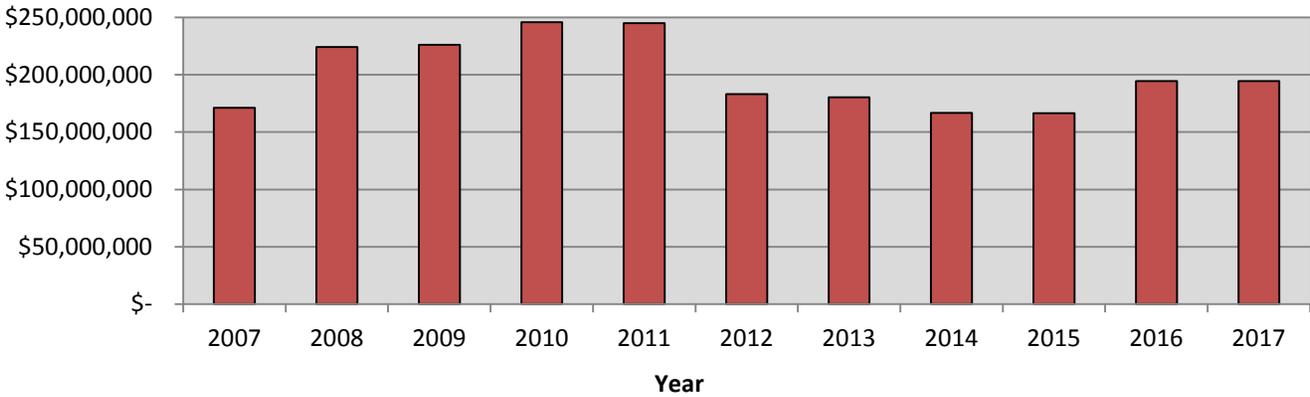
TOWN OF AVON Financial Overview

REVENUES

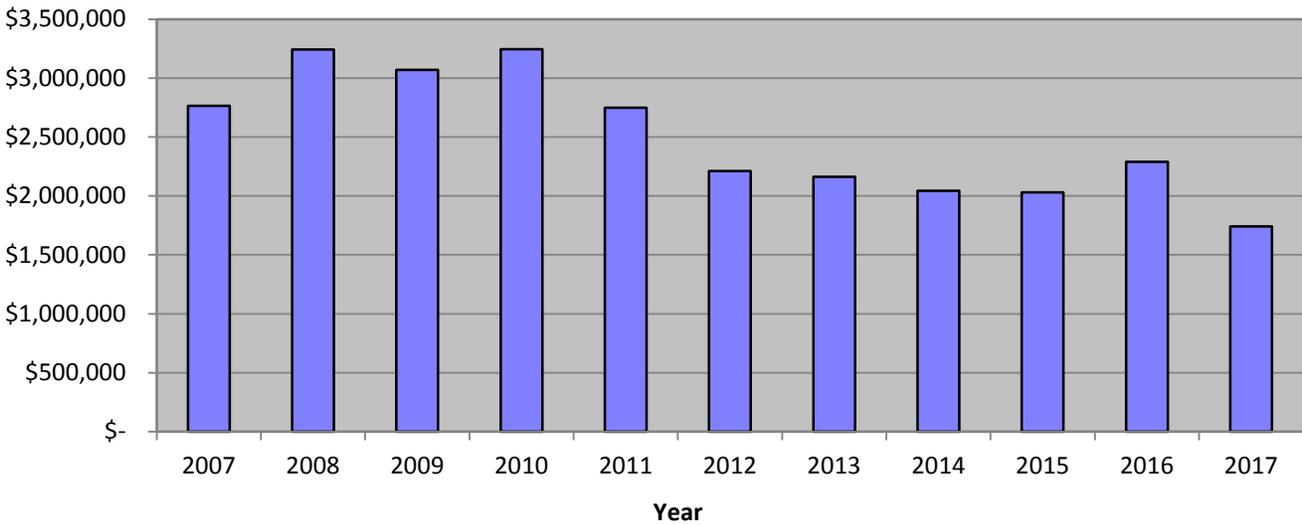
Property Tax

For 2016, 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 2.809 to 0 mills due to final maturity of the Town's general obligation bonds in 2016. In addition, the Avon Urban Renewal Authority has budgeted \$1,000,832 in property tax increment. Total property tax revenues for the Town are budgeted at \$2,926,291 or 13.28% of total tax revenues. The two charts below show the Town's historical property tax levies and assessed valuations for the past ten years.

Historical Assessed Values



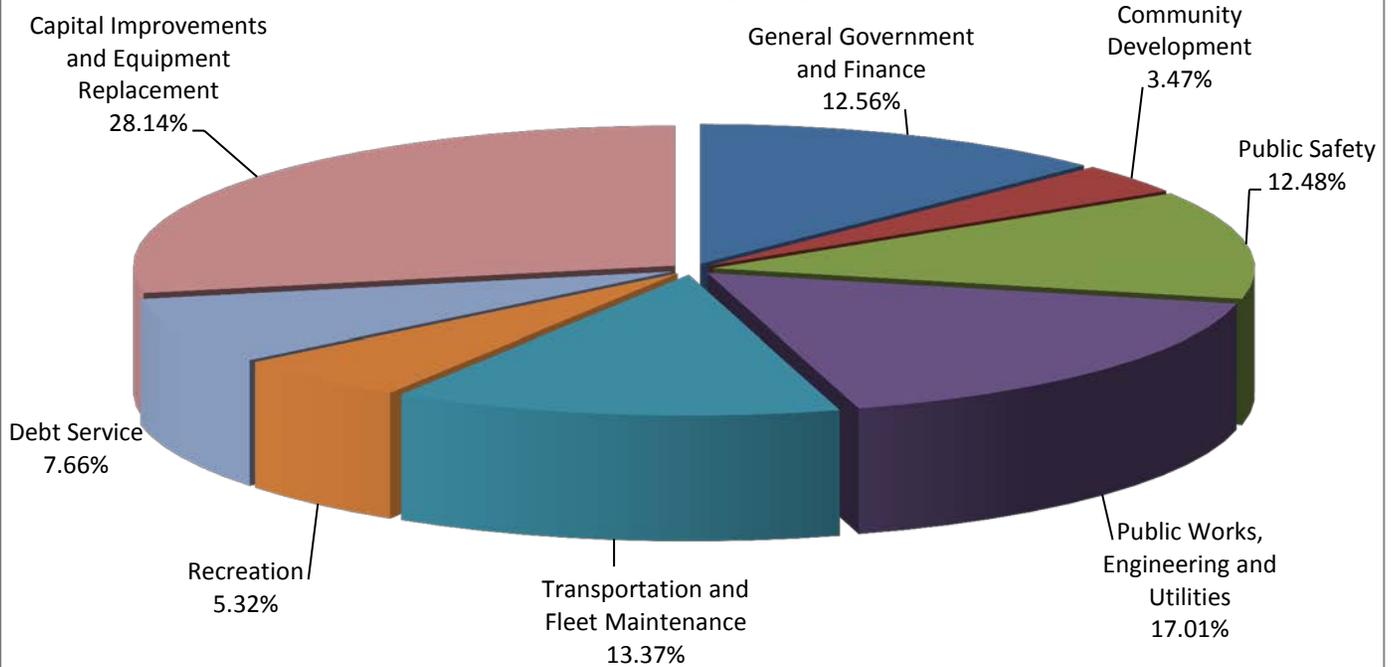
Property Tax Levy



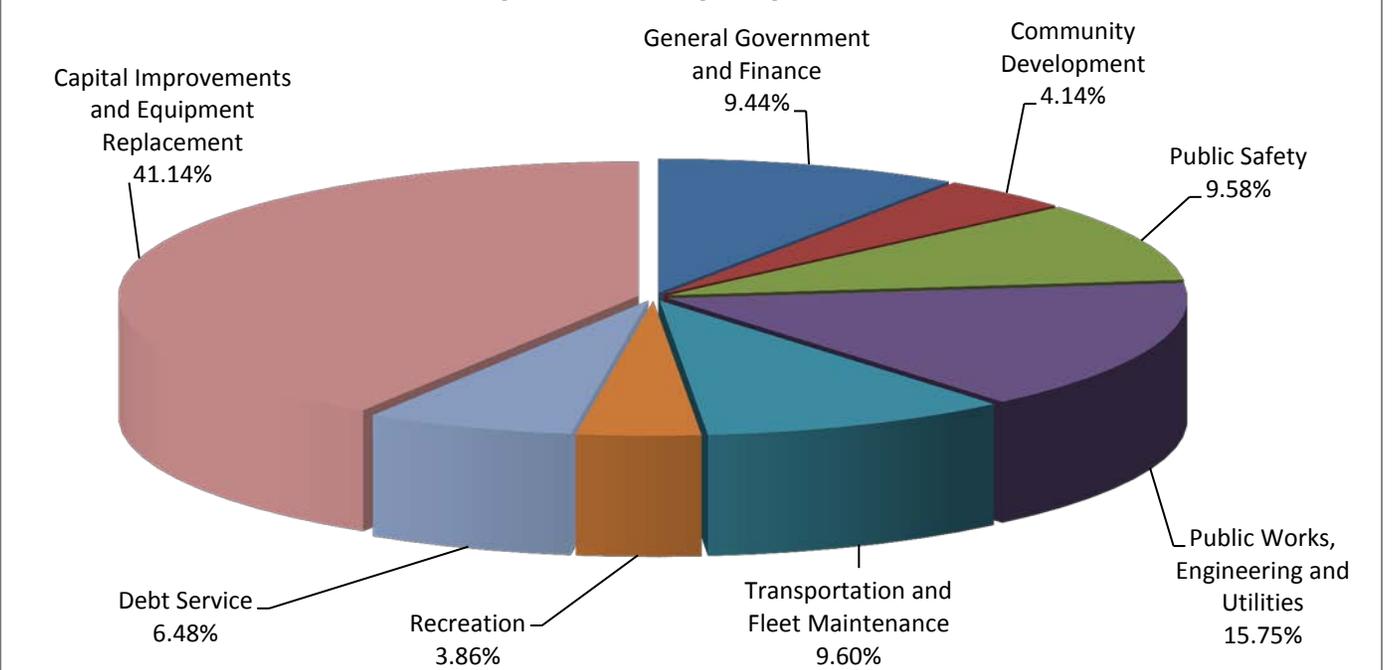
TOWN OF AVON Financial Overview

EXPENDITURES

2017 Total Expenditures By Major Function*



2016 Total Expenditures By Major Function*

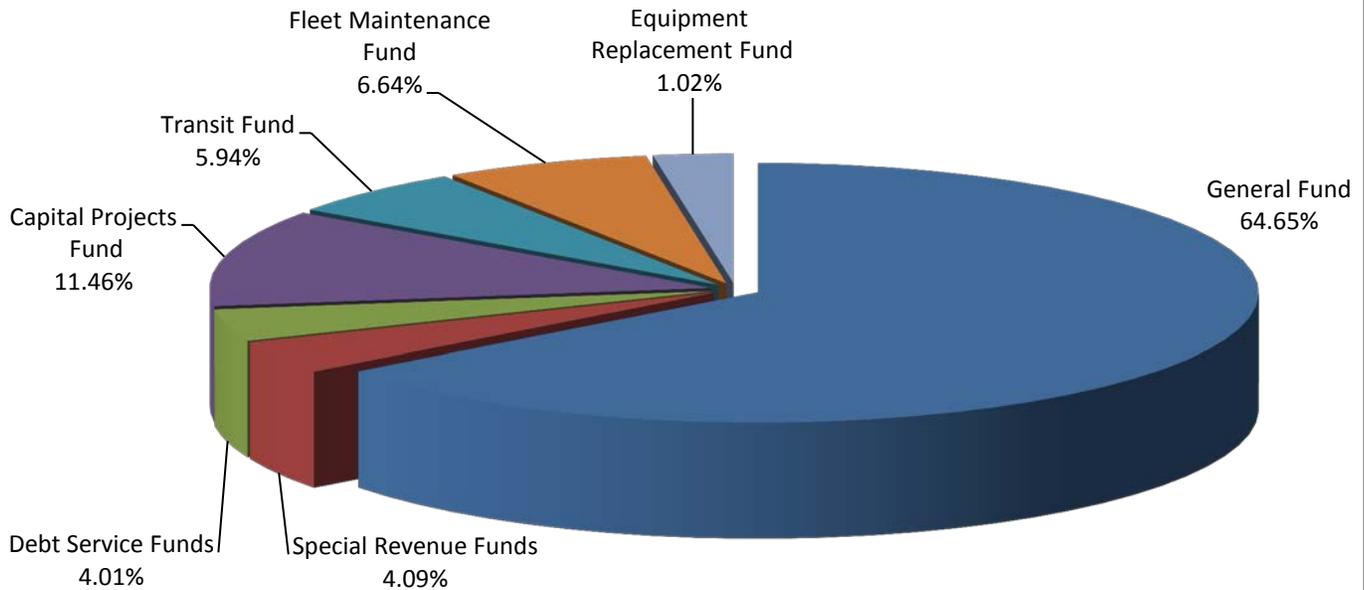


*Total expenditures excluding operating transfers and contingencies

TOWN OF AVON Financial Overview

EXPENDITURES

2017 Total Expenditures By Fund Type

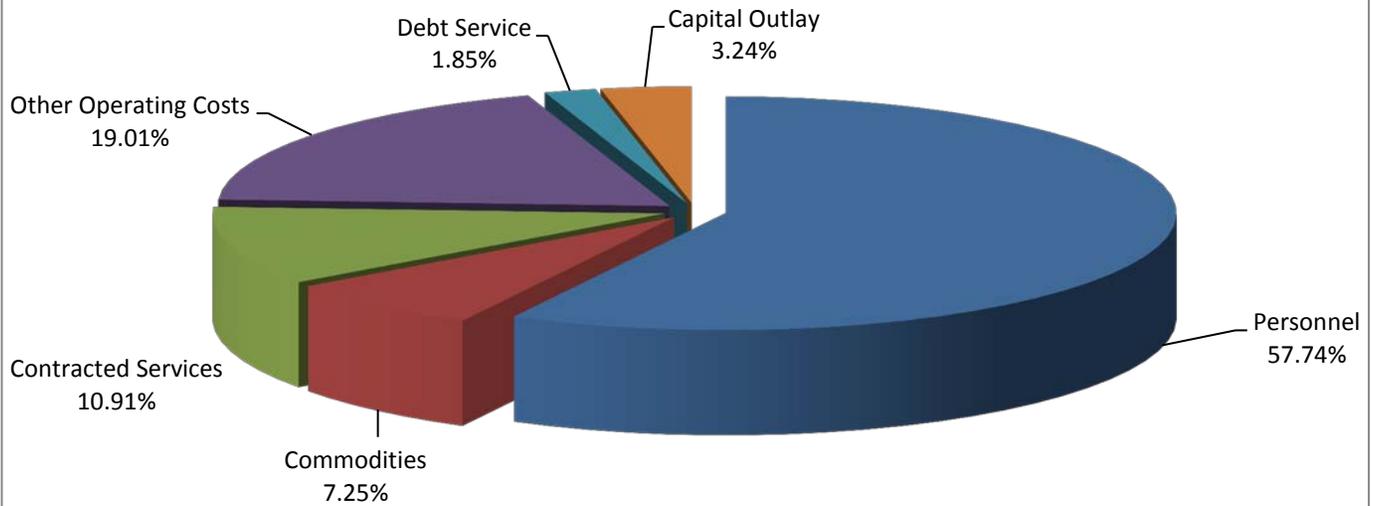


	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Adopted Budget 2017	Proposed Budget 2018
EXPENDITURES					
Governmental Funds:					
General Fund	\$ 15,095,793	\$ 15,563,185	\$ 16,416,562	\$ 15,460,542	\$ 16,464,993
Special Revenue Funds	1,103,354	2,763,151	5,524,750	1,298,935	1,042,737
Debt Service Funds	1,109,452	1,126,089	1,126,089	1,027,469	1,021,854
Capital Projects Fund	5,603,631	14,707,786	14,499,010	8,565,766	3,079,567
Total	22,912,230	34,160,211	37,566,411	26,352,712	21,609,151
Proprietary Fund Types:					
Transit Fund	1,383,103	2,083,745	1,625,966	1,948,359	1,513,583
Fleet Maintenance Fund	1,638,524	1,817,945	1,573,779	1,652,546	1,690,087
Equipment Replacement Fund	1,788,997	280,669	249,339	387,200	655,197
Total	4,810,624	4,182,359	3,449,084	3,988,105	3,858,867
TOTAL EXPENDITURES	\$ 27,722,854	\$ 38,342,570	\$ 41,015,495	\$ 30,340,817	\$ 25,468,018

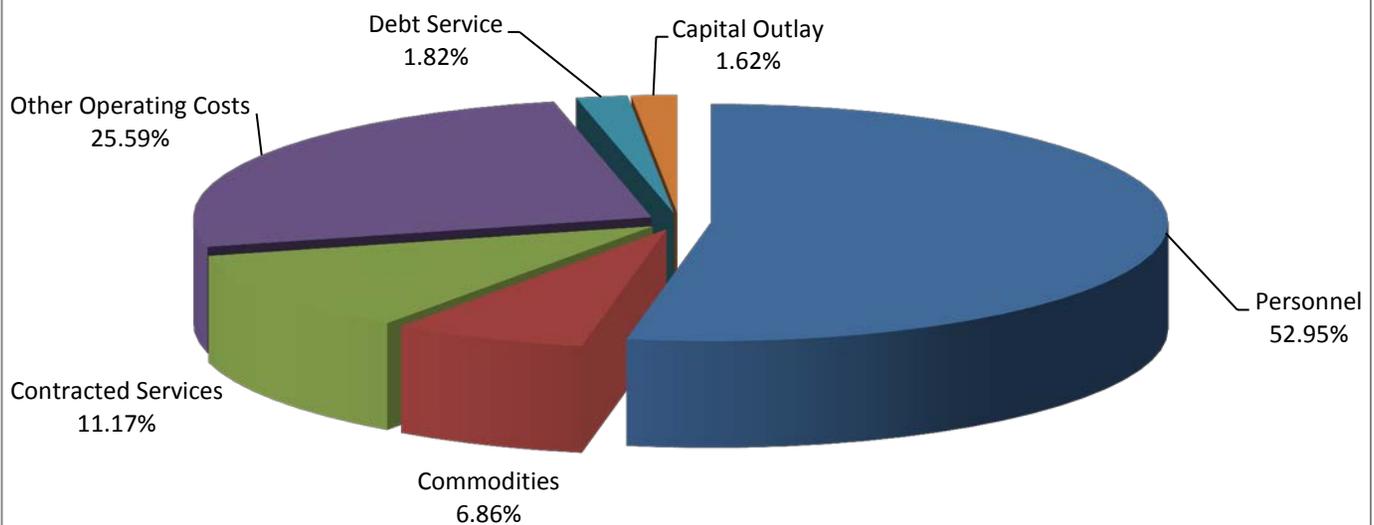
TOWN OF AVON Financial Overview

EXPENDITURES

2017 Total Operating Expenditures By Category



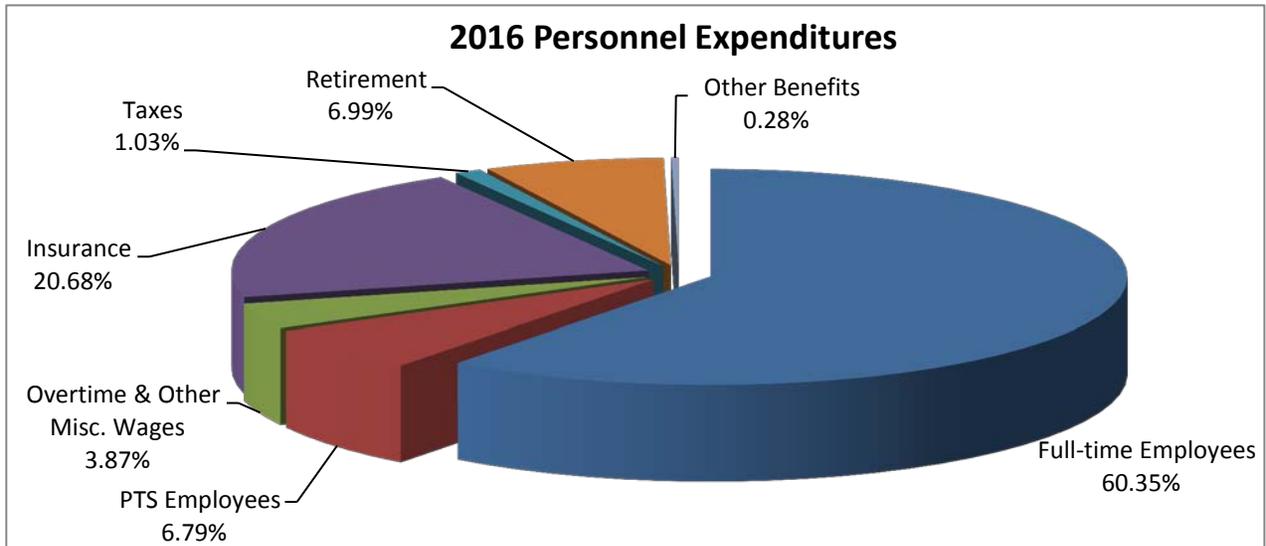
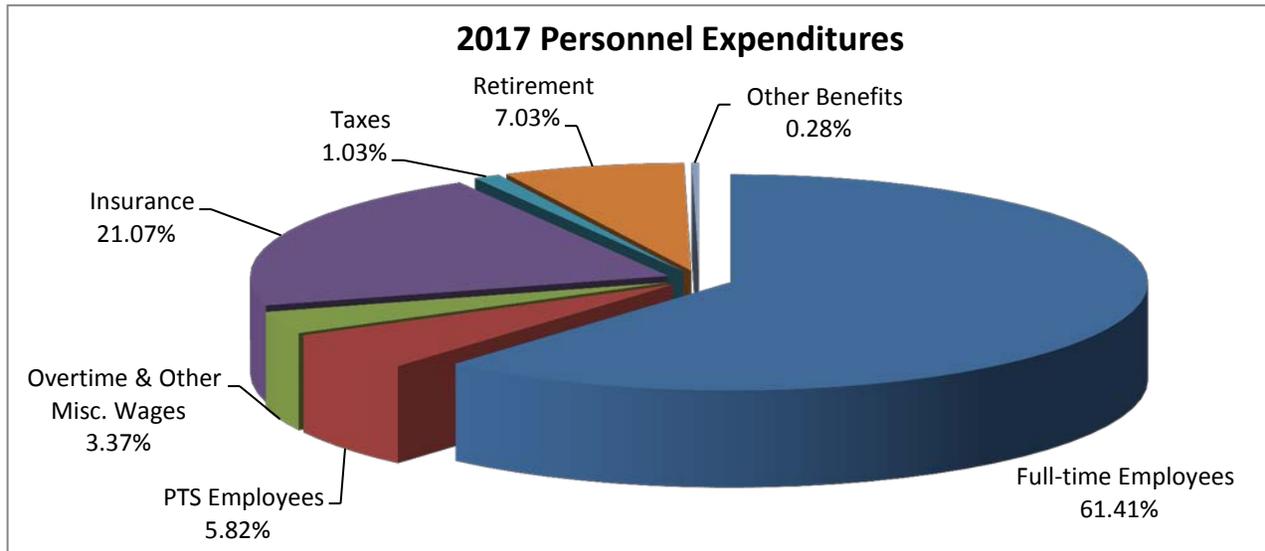
2016 Total Operating Expenditures By Category



	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Adopted Budget 2017	Proposed Budget 2018
OPERATING EXPENDITURES					
Personnel	\$ 8,516,788	\$ 9,536,149	\$ 9,282,057	\$ 9,979,083	\$ 10,517,752
Commodities	1,223,150	1,492,651	1,201,805	1,253,180	1,237,187
Contracted Services	1,897,391	2,002,345	1,958,384	1,885,823	1,725,306
Other Operating Costs	4,123,110	4,550,059	4,486,338	3,285,952	3,334,228
Debt Service	321,956	318,284	318,284	319,236	333,722
Capital Outlay	195,901	706,228	283,514	560,100	95,750
Total Operating Expenditures	\$ 16,278,296	\$ 18,605,716	\$ 17,530,382	\$ 17,283,374	\$ 17,243,945

TOWN OF AVON Financial Overview

EXPENDITURES



	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Adopted Budget 2017	Proposed Budget 2018
PERSONNEL COSTS					
Salaries and Wages:					
Full-time Employees	\$ 5,066,596	\$ 5,786,750	\$ 5,602,020	\$ 6,127,960	\$ 6,486,370
PTS Employees	648,386	602,321	630,290	580,380	590,704
Overtime & Other Misc. Wages	304,863	308,997	359,589	336,450	341,217
Benefits:					
Insurance	1,797,255	2,050,777	1,919,460	2,102,806	2,222,399
Taxes	84,702	97,462	95,934	102,518	107,934
Retirement	590,000	664,366	648,467	701,423	741,557
Other Benefits	24,986	25,476	26,297	27,546	27,570
Total Personnel Costs	\$ 8,516,788	\$ 9,536,149	\$ 9,282,057	\$ 9,979,083	\$ 10,517,751

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MUNICIPAL SERVICES

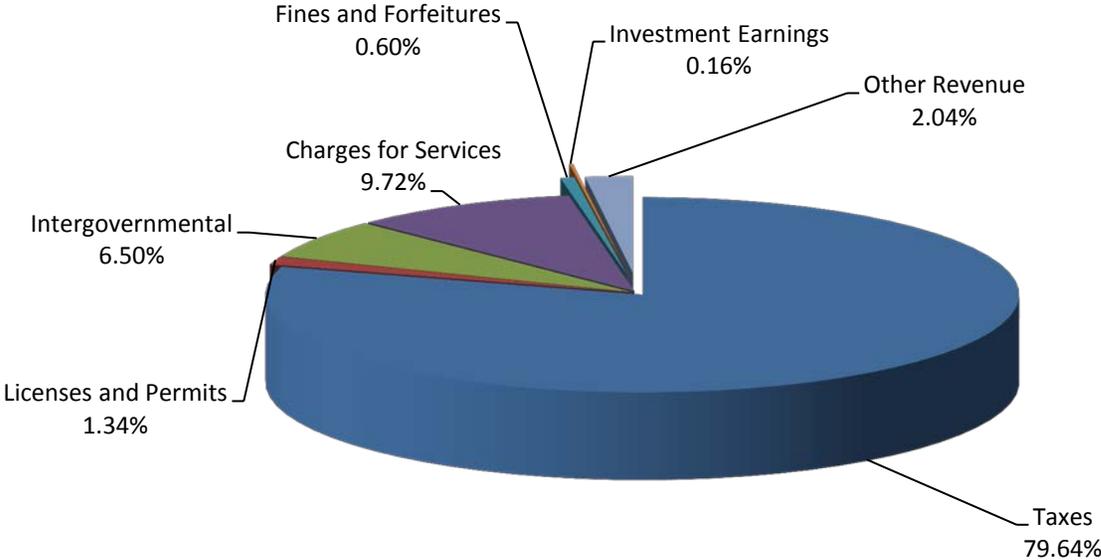
General Fund #10

Fund Summary

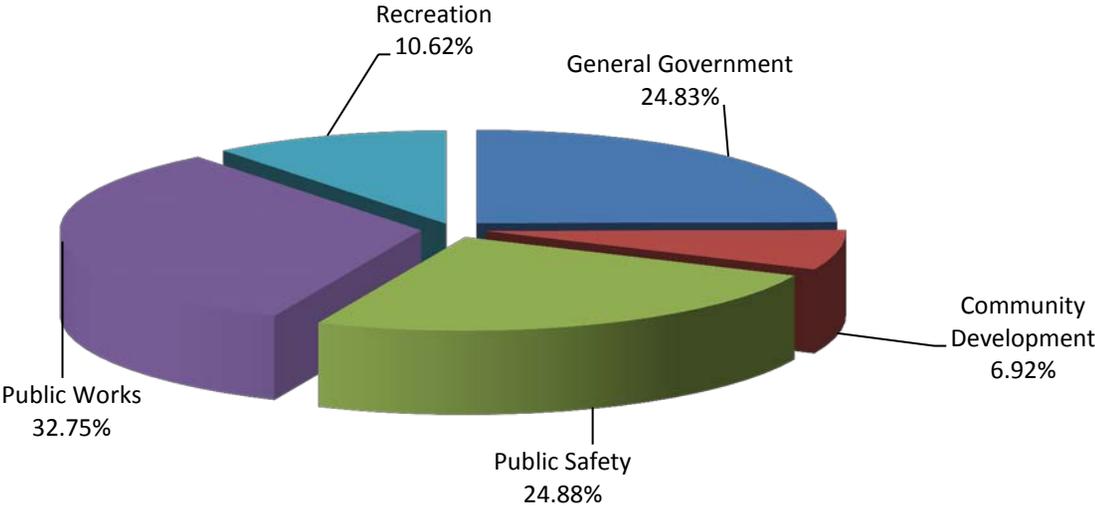
	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
REVENUES					
Taxes	\$ 11,569,168	\$ 11,977,899	\$ 12,097,238	\$ 12,273,561	\$ 13,157,001
Licenses and Permits	335,741	174,000	206,100	206,100	206,100
Intergovernmental	949,546	990,710	1,004,571	1,001,963	1,001,963
Charges for Services	1,390,587	1,322,247	1,417,024	1,498,282	1,503,712
Fines and Forfeitures	129,356	116,900	92,445	92,445	92,445
Investment Earnings	19,563	25,000	25,000	25,000	25,000
Other Revenue	359,124	364,900	325,400	314,900	314,900
Total Operating Revenues	14,753,085	14,971,656	15,167,778	15,412,251	16,301,121
Other Sources					
Capital Lease Proceeds	-	-	-	-	-
Sales of Capital Assets	-	-	-	-	-
Transfer-In From Capital Projects Fund	1,538,335	219,735	219,735	226,327	226,327
Total Other Sources	1,538,335	219,735	219,735	226,327	226,327
TOTAL REVENUES	\$ 16,291,420	\$ 15,191,391	\$ 15,387,513	\$ 15,638,578	\$ 16,527,448
EXPENDITURES					
General Government	\$ 2,916,095	\$ 3,179,386	\$ 3,115,845	\$ 3,354,143	\$ 3,537,450
Community Development	1,348,166	1,495,777	1,380,476	935,279	971,096
Public Safety	3,007,164	3,253,667	3,191,555	3,361,215	3,526,899
Public Works	3,655,220	4,144,443	3,994,382	4,423,533	4,364,358
Recreation	1,147,149	1,288,912	1,284,437	1,434,372	1,475,190
Total Operating Expenditures	12,073,794	13,362,185	12,966,695	13,508,542	13,874,993
Contingency	-	99,000	99,000	250,000	250,000
Other Uses					
Transfers-Out to Town Center West Fund	150,000	250,000	95,873	-	-
Transfers-Out to Capital Projects Fund	1,545,000	270,000	1,670,000	120,000	870,000
Transfers-Out to Transit	1,026,999	1,282,000	1,134,994	1,182,000	1,070,000
Transfers-Out to Fleet Maintenance	300,000	300,000	450,000	400,000	400,000
Total Other Uses	3,021,999	2,102,000	3,350,867	1,702,000	2,340,000
TOTAL EXPENDITURES	15,095,793	15,563,185	16,416,562	15,460,542	16,464,993
NET SOURCE (USE) OF FUNDS	1,195,627	(371,794)	(1,029,049)	178,036	62,455
FUND BALANCES, Beginning of Year	4,464,298	5,659,925	5,659,925	4,630,876	4,808,912
FUND BALANCES, End of Year	\$ 5,659,925	\$ 5,288,131	\$ 4,630,876	\$ 4,808,912	\$ 4,871,367
FUND BALANCES:					
Nonspendable	\$ -	\$ -	\$ -	\$ -	\$ -
Restricted For:					
3% TABOR Emergency Reserve	552,335	552,335	545,403	545,403	545,403
Assigned For:					
Special Events	47,878	-	-	390,000	390,000
Capital Improvements	-	675,000	-	-	-
Unassigned:					
25% Minimum Reserve Balance	3,387,698	3,798,546	3,661,891	3,772,636	3,836,248
Undesignated, Unreserved	1,672,014	262,250	423,583	100,874	99,716
TOTAL FUND BALANCES	\$ 5,659,925	\$ 5,288,131	\$ 4,630,876	\$ 4,808,912	\$ 4,871,367

**MUNICIPAL SERVICES
General Fund**

2017 Operating Revenues



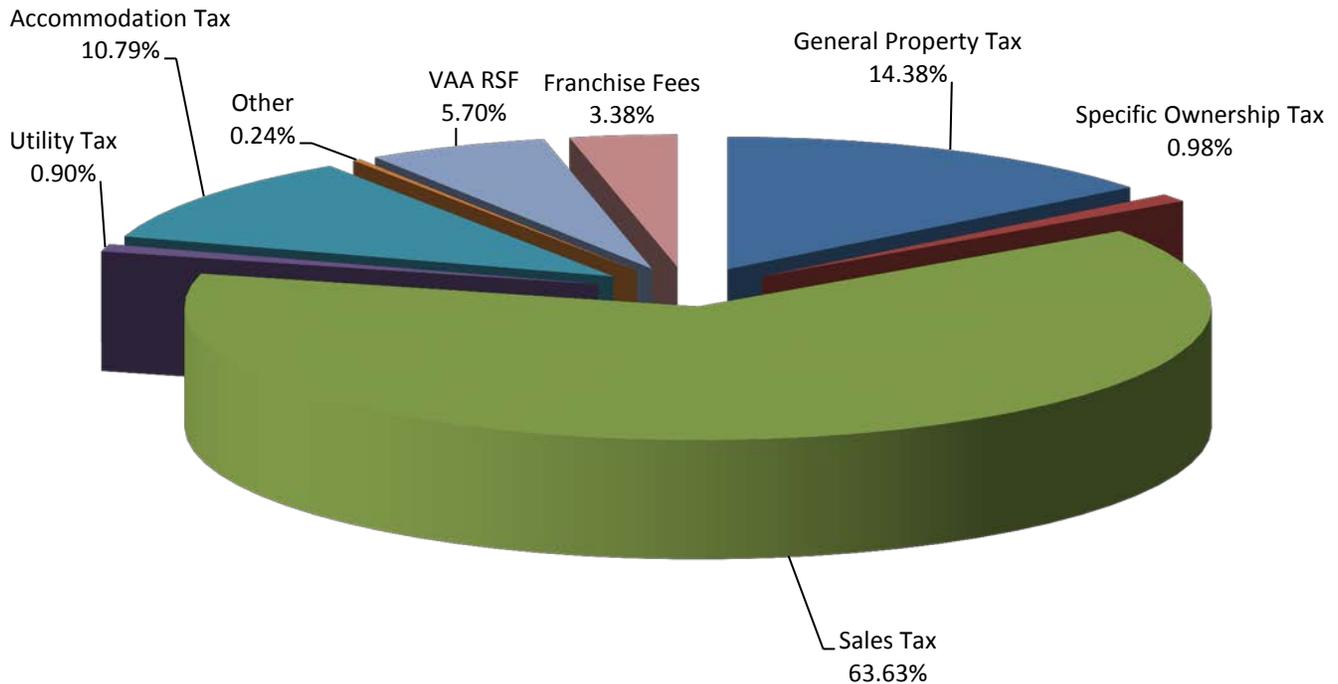
2017 Operating Expenditures



MUNICIPAL SERVICES General Fund

Revenues

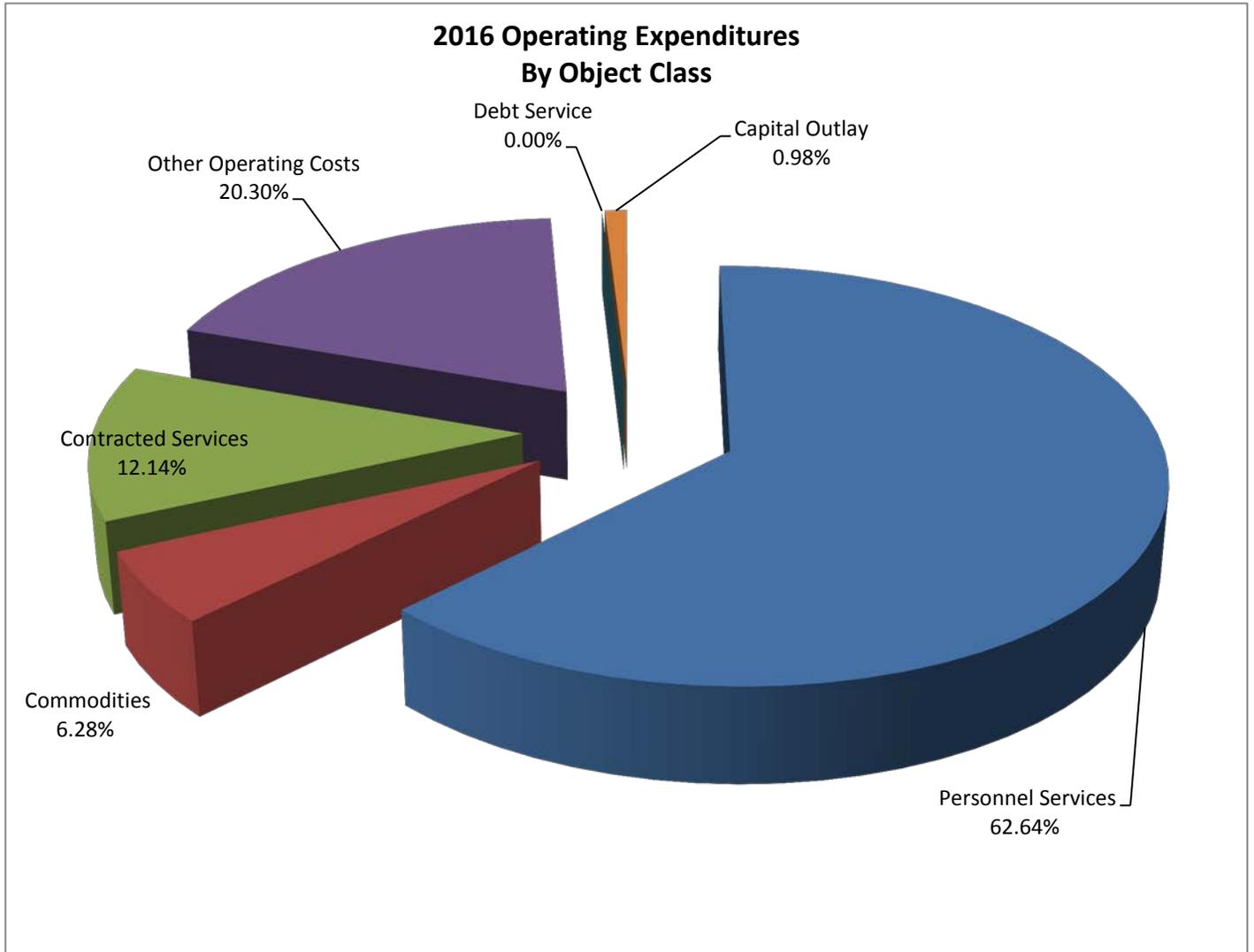
2017 Taxes



	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
TAXES					
General Property Tax	\$ 1,492,835	\$ 1,747,601	\$ 1,747,601	\$ 1,765,062	\$ 2,117,774
Specific Ownership Tax	113,308	120,000	120,000	120,000	120,000
Sales Tax	7,548,097	7,757,072	7,725,601	7,809,521	8,260,811
Utility Tax	106,786	110,000	110,000	110,000	110,000
Accommodation Tax	1,132,576	1,122,226	1,249,036	1,323,978	1,403,416
Other	74,000	30,000	30,000	30,000	30,000
VAA RSF	697,924	676,000	700,000	700,000	700,000
Franchise Fees	403,642	415,000	415,000	415,000	415,000
TOTAL TAXES	\$ 11,569,168	\$ 11,977,899	\$ 12,097,238	\$ 12,273,561	\$ 13,157,001

MUNICIPAL SERVICES General Fund

Expenditures



	Personnel Services	Commodities	Contracted Services	Other Operating Costs	Debt Service	Capital Outlay	Total
EXPENDITURES							
General Government	\$ 2,235,378	\$ 79,504	\$ 583,642	\$ 450,269	\$ -	\$ 3,850	\$ 3,354,143
Community Development	494,787	7,835	194,390	238,267	-	-	935,279
Public Safety	2,534,243	143,955	43,404	597,813	-	41,800	3,361,215
Public Works	2,052,486	455,539	790,153	1,042,455	-	82,900	4,423,533
Recreation and Culture	1,143,927	68,745	28,760	192,940	-	-	1,434,372
TOTAL OPERATING EXPENDITURES	\$ 8,460,821	\$ 755,578	\$ 1,640,349	\$ 2,521,744	\$ -	\$ 128,550	\$ 13,507,042

MUNICIPAL SERVICES General Fund

Revenue Detail

Account Number	Description	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
Taxes:						
51101	General Property Tax	\$ 1,489,051	\$ 1,746,101	\$ 1,746,101	\$ 1,763,562	\$ 2,116,274
51102	General Property Tax - Delinquent Collections	126	500	500	500	500
51103	General Property Tax - Interest	4,257	1,000	1,000	1,000	1,000
51104	General Property Tax - Abatements	(599)	-	-	-	-
51201	Specific Ownership Tax	113,308	120,000	120,000	120,000	120,000
51301	Sales Tax	7,548,097	7,757,072	7,725,601	7,809,521	8,260,811
51302	Utility Tax	106,786	110,000	110,000	110,000	110,000
51303	Accommodation Tax	1,132,576	1,122,226	1,249,036	1,323,978	1,403,416
51304	Penalties and Interest	50,021	25,000	25,000	25,000	25,000
51305	Sales Tax Audit Assessments	23,979	5,000	5,000	5,000	5,000
51307	VAA Retail Sales Fee	697,924	676,000	700,000	700,000	700,000
51402	Franchise Fees	403,642	415,000	415,000	415,000	415,000
51000	Total Taxes	11,569,168	11,977,899	12,097,238	12,273,561	13,157,001
Licenses and Permits:						
52101	Liquor Licenses	8,709	7,000	7,000	7,000	7,000
52102	Business Licenses	76,675	40,000	65,000	65,000	65,000
52103	Contractor's Licenses	9,760	10,500	10,500	10,500	10,500
52201	Building Permits	230,590	107,900	115,000	115,000	115,000
52205	Road Cut Permits	9,657	8,000	8,000	8,000	8,000
52207	Mobile Vendor Cart Permits	350	600	600	600	600
52000	Total Licenses and Permits	335,741	174,000	206,100	206,100	206,100
Intergovernmental:						
Federal Grants:						
53106	Click It or Ticket	4,950	8,000	8,000	5,500	5,500
53107	Ballistic Vests	1,713	2,475	2,475	2,000	2,000
State Grants						
53204	LEAF Grant	19,956	22,000	26,376	23,000	23,000
53206	High Visibility Grant	29,549	14,000	14,000	27,000	27,000
53299	Other State Grants	-	-	20,000	-	-
Local Government/Other Agency						
53402	Eagle County - Childcare	10,000	-	1,765	-	-
53900	Eagle River Youth Coalition	7,324	-	8,500	8,500	8,500
	Subtotal: Grants	73,492	46,475	81,116	66,000	66,000
State/County Shared Revenue:						
53301	Conservation Trust	61,906	65,000	62,000	62,000	62,000
53302	Motor Vehicle Registration	24,927	22,000	22,000	22,000	22,000
53303	Highway User's Tax	192,682	183,000	193,000	193,000	193,000
53304	Cigarette Tax	41,597	47,000	42,000	42,000	42,000
53305	County Sales Tax	415,074	471,235	471,235	483,743	483,743
53306	Road & Bridge Fund	138,697	153,000	132,220	132,220	132,220
53308	State Severance Tax	1,171	3,000	1,000	1,000	1,000
	Subtotal: Shared Revenue	876,054	944,235	923,455	935,963	935,963
53000	Total Intergovernmental	949,546	990,710	1,004,571	1,001,963	1,001,963

MUNICIPAL SERVICES General Fund

Revenue Detail

Account Number	Description	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
Charges for Services:						
General Government:						
54102	Photocopying Charges	5	300	1,370	300	300
54103	License Hearing Fees	25	100	100	100	100
54104	Other Fees and Charges	2,200	1,250	1,250	1,250	1,250
54105	CC & Paper Filing Fees	2,394	-	1,470	-	-
54201	Plan Check Fees	122,292	58,100	95,000	95,000	95,000
54202	Subdivision Review Fees	1,325	-	1,000	1,000	1,000
54203	Design Review Fees	15,704	20,000	14,295	14,295	14,295
54204	Animal Control Fees	690	500	500	500	500
54205	Abatement Services	5,000	-	-	-	-
54206	Fire Impact Fee Administration Fees	1,434	2,500	750	750	750
54301	Police Reports	685	600	600	600	600
54302	Police Extra Duty	19,779	20,000	18,000	25,000	25,000
54303	Fingerprinting Fees	6,137	4,500	4,500	4,500	4,500
54304	VIN Inspection Fees	19,177	18,000	18,000	18,000	18,000
54305	False Alarm Fees/Misc Police Dept Fees	440	1,000	500	500	500
54306	National Night Out	1,175	1,200	4,000	2,000	2,000
54399	DUI Reimbursement	22,236	22,092	17,750	17,750	17,750
Subtotal: General Govern.		220,698	150,142	179,085	181,545	181,545
Recreation Facility:						
54601	Admission Fees	801,103	751,500	836,000	888,200	890,000
54602	Program Fees	25,005	27,257	36,027	70,610	70,610
54603	Rentals	44,590	41,000	45,000	45,000	45,000
54604	Merchandise Sales	11,321	8,500	8,500	8,500	8,500
54606	Rec Center Services	8,107	12,000	9,500	9,200	9,200
54607	Fitness Program Revenues	54,096	53,500	53,500	52,000	52,000
Other Recreation:						
54651	Adult Program Revenues	10,382	36,200	17,600	25,350	25,350
54652	Cabin Equipment Rentals	10,165	2,000	13,500	13,500	13,500
54653	Athletic Field Rentals	13,437	5,500	4,500	-	3,600
54654	Cabin Concessions	37	200	200	-	-
54655	Youth Program Revenues	94,831	128,550	125,000	145,565	145,595
54676	Sponsorships	43,000	43,000	38,000	38,000	38,000
54678	Event Fees	29,203	9,775	10,325	10,525	10,525
54679	Special Event Admission Fees	24,612	53,123	40,287	10,287	10,287
Subtotal: Recreation		1,169,889	1,172,105	1,237,939	1,316,737	1,322,167
54000	Total Charges for Services	1,390,587	1,322,247	1,417,024	1,498,282	1,503,712
Fines and Forfeitures:						
55101	Court Fines - Traffic	59,366	60,000	51,300	51,300	51,300
55102	Court Fines - Criminal	39,972	30,000	21,000	21,000	21,000
55103	Court Fines - Parking	8,784	10,000	6,735	6,735	6,735
55105	Court Costs	8,542	8,000	7,000	7,000	7,000
55106	Jury Fees	-	150	100	100	100
55107	Bond Forfeitures	-	500	100	100	100
55110	Police Training Surcharge	7,980	8,250	6,210	6,210	6,210
55120	Police Forfeiture Revenue	4,712	-	-	-	-
55000	Total Fines and Forfeitures	129,356	116,900	92,445	92,445	92,445

MUNICIPAL SERVICES General Fund

Revenue Detail

Account Number	Description	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
Investment Earnings:						
57101	Interest	19,563	25,000	25,000	25,000	25,000
57000	Total Investment Earnings	19,563	25,000	25,000	25,000	25,000
Other Revenues:						
58101	Recreational Amenity Fees	232,883	285,000	235,000	235,000	235,000
58109	Bond Issuance Fees	10,908	9,800	9,800	9,800	9,800
58201	Lease of Town-Owned Property	49,012	40,000	40,000	40,000	40,000
58999	Miscellaneous Nonclassified Revenues	66,321	30,100	40,600	30,100	30,100
58000	Total Other Revenues	359,124	364,900	325,400	314,900	314,900
50000	TOTAL REVENUES	\$ 14,753,085	\$ 14,971,656	\$ 15,167,778	\$ 15,412,251	\$ 16,301,121

MUNICIPAL SERVICES General Fund

Department Expenditure Summaries

Dept./Div. Number	Description	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
General Government:						
111	Mayor and Town Council	\$ 184,277	\$ 211,907	\$ 189,202	\$ 210,472	\$ 209,022
112	Boards and Commissions	11,499	15,299	15,299	15,299	15,299
113	Town Attorney	154,747	130,000	130,000	132,000	132,000
115	Town Clerk	129,004	158,811	129,403	103,471	104,139
121	Municipal Court	93,929	124,826	124,581	129,000	135,766
131	Town Manager	345,179	367,267	352,550	402,297	422,285
133	Community Relations	130,103	149,897	119,841	196,497	173,353
Subtotal General Government		1,048,738	1,158,007	1,060,876	1,189,036	1,191,864
Human Resources:						
132	Human Resources	360,438	412,319	422,736	431,677	453,533
Finance and IT:						
141	Finance	765,611	819,334	816,552	844,922	968,659
143	Information Systems	372,197	388,495	399,254	406,753	432,935
149	Nondepartmental	369,111	401,231	416,427	481,755	490,459
Subtotal Finance and IT		1,506,919	1,609,060	1,632,233	1,733,430	1,892,053
Total General Government and Finance		2,916,095	3,179,386	3,115,845	3,354,143	3,537,450
Community Development:						
212	Planning	275,066	317,767	241,933	263,033	252,994
213	Building Inspection	131,509	146,758	144,236	149,265	150,247
214	Economic Development	86,113	65,600	65,600	-	-
215	Town Produced Events	322,535	335,502	304,857	302,421	312,855
216	Signature Event Seed Funding	297,221	400,000	393,700	50,000	50,000
217	Community Grants	235,722	230,150	230,150	170,560	205,000
Total Community Development		1,348,166	1,495,777	1,380,476	935,279	971,096
Police Department:						
311	Administration	598,463	658,759	584,371	683,437	767,777
312	Patrol	2,152,751	2,331,166	2,349,127	2,406,578	2,476,104
313	Investigations	255,950	263,742	258,057	271,200	283,018
Total Police Department		3,007,164	3,253,667	3,191,555	3,361,215	3,526,899
Public Works						
<i>Engineering:</i>						
412	Engineering	332,413	273,664	271,630	237,326	252,711
418	Buildings and Facilities	1,050,863	1,124,910	1,118,481	1,136,114	1,079,655
<i>Roads and Bridges:</i>						
413	Roads and Bridges	1,341,416	1,612,864	1,485,528	2,354,312	2,381,524
415	Parks and Grounds	930,528	1,133,005	1,118,743	695,781	650,468
Total Public Works Department		3,655,220	4,144,443	3,994,382	4,423,533	4,364,358

MUNICIPAL SERVICES General Fund

Department Expenditure Summaries

Dept./Div. Number	Description	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
Recreation Department:						
514	Administration	210,797	245,397	241,477	227,532	236,969
515	Adult Programs	32,161	58,827	51,792	56,087	58,929
516	Aquatics	386,788	427,447	434,243	558,841	573,334
518	Fitness	136,055	132,740	132,740	150,785	144,377
519	Guest Services	263,475	292,090	291,984	295,366	306,004
521	Youth Programs	111,995	132,411	132,201	145,761	155,577
522	Cabin	5,878	-	-	-	-
Total Recreation		<u>1,147,149</u>	<u>1,288,912</u>	<u>1,284,437</u>	<u>1,434,372</u>	<u>1,475,190</u>
TOTAL OPERATING EXPENDITURES		<u>\$ 12,073,794</u>	<u>\$ 13,362,185</u>	<u>\$ 12,966,695</u>	<u>\$ 13,508,542</u>	<u>\$ 13,874,993</u>

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	\$ 174,990	\$ -	\$ 7,300	\$ 27,232	\$ -	\$ 950	\$ -	\$ 210,472
112	Boards and Commissions	13,299	-	-	2,000	-	-	-	15,299
113	Town Attorney	-	-	132,000	-	-	-	-	132,000
115	Town Clerk	81,171	3,550	13,530	5,220	-	-	-	103,471
121	Municipal Court	103,952	-	24,673	375	-	-	-	129,000
131	Town Manager	386,187	75	700	13,835	-	-	1,500	402,297
133	Community Relations	81,822	125	53,300	61,250	-	-	-	196,497
Subtotal General Govt		841,421	3,750	231,503	109,912	-	950	1,500	1,189,036
Human Resources Department:									
132	Human Resources	380,142	12,675	13,250	24,510	-	1,100	-	431,677
Finance and IT:									
141	Finance Department	699,182	11,170	107,638	25,132	-	1,800	-	844,922
143	Information Systems	236,176	18,634	93,853	58,090	-	-	-	406,753
149	Nondepartmental	78,457	33,275	137,398	232,625	-	-	-	481,755
Subtotal Finance and IT		1,013,815	63,079	338,889	315,847	-	1,800	-	1,733,430
Total General Govt and Finance		2,235,378	79,504	583,642	450,269	-	3,850	1,500	3,354,143
Community Development:									
212	Planning	200,233	1,460	53,453	7,887	-	-	-	263,033
213	Building Inspection	140,109	375	2,500	6,281	-	-	-	149,265
214	Economic Development	-	-	-	-	-	-	-	-
215	Town Produced Events	154,445	6,000	138,437	3,539	-	-	-	302,421
216	Signature Event Seed Funding	-	-	-	50,000	-	-	-	50,000
217	Community Grants	-	-	-	170,560	-	-	-	170,560
Total Community Development		494,787	7,835	194,390	238,267	-	-	-	935,279
Public Safety:									
Police Department:									
311	Administration	569,090	43,270	27,197	41,580	-	2,300	-	683,437
312	Patrol	1,710,087	95,135	15,007	546,849	-	39,500	-	2,406,578
313	Investigations	255,066	5,550	1,200	9,384	-	-	-	271,200
Total Public Safety		2,534,243	143,955	43,404	597,813	-	41,800	-	3,361,215
Public Works									
412	Engineering	221,216	10,100	-	6,010	-	-	-	237,326
413	Buildings & Facilities	405,037	106,210	125,647	438,270	-	60,950	-	1,136,114
415	Roads and Bridges	1,426,233	159,886	404,226	363,967	-	-	-	2,354,312
418	Parks	-	179,343	260,280	234,208	-	21,950	-	695,781
Total Public Works		2,052,486	455,539	790,153	1,042,455	-	82,900	-	4,423,533
Recreation:									
514	Administration	162,070	6,035	12,507	46,920	-	-	-	227,532
515	Adult Programs	51,802	4,285	-	-	-	-	-	56,087
516	Aquatics	478,194	31,400	15,113	34,134	-	-	-	558,841
518	Fitness	71,017	3,700	-	76,068	-	-	-	150,785
519	Guest Services	256,787	12,525	-	26,054	-	-	-	295,366
521	Youth Programs	124,057	10,800	1,140	9,764	-	-	-	145,761
Total Recreation		1,143,927	68,745	28,760	192,940	-	-	-	1,434,372
TOTAL OPERATING EXPENDITURES		\$ 8,460,821	\$ 755,578	\$ 1,640,349	\$ 2,521,744	\$ -	\$ 128,550	\$ 1,500	\$ 13,508,542

BUDGET SUMMARY: TOWN CENTER WEST MAINTENANCE FUND

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. Effective January 1, 2017, the Town Center West Maintenance Fund has been consolidated into the Parks budget within the General Fund.

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 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
SEE THE GENERAL FUND - PUBLIC WORKS DEPARTMENT					

MUNICIPAL SERVICES
Town Center West Maintenance Fund #21

Fund Summary

	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
REVENUES					
Other Revenue:					
Insurance Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Nonclassified Revenues	-	-	-	-	-
Total Operating Revenues	-	-	-	-	-
Other Sources					
Transfers In - General Fund	150,000	250,000	95,873	-	-
Transfers In - Urban Renewal Authority	100,000	50,000	50,000	-	-
TOTAL REVENUES	250,000	300,000	145,873	-	-
EXPENDITURES					
Public Works:					
Main Street Maintenance	232,843	298,281	270,471	-	-
Total Operating Expenditures	232,843	298,281	270,471	-	-
TOTAL EXPENDITURES	232,843	298,281	270,471	-	-
NET SOURCE (USE) OF FUNDS	17,157	1,719	(124,598)	-	-
FUND BALANCES, Beginning of Year	107,441	88,584	124,598	-	-
FUND BALANCES, End of Year	\$ 124,598	\$ 90,303	\$ -	\$ -	\$ -

BUDGET SUMMARY: AVON URBAN RENEWAL FUND

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. Debt issuance proceeds from tax increment financing in the amount of \$3 million are anticipated in the final revised 2016 budget. These proceeds will be transferred to the Capital Projects Fund for the New Town Hall tenant finish project. Property tax increment revenues for 2017 are based upon an increment of \$17,224,470 and an overlapping mill rate of 58.65, resulting in a 0.5% decrease in net revenues from the previous year. Additional tax increment revenues are anticipated in 2018 from the construction of the Buck Creek Medical Plaza. In 2017 and thereafter, funds transferred to the Town Center West Maintenance Fund have been reduced to zero due to its consolidation into the Parks budget.

ADMINISTRATION OF THE DEPARTMENT

The Urban Renewal Fund is administered by the Finance Director.

DEPARTMENT FINANCIAL SUMMARY

DEPARTMENT EXPENDITURES BY CATEGORY	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -
Commodities	-	-	-	-	-
Contract Services	-	700	5,200	3,200	3,200
Other Operating Costs	-	250	250	250	250
Capital Outlay	-	-	32,603	-	-
Total	\$ -	\$ 950	\$ 38,053	\$ 3,450	\$ 3,450
DEPARTMENT EXPENDITURES BY PROGRAM					

SEE CAPITAL PROJECTS & TOWN CENTER WEST MAINTENANCE FUND

AVON URBAN RENEWAL AUTHORITY #22

Summary

Fund Summary

	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
REVENUES					
Taxes	\$ 756,471	\$ 1,053,955	\$ 1,006,846	\$ 1,000,832	\$ 1,136,534
Investment Earnings	3,617	4,712	3,769	4,712	7,853
Total Operating Revenues	760,088	1,058,667	1,010,615	1,005,544	1,144,387
Other Sources					
Debt Issuance Proceeds	-	-	3,000,000	-	-
TOTAL REVENUES	760,088	1,058,667	4,010,615	1,005,544	1,144,387
EXPENDITURES					
Current:					
General Government	-	950	5,450	3,450	3,450
Capital Improvements	-	-	32,603	-	-
Debt Service:					
Principal	320,000	410,000	410,000	565,000	585,000
Interest	229,504	218,240	218,240	308,808	288,954
Bond Issuance Costs	-	-	90,000	-	-
Treasurer Fees	28,499	31,620	39,200	39,000	43,080
Fiscal Charges	300	1,000	500	500	500
Total Operating Expenditures	578,303	661,810	795,993	916,758	920,984
Other Uses					
Transfers Out - Capital Projects Fund	-	500,000	3,150,000	-	-
Transfers Out - Town Center West Mtc. Fund	100,000	50,000	50,000	-	-
Total Other Uses	100,000	550,000	3,200,000	-	-
TOTAL EXPENDITURES	678,303	1,211,810	3,995,993	916,758	920,984
NET SOURCE (USE) OF FUNDS	81,785	(153,143)	14,622	88,786	223,403
FUND BALANCES, Beginning of Year	826,178	857,941	907,963	922,585	1,011,371
FUND BALANCES, End of Year	\$ 907,963	\$ 704,798	\$ 922,585	\$ 1,011,371	\$ 1,234,774
FUND BALANCES:					
Restricted For:					
Debt Service	\$ 628,240	\$ 628,240	\$ 904,690	\$ 904,690	\$ 904,690
Urban Renewal	279,723	76,558	17,895	106,681	330,084
TOTAL FUND BALANCES	\$ 907,963	\$ 704,798	\$ 922,585	\$ 1,011,371	\$ 1,234,774

AVON URBAN RENEWAL AUTHORITY
Debt Service

Debt Service Summary

Account Number	Description	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
DEBT SERVICE						
932	Series 2013, Tax Increment Revenue Bonds					
65101	Principal	\$ 320,000	\$ 410,000	\$ 410,000	\$ 395,000	\$ 410,000
65102	Interest	229,504	218,240	218,240	203,808	189,904
933	Series 2016, Tax Increment Revenue Bonds					
65101	Principal	-	-	-	170,000	175,000
65102	Interest	-	-	-	105,000	99,050
Fiscal Charges						
65104	Bond Issuance Charges	-	-	90,000	-	-
64303	Treasurer Fees	28,499	31,620	39,200	39,000	43,080
65103	Trustee Fees	300	1,000	500	500	500
60000	TOTAL DEBT SERVICE	\$ 578,303	\$ 660,860	\$ 757,940	\$ 913,308	\$ 917,534

AVON URBAN RENEWAL AUTHORITY Capital Projects

CIP Projects Inventory

Account Number	Description	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
CAPITAL IMPROVEMENT PROJECTS						
Roads and Streets:						
Street Improvements:						
32018	Nottingham Road Streetlights	\$ -	\$ -	\$ 32,603	\$ -	\$ -
Total Capital Improvement Projects		<u>\$ -</u>	<u>\$ -</u>	<u>\$ 32,603</u>	<u>\$ -</u>	<u>\$ -</u>

BUDGET SUMMARY: COMMUNITY ENHANCEMENT FUND

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 2017 there is estimated be \$469 remaining in the CEF Fund Balance. The project in the CIP proposed to be funded by the CEF in 2017 is the Nottingham Park playground (\$158,000).

ADMINISTRATION OF THE DEPARTMENT

The Town Engineer administers the Community Enhancement Fund.

DEPARTMENT FINANCIAL SUMMARY

DEPARTMENT EXPENDITURES BY CATEGORY	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
SEE CAPITAL PROJECTS FUND					

MUNICIPAL SERVICES
Community Enhancement Fund #23

Fund Summary

	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
REVENUES					
Other Revenue:					
Community Enhancement Fees	\$ 77,473	\$ 84,000	\$ 84,000	\$ 84,000	\$ 84,000
Total Operating Revenues	77,473	84,000	84,000	84,000	84,000
Other Sources					
Transfers In - General Fund	-	-	-	-	-
TOTAL REVENUES	77,473	84,000	84,000	84,000	84,000
EXPENDITURES					
Public Works:					
Community Enhancement	-	-	-	-	-
Total Operating Expenditures	-	-	-	-	-
Other Uses					
Transfers Out - Capital Projects Fund	-	100,000	100,000	158,000	-
TOTAL EXPENDITURES	-	100,000	100,000	158,000	-
NET SOURCE (USE) OF FUNDS	77,473	(16,000)	(16,000)	(74,000)	84,000
FUND BALANCES, Beginning of Year	12,996	96,996	90,469	74,469	469
FUND BALANCES, End of Year	\$ 90,469	\$ 80,996	\$ 74,469	\$ 469	\$ 84,469
FUND BALANCES:					
Restricted For:					
Community Enhancement Projects	\$ (9,531)	\$ 80,996	\$ 74,469	\$ 469	\$ 84,469
Assigned For:					
US Hwy 6 Trail Project Undergrounding	100,000	-	-	-	-
TOTAL FUND BALANCES	\$ 90,469	\$ 80,996	\$ 74,469	\$ 469	\$ 84,469

BUDGET SUMMARY: WATER FUND

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 15% of the Engineer's total administration time is charged to the Water Fund.

DEPARTMENT FINANCIAL SUMMARY

DEPARTMENT EXPENDITURES BY CATEGORY	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Adopted Budget 2017	Proposed Budget 2018
Personnel Services	\$ 46,483	\$ 49,103	\$ 48,717	\$ 33,227	\$ 35,003
Commodities	32	-	-	-	-
Contract Services	91,914	54,500	60,112	88,000	43,000
Other Operating Costs	28,259	874,457	874,457	36,750	18,750
Capital Outlay	25,520	-	-	-	-
Total	\$ 192,208	\$ 978,060	\$ 983,286	\$ 157,977	\$ 96,753
DEPARTMENT EXPENDITURES BY PROGRAM					
Water Utilities	\$ 192,208	\$ 978,060	\$ 983,286	\$ 157,977	\$ 96,753
Total	\$ 192,208	\$ 978,060	\$ 983,286	\$ 157,977	\$ 96,753

PROGRAM ACTIVITIES AND OPERATIONS: WATER FUND

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.

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*.

DEPARTMENT COST ALLOCATIONS

	Estimated Personnel Time	Non- Personnel Costs	Total Activity Cost	Performance Metric(s)
Water Utilities				
Management of Capital Water Projects	25%	\$31,188	\$39,494	Projects on Time/Budget
Long-Range Planning	75%	93,563	118,483	Community Survey

ACCOMPLISHMENTS AND GOALS: WATER FUND

2016 MAJOR ACCOMPLISHMENTS

1. Funding the Mountain Star water tank, currently under construction
2. Upgrades to Nottinham Park irrigation pump station

2017 STRATEGIC GOALS

1. Eagle River water quality plan action planning work
2. Continuing efforts to look for solutions to protect the water quality of the Eagle River

MUNICIPAL SERVICES

Water Fund #24

Fund Summary

	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
REVENUES					
Charges for Services:					
Water Surcharges	\$ 152,707	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Tap Fees	139,430	40,000	40,000	51,200	10,000
Tap Fees - Mountain Star	-	-	-	10,000	10,000
Total Charges for Services	292,137	190,000	190,000	211,200	170,000
Other Revenues					
Nonclassified Revenues	-	-	-	-	-
TOTAL REVENUES	\$ 292,137	\$ 190,000	\$ 190,000	\$ 211,200	\$ 170,000
EXPENDITURES					
Water Utilities	192,208	978,060	983,286	157,977	96,753
Total Operating Expenditures	192,208	978,060	983,286	157,977	96,753
Other Uses					
Transfers Out - Capital Projects Fund	-	150,000	150,000	41,200	-
TOTAL EXPENDITURES	192,208	1,128,060	1,133,286	199,177	96,753
NET SOURCE (USE) OF FUNDS	99,929	(938,060)	(943,286)	12,023	73,247
FUND BALANCES, Beginning of Year	916,230	1,016,159	1,016,159	72,873	84,896
FUND BALANCES, End of Year	\$ 1,016,159	\$ 78,099	\$ 72,873	\$ 84,896	\$ 158,143
FUND BALANCES:					
Restricted For:					
Water Projects	\$ 416,159	\$ 78,099	\$ 72,873	\$ 84,896	\$ 158,143
Assigned For:					
Mountain Star Water Tank Contribution	600,000	-	-	-	-
TOTAL FUND BALANCES	\$ 1,016,159	\$ 78,099	\$ 72,873	\$ 84,896	\$ 158,143

BUDGET SUMMARY: AFFORDABLE HOUSING FUND

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. Funds have been appropriated in the 2016, 2017 and 2018 budgets for project development associated with affordable housing programs.

ADMINISTRATION OF THE DEPARTMENT

The Town Manager administers the Affordable Housing Fund.

DEPARTMENT FINANCIAL SUMMARY

DEPARTMENT EXPENDITURES BY CATEGORY	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -
Commodities	-	-	-	-	-
Contract Services	-	25,000	25,000	25,000	25,000
Other Operating Costs	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Total	\$ -	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000

MUNICIPAL SERVICES
Affordable Housing Fund #25

Fund Summary

	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
REVENUES					
Investment Earnings	\$ 1,231	\$ 1,191	\$ 935	\$ 721	\$ 621
Other Revenue:					
Nonclassified Revenues	2,510	2,694	12,950	3,020	3,120
Total Operating Revenues	3,741	3,885	13,885	3,741	3,741
TOTAL REVENUES	3,741	3,885	13,885	3,741	3,741
EXPENDITURES					
General Government:					
Affordable Housing	-	25,000	25,000	25,000	25,000
Total Operating Expenditures	-	25,000	25,000	25,000	25,000
TOTAL EXPENDITURES	-	25,000	25,000	25,000	25,000
NET SOURCE (USE) OF FUNDS	3,741	(21,115)	(11,115)	(21,259)	(21,259)
FUND BALANCES, Beginning of Year	513,594	517,335	517,335	506,220	484,961
FUND BALANCES, End of Year	\$ 517,335	\$ 496,220	\$ 506,220	\$ 484,961	\$ 463,702

BUDGET SUMMARY: DEBT SERVICE FUND

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. 2016 was the final year for levying property taxes used to pay the Town's Series 2004 General Obligation Refunding bonds, which were paid in full on December 1, 2016. Also accounted for in this fund are the Series 2010 Certificates of Participation issued for the Regional Transportation Facility, the Series 2014B Certificates of Participation issued for street improvements, and the recently issued Series 2016 Certificates of Participation that are being used to finance the construction of a new public safety facility.

ADMINISTRATION OF THE DEPARTMENT

The Finance Director administers the Debt Service Fund.

DEPARTMENT FINANCIAL SUMMARY

DEPARTMENT EXPENDITURES BY CATEGORY	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Adopted Budget 2017	Proposed Budget 2018
SEE FUND SUMMARY					

MUNICIPAL SERVICES Debt Service Fund #31

Fund Summary

Account Number	Description	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
REVENUES						
Taxes:						
51101	General Property Taxes	\$ 540,521	\$ 546,531	\$ 546,531	\$ -	\$ -
51102	Property Tax - Delinquent	46	-	-	-	-
51103	Property Tax - Interest & Penalties	1,545	-	-	-	-
51104	Property Tax - Abatement	(217)	-	-	-	-
51000	Total Taxes	541,895	546,531	546,531	-	-
Investment Earnings:						
57101	Investment Earnings	10,580	750	2,100	2,100	2,500
Other Sources:						
59201	Transfers-In from Capital Projects Fund	578,106	578,808	578,808	1,025,369	1,019,354
59000	Total Other Sources	578,106	578,808	578,808	1,025,369	1,019,354
50000	TOTAL REVENUES	1,130,581	1,126,089	1,127,439	1,027,469	1,021,854
EXPENDITURES						
Debt Service:						
922	Series 2004, G.O. Refunding Bonds					
65101	Principal	490,000	515,000	515,000	-	-
65102	Interest	40,200	20,600	20,600	-	-
924	Series 2010, Certificates of Participation					
65101	Principal	130,000	135,000	135,000	140,000	145,000
65102	Interest	120,375	115,932	115,932	111,881	107,331
926	Series 2014B, Certificates of Participation (Street Improvements)					
65101	Principal	215,000	210,000	210,000	215,000	220,000
65102	Interest	101,387	108,626	108,626	102,263	95,748
927	Series 2016, Certificates of Participation (Public Safety Facility)					
65101	Principal	-	-	-	205,000	265,000
65102	Interest	-	-	-	243,325	178,775
911						
64303	County Treasurer Fees	10,840	10,931	10,931	-	-
65103	Fiscal Agent Fees	1,650	10,000	10,000	10,000	10,000
	Total Debt Service	1,109,452	1,126,089	1,126,089	1,027,469	1,021,854
60000	TOTAL EXPENDITURES	1,109,452	1,126,089	1,126,089	1,027,469	1,021,854
	NET SOURCE (USE) OF FUNDS	21,129	-	1,350	-	-
	FUND BALANCES, Beginning of Year	507,988	510,375	529,117	530,467	530,467
	FUND BALANCES, End of Year	\$ 529,117	\$ 510,375	\$ 530,467	\$ 530,467	\$ 530,467

BUDGET SUMMARY: TRANSIT DEPARTMENT

The Transportation Department is the singular department of the Transit Fund and is responsible for all free bus operations 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 receives Town general taxes (accommodation taxes) to support operations and grant matches, in addition to a joint funding of the skier bus services with the Beaver Creek Resort Company.

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 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
Personnel Services	\$ 603,002	\$ 757,986	\$ 718,480	\$ 707,265	\$ 740,888
Commodities	77,790	109,962	79,055	79,652	79,602
Contract Services	51,718	62,762	63,443	71,406	64,006
Other Operating Costs	570,112	546,269	568,222	617,916	567,917
Debt Service	60,220	60,220	60,220	60,220	60,220
Capital Outlay	20,261	546,546	136,546	411,900	950
Total	\$ 1,383,103	\$ 2,083,745	\$ 1,625,966	\$ 1,948,359	\$ 1,513,583
DEPARTMENT EXPENDITURES BY PROGRAM					
Administration	\$ 229,603	\$ 240,052	\$ 237,956	\$ 247,060	\$ 242,734
Operations	1,069,217	1,684,207	1,262,737	1,571,189	1,136,509
Wash Bay	84,283	159,486	125,273	130,110	134,340
Total	\$ 1,383,103	\$ 2,083,745	\$ 1,625,966	\$ 1,948,359	\$ 1,513,583
AUTHORIZED POSITIONS					
Transit Director	1	1	1	1	1
Transit Operations Supervisor	-	1	1	1	1
Wash Bay Operator	-	1	1	1	1
Transit Operator	4	4	3.6	3.6	3.6
Total	5	7	6.6	6.6	6.6

PROGRAM ACTIVITIES AND OPERATIONS: TRANSIT

ADMINISTRATION

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.

ROUTE OPERATIONS

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.

Summer Service: The seven-day per week Blue and Red Lines operate during the summer months: In 2016, two (2) smaller 22-seat cutaway buses will operate these summer routes. Hours and route frequency are summarized in the table below.

2017 Avon Transportation Proposed Routes

Route	Winter Op Hrs	Winter # Buses	Winter Serv. Hr.	Summer Frequency	Loop Time	Summer Serv. Hr.	Annual Cost
Blue Line - a.m.	6:30-6:30	1	1,985	30 Min	30 Min	651	\$214,649
Blue Line - p.m.				30 Min	30 Min	868	\$70,681
Red Line - a.m.	6:30-6:30	1	1,985	30 Min	30 Min	651	\$214,649
Red Line - p.m.				30 Min	30 Min	868	\$70,681
Black Line				60 Min	60 Min	1,736	\$141,362
Skier Shuttle	8:00-6:00	2-3	3,060				\$249,176
Restaurant Shuttle	6:00-10:00	1	585				\$47,637

Total Winter Service Hrs	7,615	Total Annual Cost	\$1,008,836
Total Summer Service Hrs	<u>4,774</u>		
Grand Total Service Hours	12,389		

WASH BAY

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

DEPARTMENT COST ALLOCATIONS

	Estimated Personnel Time	Non-Personnel Costs	Total Activity Cost	Performance Metric(s)
Administration				
Administration	100%	\$115,374	\$247,060	Operational Success
Route Operations				
Winter Service	62%	\$655,445	\$974,137	Cost/Route, Route Timeliness
Summer Service	38%	401,724	597,052	Cost/Route, Route Timeliness
Wash Bay				
Wash Bay Operations	100%	\$68,552	\$130,110	Satisfaction, Timeliness

ACCOMPLISHMENTS AND GOALS: TRANSIT

2016 MAJOR ACCOMPLISHMENTS

1. Ridership on the Red and Blue Lines has increased on average 33% from 2015 passenger counts.
2. Ridership on the Skier Shuttle increase by 7% for the 2015-2016 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.

2017 STRATEGIC GOALS

1. Explore and test new route configurations, such as deviated routes to increase bus ridership
2. Investigate new public/private technologies/partnerships available to increase ridership and control costs.
3. Continued focus on safety and guest satisfaction; launch a strong marketing plan that supports walkability, parking and transit ridership.

MUNICIPAL SERVICES
Transit Enterprise Fund #52

Fund Summary

	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
REVENUES					
Taxes	\$ 40,280	\$ 40,190	\$ 40,190	\$ 40,397	\$ 40,397
Intergovernmental	-	435,995	100,000	328,000	-
Charges for Services	283,579	208,829	208,829	239,930	239,930
Other Revenues	80,638	72,000	82,500	93,940	93,940
Total Operating Revenues	404,497	757,014	431,519	702,267	374,267
Other Sources					
Sales of Capital Assets	2,025	-	-	-	-
Transfers In from General Fund - Operating	1,000,000	1,200,000	1,100,000	1,100,000	1,070,000
Transfers In from General Fund - Capital	26,999	82,000	34,994	82,000	-
Total Other Sources	1,029,024	1,282,000	1,134,994	1,182,000	1,070,000
TOTAL REVENUES	1,433,521	2,039,014	1,566,513	1,884,267	1,444,267
EXPENDITURES					
Administration	229,603	240,052	237,956	247,060	242,734
Operations	1,068,417	1,684,207	1,262,737	1,571,189	1,136,509
Washbay	85,083	159,486	125,273	130,110	134,340
TOTAL EXPENDITURES	1,383,103	2,083,745	1,625,966	1,948,359	1,513,583
NET SOURCE (USE) OF FUNDS	50,418	(44,731)	(59,453)	(64,092)	(69,316)
FUND BALANCES, Beginning of Year	639,476	690,694	689,894	630,441	566,349
FUND BALANCES, End of Year	\$ 689,894	\$ 645,963	\$ 630,441	\$ 566,349	\$ 497,033

MUNICIPAL SERVICES
Transit Enterprise Fund #52

Revenue Detail

Account Number	Description	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
Taxes:						
Property Taxes						
51101	Property Tax/ Gates GID	\$ 40,191	\$ 40,190	\$ 40,190	\$ 40,397	\$ 40,397
51103	Current & Delinquent interest	89	-	-	-	-
51000	Total Taxes	40,280	40,190	40,190	40,397	40,397
Intergovernmental:						
Federal Grants:						
53104	FTA Grant	-	435,995	-	328,000	-
53205	CDOT FASTER Grant	-	-	100,000	-	-
53000	Total Intergovernmental	-	435,995	100,000	328,000	-
Charges for Services:						
Transportation:						
54501	Beaver Creek	99,160	111,899	111,899	125,000	125,000
54507	Wash Bay Services- External	105,353	50,000	50,000	68,000	68,000
54902	Wash Bay Services- Internal	79,066	46,930	46,930	46,930	46,930
54000	Total Charges for Services	283,579	208,829	208,829	239,930	239,930
Other Revenues:						
58201	Lease of Town-owned Property	59,976	62,000	62,000	73,440	73,440
58207	Miscellaneous Refunds	2,050	-	-	-	-
58995	Bus Advertising Revenues	18,601	10,000	20,500	20,500	20,500
58999	Miscellaneous Nonclassified Revenues	11	-	-	-	-
58000	Total Other Revenues	80,638	72,000	82,500	93,940	93,940
Other Sources:						
59201	Transfers In - General Fund - Operating	1,000,000	1,200,000	1,100,000	1,100,000	1,070,000
59201	Transfers In - General Fund - Capital	26,999	82,000	34,994	82,000	-
59101	Sales of Capital Assets	2,025	-	-	-	-
59000	Total Other Sources	1,029,024	1,282,000	1,134,994	1,182,000	1,070,000
50000	TOTAL REVENUES	1,433,521	2,039,014	1,566,513	1,884,267	1,444,267

BUDGET SUMMARY: FLEET MAINTENANCE DEPARTMENT

The Fleet Maintenance Fund is an enterprise operation and is used to account for operations that are financed and operated a manner similar to private business enterprises, where the costs of providing services to the Town's departments, other governmental third party agencies, and up to 10% private clients, can be fully 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 equipment, vehicle and rolling stock maintenance and repair services are offered.

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	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
Personnel Services	\$ 650,153	\$ 749,884	\$ 708,099	\$ 777,771	\$ 822,102
Commodities	491,377	582,536	357,118	417,950	414,510
Contract Services	102,113	86,655	83,855	57,868	60,268
Other Operating Costs	121,650	126,554	145,891	120,291	120,291
Debt Service	261,235	258,064	258,064	259,016	259,016
Capital Outlay	11,995	14,252	20,752	19,650	13,900
Total	\$ 1,638,523	\$ 1,817,945	\$ 1,573,779	\$ 1,652,546	\$ 1,690,087
DEPARTMENT EXPENDITURES BY PROGRAM					
Fleet Maintenance	\$ 1,638,523	\$ 1,817,945	\$ 1,573,779	\$ 1,652,546	\$ 1,690,087
Total	\$ 1,638,523	\$ 1,817,945	\$ 1,573,779	\$ 1,652,546	\$ 1,690,087
AUTHORIZED POSITIONS					
Fleet Director	1	1	1	1	1
Purchasing Coordinator	-	-	1	1	1
Accounting Assistant II	1	1	-	-	-
Fleet Maintenance Foreman	1	1	2	2	2
Mechanic I-II	4	4	3	3	3
Mechanics Helper	1	1	1	1	1
Total	8	8	8	8	8

PROGRAM ACTIVITIES AND OPERATIONS: FLEET MAINTENANCE

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 60% - 80% from work through the year.

Manage Town of Avon Fleet: Procure fuel efficient and cost effective vehicles and equipment that meets the needs of departments. Monitor use, manage and dispose of vehicles and equipment for greatest return of investment. Procures parts and fuel for Town and user agencies.

Complete Monthly Billing: Generate invoices, spreadsheets and work orders for all fleet users using data incorporated from a fleet management cost accounting system and fuel management program.

Third Party Vehicles/Rolling Stock and 10% Private Clients: 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 60% - 80% from total work through the year. The department is allowed to contract with private clients up to 10% of revenues or shop hours.

DEPARTMENT COST ALLOCATIONS				
	Estimated Personnel Time	Non- Personnel Costs	Total Activity Cost	Performance Metric(s)
Fleet Maintenance				
Town of Avon Vehicles and Rolling Stock	30%	\$262,433	\$495,764	70% Cost Recovery
Manage Town of Avon Fleet	5%	43,739	82,627	Department Satisfaction
Complete Monthly Billing	5%	43,739	82,627	Timeliness/Accuracy
Third Party Vehicles and Rolling Stock	60%	524,865	991,528	70% Cost Recovery

ACCOMPLISHMENTS AND GOALS: FLEET MAINTENANCE

2016 MAJOR ACCOMPLISHMENTS

1. Restructured department personnel and created a dedicated parts position that will allow technicians more time for actual billable hours and streamline parts purchasing.
2. Developed a plan to integrate the fuel system and fleet software that will reduce data entry and facilitate an electronic invoicing process.
3. Developed safety and professional development plans for the department staff.

2017 STRATEGIC GOALS

1. Procure and operate a fleet of vehicles that minimizes environmental impact, enhances domestic energy, and maximizes fuel efficiency and diversification.
2. Strengthen partnerships with local third party government agencies; solicit private clients.
3. Increase customer base with exceptional products and service

MUNICIPAL SERVICES
Fleet Maintenance Enterprise Fund #61

Fund Summary

	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
REVENUES					
Charges for Services	\$ 1,294,127	\$ 1,487,632	\$ 1,094,055	\$ 1,279,426	\$ 1,279,426
Other Revenue	9,844	-	-	-	-
Total Operating Revenues	1,303,971	1,487,632	1,094,055	1,279,426	1,279,426
Other Sources					
Transfers-In from General Fund	300,000	300,000	450,000	400,000	400,000
Capital Lease Proceeds	-	-	-	-	-
Total Other Sources	300,000	300,000	450,000	400,000	400,000
TOTAL REVENUES	1,603,971	1,787,632	1,544,055	1,679,426	1,679,426
EXPENDITURES					
Public Works:					
Fleet Maintenance	1,638,524	1,817,945	1,573,779	1,652,546	1,690,087
Washbay	-	-	-	-	-
Total Operating Expenditures	1,638,524	1,817,945	1,573,779	1,652,546	1,690,087
TOTAL EXPENDITURES	1,638,524	1,817,945	1,573,779	1,652,546	1,690,087
NET SOURCE (USE) OF FUNDS	(34,553)	(30,313)	(29,724)	26,880	(10,661)
FUND BALANCES, Beginning of Year	204,027	169,474	169,474	139,750	166,630
FUND BALANCES, End of Year	\$ 169,474	\$ 139,161	\$ 139,750	\$ 166,630	\$ 155,969

MUNICIPAL SERVICES
Fleet Maintenance Enterprise Fund #61

Revenue Summary

Account Number	Description	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
Charges for Services:						
54806	3rd Party Fleet Maintenance Charges	\$ 732,116	\$ 897,902	\$ 572,713	\$ 758,240	\$ 758,240
54901	Departmental Fleet Maintenance Chrgs	539,258	579,730	511,342	511,186	511,186
54903	Sales of Fuel	22,753	10,000	10,000	10,000	10,000
54000	Total Charges for Services	<u>1,294,127</u>	<u>1,487,632</u>	<u>1,094,055</u>	<u>1,279,426</u>	<u>1,279,426</u>
Other Revenues:						
58205	Insurance Reimbursements	9,404	-	-	-	-
58999	Miscellaneous Nonclassified Revenues	440	-	-	-	-
58000	Total Other Revenues	<u>9,844</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Other Sources:						
59201	Transfers In - General Fund	300,000	300,000	260,000	300,000	330,000
59303	Capital Lease Proceeds	-	-	-	-	-
59000	Total Other Sources	<u>300,000</u>	<u>300,000</u>	<u>260,000</u>	<u>300,000</u>	<u>330,000</u>
50000	TOTAL REVENUES	<u>\$ 1,603,971</u>	<u>\$ 1,787,632</u>	<u>\$ 1,354,055</u>	<u>\$ 1,579,426</u>	<u>\$ 1,609,426</u>

BUDGET SUMMARY: EQUIPMENT REPLACEMENT FUND

The Equipment Replacement 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 directors.

DEPARTMENT FINANCIAL SUMMARY

DEPARTMENT EXPENDITURES BY CATEGORY	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
Fleet and Heavy Equipment	\$ 257,028	\$ 101,338	\$ 106,540	\$ 220,500	\$ 556,356
Recreation Center Equipment	164,091	24,364	21,239	8,857	31,515
Computer and Office Equipment	41,440	116,599	90,560	152,948	35,396
Machinery and Equipment	58,449	38,368	31,000	4,895	31,930
Loan to ERFPD	717,989	-	-	-	-
Total	\$ 1,238,997	\$ 280,669	\$ 249,339	\$ 387,200	\$ 655,197

MUNICIPAL SERVICES
Equipment Replacement Internal Service Fund #63

Fund Summary

	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
REVENUES					
Intergovernmental	\$ 71,799	\$ 143,598	\$ 574,391	\$ -	\$ -
Charges for Services:					
Equipment Replacement Charges	597,862	589,967	589,967	646,800	639,478
Investment Earnings	3	-	-	-	-
Total Operating Revenues	669,664	733,565	1,164,358	646,800	639,478
Other Sources					
Sales of Fixed Assets	29,000	15,000	26,000	15,000	15,000
Capital Lease Proceeds	-	-	-	185,000	-
Total Other Sources	29,000	15,000	26,000	200,000	15,000
TOTAL REVENUES	698,664	748,565	1,190,358	846,800	654,478
EXPENDITURES					
Capital Outlay:					
Fleet and Heavy Equipment	257,028	101,338	106,540	220,500	556,356
Recreation Center Equipment	164,091	24,364	21,239	8,857	31,515
Computer and Office Equipment	41,440	116,599	90,560	152,948	35,396
Machinery and Equipment	58,449	38,368	31,000	4,895	31,930
Other - Loan to ERFPD	717,989	-	-	-	-
Total Operating Expenditures	1,238,997	280,669	249,339	387,200	655,197
Other Uses					
Transfers Out to Capital Projects Fund	550,000	-	-	-	-
Total Other Uses	550,000	-	-	-	-
TOTAL EXPENDITURES	1,788,997	280,669	249,339	387,200	655,197
NET SOURCE (USE) OF FUNDS	(1,090,333)	467,896	941,019	459,600	(719)
FUND BALANCES, Beginning of Year	2,789,636	1,699,303	1,699,303	2,640,322	3,099,922
FUND BALANCES, End of Year	\$ 1,699,303	\$ 2,167,199	\$ 2,640,322	\$ 3,099,922	\$ 3,099,203

MUNICIPAL SERVICES
Equipment Replacement Internal Service Fund #63

Revenue Detail

Account Number	Description	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
Intergovernmental						
53404	Loan Repayment - ERFDP	\$ 71,799	\$ 143,598	\$ 574,391	\$ -	\$ -
Charges for Services:						
Equipment Rental Charges						
54904	Finance	(875)	3,337	3,337	3,337	3,337
54904	Information Systems	42,216	44,319	44,319	49,762	51,871
54904	Nondepartmental	17,635	18,040	18,040	18,040	17,100
54904	Comm Dev - Planning	1,621	846	846	847	847
54904	Comm Dev - Building Inspection	2,148	2,147	2,147	2,148	-
54904	Comm Dev - Town Produced Events	1,467	1,226	1,226	-	-
54904	Police - Administration	10,683	9,709	9,709	11,383	11,383
54904	Police - Patrol	87,194	113,707	113,707	122,361	119,796
54904	Police - Investigations	5,443	6,644	6,644	6,644	6,644
54904	Engineering	2,539	-	-	-	3,573
54904	Buildings	83,167	61,737	61,737	61,524	61,524
54904	Public Works - Road and Bridge	86,700	80,424	80,424	81,870	78,967
54904	Public Works - Parks	60,482	60,081	60,081	72,306	73,425
54904	Town Center West	15,989	22,035	22,035	24,389	24,389
54904	Transit - Operations	44,076	45,904	45,904	48,828	48,828
54904	Transit - Wash Bay	22,237	22,236	22,236	22,237	22,237
54904	Fleet Maintenance	3,623	3,623	3,623	4,960	4,960
54904	Recreation - Administration	7,472	9,083	9,083	10,583	10,583
54904	Recreation - Aquatics	42,479	14,094	14,094	23,959	24,800
54904	Recreation - Fitness	55,856	64,403	64,403	75,568	69,160
54904	Recreation - Cabin	5,710	6,372	6,372	6,054	6,054
54000	Total Charges for Services	597,862	589,967	589,967	646,800	639,478
Investment Earnings:						
57101	Interest Earnings	3	-	-	-	-
Other Sources:						
59101	Sale of Fixed Assets	29,000	15,000	26,000	15,000	15,000
59303	Capital Lease Proceeds	-	-	-	185,000	-
59000	Total Other Sources	1,296,526	1,338,532	1,780,325	1,493,600	1,293,956
50000	TOTAL REVENUES	\$ 1,894,388	\$ 1,928,499	\$ 2,370,292	\$ 2,140,400	\$ 1,933,434

**TOWN OF AVON
DETAILED BUDGET REQUESTS
2017**

Department: N/A				
Program: Fleet and Heavy Equipment #811				
Account Number	Account Name	Justification	2017 Budget	2018 Budget
		EQUIPMENT REPLACEMENT: Fleet and Heavy Equipment		
		Community Development Dept: Building Inspector Vehicle - Replace #600		\$ 30,543
		Police Dept - Patrol: 4 Chevy Tahoes Replace #341, 344, 345, 346		163,543
		Police Service Officer Vehicle Replace #337		31,936
		Recreation Dept: Chevy Van - Replace #500		27,973
		Transit Dept: Hybrid Vehicle - Replace #800		27,026
66501	Automobiles and Light Duty Trucks		-	281,021
		Public Works Dept: Snow Plow - Capital Lease Purchase	185,000	
66502	Heavy Trucks and Moving Equipment		185,000	-
		Public Works Dept: Aerator - Replace #298 & 299 Streetsweeper - Replace #268 Excavator - Replace #118	35,500	235,000 40,335
66499	Other Machinery and Equipment		35,500	275,335
66000	Total Capital Outlay		\$ 220,500	\$ 556,356
	Fleet & Heavy Equip. to Auction in 2017:			

**TOWN OF AVON
 DETAILED BUDGET REQUESTS
 2017**

Department: N/A				
Program: Recreation Equipment #812				
Account Number	Account Name	Justification	2017 Budget	2018 Budget
		EQUIPMENT REPLACEMENT: Recreation Center		
		Fitness:		
		Roman Bench	\$ 720	
		Rowers (2)		\$ 3,319
		Recumbent Bikes (3)		14,756
		Upright Bikes (3)		13,440
		Aquatics:		
		Climbing Wall	8,137	
66407	Athletic and Recreational Equipment		8,857	31,515
66000	Total Capital Outlay		\$ 8,857	\$ 31,515

**TOWN OF AVON
DETAILED BUDGET REQUESTS
2017**

Department: N/A				
Program: Computers and Office Equipment #813				
Account Number	Account Name	Justification	2017 Budget	2018 Budget
		EQUIPMENT REPLACEMENT: Computers and Office Equipment		
		Police:		
		Toughbook MDTs (8)	\$ 26,607	
		Switch - Police - TOA - GIG 02		\$ 3,639
		Fingerprint System	18,486	
		Engineering:		
		Large Format Copier, Printer, Scanner	17,000	
		Recreation:		
		Switch - Rec Ctr - TOA Rec 01		8,797
		Information Systems:		
		Lync/Office 365	85,000	
		Firewall	5,855	
		Autoview 3008 Switch Box		1,311
		Switch - TOA - Core 01		13,483
		Switch - TOA - FE 01		8,166
66402	Computers and Peripherals		152,948	35,396
66000	Total Capital Outlay		\$ 152,948	\$ 35,396

**TOWN OF AVON
DETAILED BUDGET REQUESTS
2017**

Department: N/A				
Program: Machinery and Equipment #814				
Account Number	Account Name	Justification	2017 Budget	2018 Budget
		EQUIPMENT REPLACEMENT: Machinery and Equipment		
		Road and Bridge Dept:		
		Plotter/Sign Maker - Replace #1127	\$ 4,895	
		Pavement Cutter - Replace #375		\$ 5,377
		Parks Dept:		
		Lawn Mower		21,684
		Field Paint Sprayer		4,869
66499	Other Machinery and Equipment		4,895	31,930
66000	Total Capital Outlay		\$ 4,895	\$ 31,930

BUDGET SUMMARY: CAPITAL PROJECTS FUND

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, after achieving a balanced budget, and with all reserves fully funded. Other Town Funds which contribute to appropriate capital infrastructure, are also 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, and projects identified has 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. The two engineers in the Engineering Department spend a significant portion 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 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
SEE LINE ITEM DETAIL					

MUNICIPAL SERVICES

Capital Projects Fund #41

Fund Summary

	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
REVENUES					
Taxes	\$ 2,369,314	\$ 2,100,000	\$ 2,100,000	\$ 2,200,000	\$ 2,200,000
Intergovernmental	40,000	1,902,534	1,902,534	390,000	40,000
Investment Earnings	18,167	13,372	13,372	10,460	16,388
Other Revenue	93,246	80,000	80,000	80,000	80,000
Total Operating Revenues	2,520,727	4,095,906	4,095,906	2,680,460	2,336,388
Other Sources:					
Bond Proceeds	3,800,000	9,102,205	6,602,205	-	-
Operating Transfers-In	2,095,000	1,020,000	5,070,000	319,200	870,000
Total Other Sources	5,895,000	10,122,205	11,672,205	319,200	870,000
TOTAL REVENUES	8,415,727	14,218,111	15,768,111	2,999,660	3,206,388
EXPENDITURES					
Capital Improvements:					
Facilities	1,514,981	8,574,254	8,579,254	3,059,000	80,000
Land and Land Improvements	44,632	369,484	368,450	998,300	350,000
Roads and Streets	1,667,152	4,451,984	4,213,574	3,110,000	1,175,326
Water Fund Projects	-	150,000	150,000	25,000	100,000
Communications and Technology	7,037	63,201	33,869	-	-
Strategic Planning	51,050	20,000	75,000	-	-
Other	-	5,000	5,000	-	-
Debt Service:					
Bond Issuance Costs	80,569	153,550	153,550	-	-
Capital Leases	121,769	121,770	121,770	121,770	121,770
Total Capital Improvements	3,487,190	13,909,243	13,700,467	7,314,070	1,827,096
Other Uses					
Operating Transfer-Out - General Fund	1,538,335	219,735	219,735	226,327	233,117
Operating Transfer-Out - Debt Service Fund	578,106	578,808	578,808	1,025,369	1,019,354
Total Other Uses	2,116,441	798,543	798,543	1,251,696	1,252,471
TOTAL EXPENDITURES	5,603,631	14,707,786	14,499,010	8,565,766	3,079,567
NET SOURCE (USE) OF FUNDS	2,812,096	(489,675)	1,269,101	(5,566,106)	126,821
FUND BALANCE, Beginning of Year	3,386,721	6,198,817	6,198,817	7,467,918	1,901,812
FUND BALANCE, End of Year	\$ 6,198,817	\$ 5,709,142	\$ 7,467,918	\$ 1,901,812	\$ 2,028,633
Fund Balances					
Restricted For:					
Street Improvements (COPs)	\$ 2,637,739	\$ 1,670,145	\$ 1,369,576	\$ -	\$ -
Asphalt Overlay	240,000	480,000	480,000	720,000	960,000
Assigned For:					
Avon Town Hall Relocation / Renovation	1,425,000	-	-	-	-
Avon Town Hall Tenant Finish	-	2,500,000	2,900,000	-	-
Unassigned:					
Unreserved	1,896,078	1,058,997	2,718,342	1,181,812	1,068,633
Total Fund Balances	\$ 6,198,817	\$ 5,709,142	\$ 7,467,918	\$ 1,901,812	\$ 2,028,633

CAPITAL PROJECTS FUND 5-YEAR PLAN SUMMARY

	Actual 2015	Current Budget 2016	Revised Budget 2016	Proposed Budget 2017	Projected			
					2018	2019	2020	2021
REVENUES								
Real Estate Transfer Tax:	\$ 2,369,314	\$ 2,100,000	\$ 2,100,000	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000
Interest Earnings	18,167	13,372	13,372	10,460	16,388	19,675	20,000	20,000
Intergovernmental:								
Federal/State:								
MAP-21 Grant (CFDA 20.205)	-	1,355,000	1,355,000	-	-	-	-	-
GOCO Grant - Playground	-	-	-	350,000	-	-	-	-
Local Government:								
ECO Grant - Traer Creek Bus Stop (50%)	-	30,000	30,000	-	-	-	-	-
ECO Grant - Eaglebend / US Hwy 6 Bus Stop (50%)	-	24,000	24,000	-	-	-	-	-
Eagle County Trails Grant - Phase 3	-	453,534	453,534	-	-	-	-	-
Asphalt Overlay Contributions - TCMD	40,000	40,000	40,000	40,000	40,000	40,000	75,000	75,000
Other Revenues:								
Asphalt Overlay Contributions - Developer	80,000	80,000	80,000	80,000	80,000	80,000	-	-
Donations and Contributions	10,000	-	-	-	-	-	-	-
Project Cost Reimbursements	2,194	-	-	-	-	-	-	-
Nonclassified	1,052	-	-	-	-	-	-	-
Total Operating Revenues	2,520,727	4,095,906	4,095,906	2,680,460	2,336,388	2,339,675	2,295,000	2,295,000
Other Sources:								
Bond Issue Proceeds - Street Improvements	3,800,000	-	-	-	-	-	-	-
Bond Issue Proceeds - Joint Public Safety Facility	-	6,602,205	6,602,205	-	-	-	-	-
Debt Proceeds - URA	-	2,500,000	-	-	-	-	-	-
Transfer in from General Fund								
- Assigned to Capital Improvements	-	150,000	1,550,000	-	750,000	-	-	-
- Short-term Loan	1,425,000	-	-	-	-	-	-	-
- Asphalt Overlay	120,000	120,000	120,000	120,000	120,000	120,000	75,000	75,000
Transfer in from the AURA								
- New Town Hall Tenant Finish	-	-	2,900,000	-	-	-	-	-
- Tract G	-	500,000	250,000	-	-	-	-	-
Transfer in from Community Enhancement Fund								
- 2016 Power line Undergrounding	-	100,000	100,000	-	-	-	-	-
- 2017 Playground	-	-	-	158,000	-	-	-	-
Transfer in from Water Fund	-	150,000	150,000	41,200	-	-	-	-
Transfer in from Equipment Replacement Fund	550,000	-	-	-	-	-	-	-
Total Other Sources	5,895,000	10,122,205	11,672,205	319,200	870,000	120,000	75,000	75,000
Total Revenues and Sources of Funds	\$ 8,415,727	\$ 14,218,111	\$ 15,768,111	\$ 2,999,660	\$ 3,206,388	\$ 2,459,675	\$ 2,370,000	\$ 2,370,000

CAPITAL PROJECTS FUND 5-YEAR PLAN SUMMARY

	Actual 2015	Current Budget 2016	Revised Budget 2016	Proposed Budget 2017	Projected			
					2018	2019	2020	2021
EXPENDITURES								
Capital Improvements:								
Facilities	1,514,981	8,574,254	8,579,254	3,059,000	80,000	-	70,000	700,000
Land and Land Improvements	44,632	369,484	368,450	998,300	350,000	-	-	-
Roads and Streets	1,667,152	4,451,984	4,213,574	3,110,000	1,175,326	676,770	625,000	365,000
Water Fund Projects	-	150,000	150,000	25,000	100,000	300,000	-	-
Communications and Technology	7,037	63,201	33,869	-	-	-	-	-
Strategic Planning	51,050	20,000	75,000	-	-	-	-	-
Other	-	5,000	5,000	-	-	-	-	-
Debt Service:								
Debt Issuance Costs	80,569	153,550	153,550	-	-	-	-	-
Capital Leases	121,769	121,770	121,770	121,770	121,770	43,082	26,279	26,279
Total Expenditures	3,487,190	13,909,243	13,700,467	7,314,070	1,827,096	1,019,852	721,279	1,091,279
Other Uses:								
Operating Transfers Out - General Fund:								
- Engineering Department Salary and Operations	213,335	219,735	219,735	226,327	233,117	240,110	247,314	254,733
- Repayment of Short-term Loan	1,325,000	-	-	-	-	-	-	-
Operating Transfers Out - Debt Service Fund:								
- 2010 COPs (ARTF)	255,775	255,557	255,557	254,481	254,831	250,300	255,225	254,800
- 2015B COPS (Street Improvements)	322,331	323,251	323,251	319,863	318,248	321,582	319,613	322,493
- 2016 COPS (Public Safety Bldg.)	-	-	-	451,025	446,275	448,325	450,075	449,375
Total Other Uses	2,116,441	798,543	798,543	1,251,696	1,252,471	1,260,317	1,272,227	1,281,401
Total Expenditures and Uses of Funds	5,603,631	14,707,786	14,499,010	8,565,766	3,079,567	2,280,169	1,993,506	2,372,680
Net Source (Use) of Funds	2,812,096	(489,675)	1,269,101	(5,566,106)	126,821	179,506	376,494	(2,680)
Fund Balance, Beginning of Year	3,386,721	6,198,817	6,198,817	7,467,918	1,901,812	2,028,633	2,208,139	2,584,633
Fund Balance, End of Year	\$ 6,198,817	\$ 5,709,142	\$ 7,467,918	\$ 1,901,812	\$ 2,028,633	\$ 2,208,139	\$ 2,584,633	\$ 2,581,953
Fund Balances								
Restricted For:								
Street Improvements COPs	\$ 2,637,739	\$ 1,670,145	1,369,576	-	\$ -	\$ -	\$ -	-
Asphalt Overlay	240,000	480,000	480,000	720,000	960,000	1,200,000	1,350,000	1,500,000
Assigned For:								
Avon Town Hall Relocation / Renovation	1,425,000	-	-	-	-	-	-	-
Avon Town Hall Tenant Finish	-	2,500,000	2,900,000	-	-	-	-	-
Unassigned:								
Unreserved	1,896,078	1,058,997	2,718,342	1,181,812	1,068,633	1,008,139	1,234,633	1,081,953
Total Fund Balances	\$ 6,198,817	\$ 5,709,142	\$ 7,467,918	\$ 1,901,812	\$ 2,028,633	\$ 2,208,139	\$ 2,584,633	\$ 2,581,953

CAPITAL PROJECTS FUND 5-YEAR PLAN INVENTORY DETAIL

	Total Project Budget	2014 and Prior Yr. Actuals	Actual 2015	Current Budget 2016	Proposed Revised Budget 2016	Estimated Project Cost To-Date 2016	Proposed Budget 2017	Projected			
								2018	2019	2020	2021
CAPITAL IMPROVEMENT PROJECTS											
Facilities:											
<i>General Government Facilities:</i>											
11011	New Town Hall Acquisition - 2014	\$ 33,617	\$ 5,822	\$ 27,795	\$ -	\$ -	\$ 33,617	\$ -	\$ -	\$ -	\$ -
11013	Mountain Vista Office Building Purchase	1,500,925	-	-	1,500,925	1,500,925	1,500,925	-	-	-	-
11012	New Town Hall Tenant Finish Design	190,000	-	-	190,000	190,000	190,000	-	-	-	-
	New Town Hall Floor Expansion Feasibility Study	10,500	-	-	10,500	10,500	-	-	-	-	-
	New Town Hall Tenant Finish	2,900,000	-	-	-	-	2,900,000	-	-	-	-
<i>Joint Public Safety Facility Project:</i>											
12003	Design	450,000	-	69,606	381,394	381,394	451,000	-	-	-	-
12004	Construction	5,997,655	-	-	5,997,655	5,997,655	5,997,655	-	-	-	-
	Fiber - ATF to PSF	84,000	-	-	-	-	84,000	-	-	-	-
<i>Transit / PW Facilities Improvement Project:</i>											
13005	Public Works Improvements, (On-site and Lot 5)	719,474	662,985	41,046	-	-	704,031	-	-	-	-
<i>Public Works Facilities</i>											
	Cinder De-icer Storage	165,000	-	-	-	-	-	-	-	15,000	150,000
	Large Vehicle Storage	605,000	-	-	-	-	-	-	-	55,000	550,000
<i>Transportation Facilities</i>											
14010	Fleet Maintenance EPDM Roof Replacement	80,000	-	-	80,000	-	-	-	80,000	-	-
14014	Fleet Maintenance Building Improvements	80,000	-	-	80,000	80,000	80,000	-	-	-	-
14011	Transit Bus Shelters	264,382	-	19,382	155,000	155,000	174,382	-	-	-	-
14012	Transit Bus Stop - Traer Creek Plaza	60,000	4,490	-	55,510	55,510	60,000	-	-	-	-
	Transit Bus Stop - Eaglebend / US Hyw 6	48,000	-	-	48,000	48,000	48,000	-	-	-	-
<i>Cultural and Recreational Facilities:</i>											
15012	Nottingham Park Pavilion	3,870,000	2,724,284	1,135,344	-	-	3,859,628	-	-	-	-
15013	Recreation Center Exterior Renovation	52,750	-	52,902	-	-	52,902	-	-	-	-
15014	Recreation Center - Remodel - Phase 2	98,530	-	96,530	-	-	96,530	-	-	-	-
15015	Recreation Center - Boulderling Wall	50,000	-	48,646	-	-	48,646	-	-	-	-
15016	Recreation Center - Slide Flume Refurbishment and S	59,000	-	23,730	35,270	35,270	59,000	-	-	-	-
	Nottingham Park Pavilion - Retractable Door	125,000	-	-	40,000	125,000	125,000	-	-	-	-
	Recreation Center - Fitness Floor	75,000	-	-	-	-	75,000	-	-	-	-
Land and Land Improvements:											
<i>H.A. Nottingham Park Improvements</i>											
21016	Nottingham Park Zone C Improvements - Playground	868,300	3,966	-	71,034	70,000	73,966	798,300	-	-	-
21017	Nottingham Park - Remodel Restrooms (Grant)	260,400	-	-	260,400	260,400	260,400	-	-	-	-
21019	Upper Athletic Field Replacement	335,000	-	-	-	-	-	350,000	-	-	-
21021	Fishing Pier Repairs	75,000	-	44,632	-	-	44,632	-	-	-	-
21022	Eagle River Whitewater Park Repair	10,000	-	-	10,000	10,000	10,000	-	-	-	-
21023	Eaglebend Affordable Housing Landscaping	28,050	-	-	28,050	28,050	28,050	-	-	-	-
	Nottingham Park Light Upgrade	125,000	-	-	-	-	-	125,000	-	-	-
	Nottingham Park Northside Port-a-Potty Sheds	75,000	-	-	-	-	75,000	-	-	-	-

CAPITAL PROJECTS FUND 5-YEAR PLAN INVENTORY DETAIL

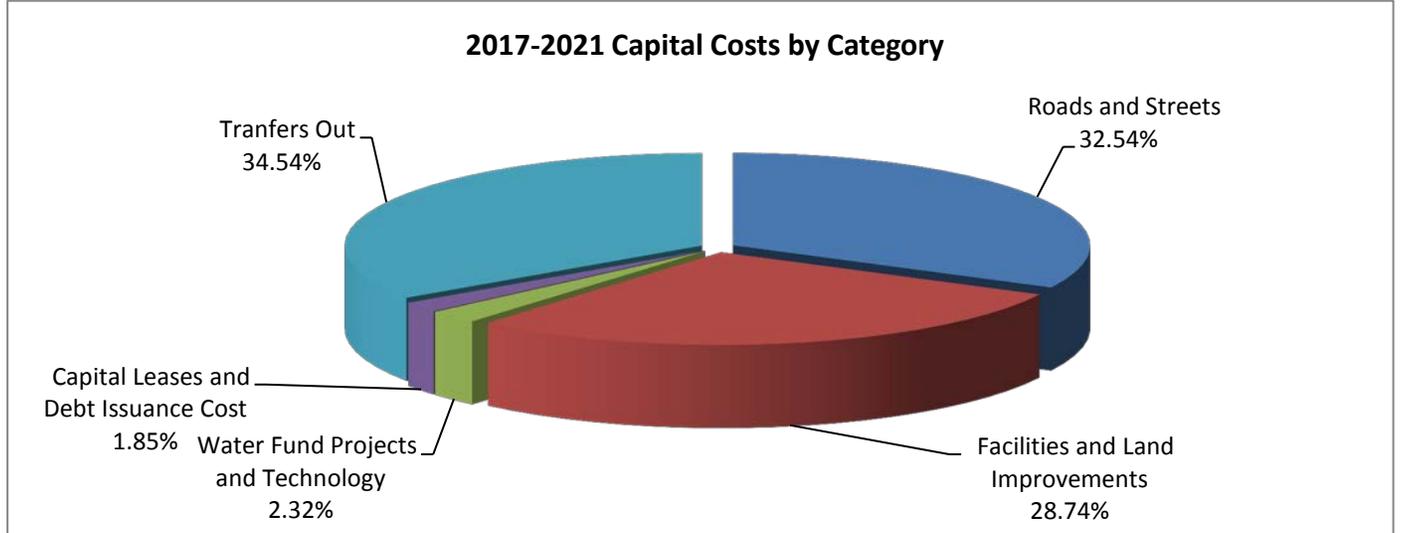
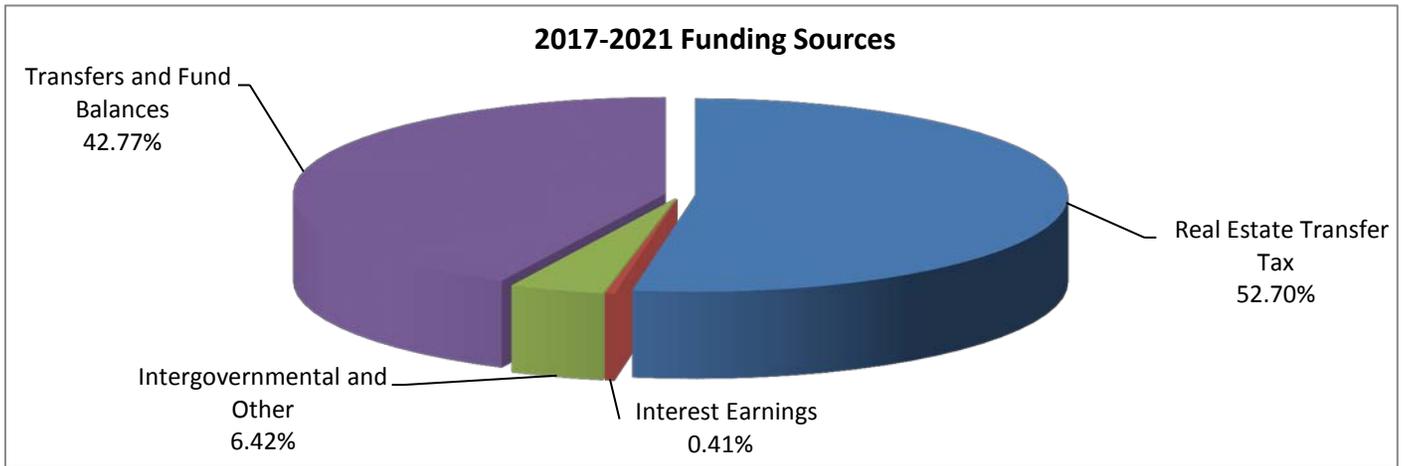
	Total Project Budget	2014 and Prior Yr. Actuals	Actual 2015	Current Budget 2016	Proposed Revised Budget 2016	Estimated Project Cost To-Date 2016	Proposed Budget 2017	Projected				
								2018	2019	2020	2021	
CAPITAL IMPROVEMENT PROJECTS												
Roads and Streets:												
<i>Streetscape Improvements</i>												
31014	Avon Rd. Streetscape Update	252,052	242,052	27,683	-	-	269,735	-	-	-	-	
31015	2014 Mall Improvements	1,992,703	1,789,645	54,820	-	-	1,844,465	-	-	-	-	
31026	Mall Improvements - Phase 2	240,000	-	-	15,000	-	-	-	-	-	-	
31018	Post Blvd. Landscaping Improvements	368,000	308,986	2,320	25,000	25,000	336,306	-	-	-	-	
31019	Post Blvd. Electrical Assessment and Street Lights	78,000	44,401	28,541	-	-	72,942	-	-	-	-	
	Post Blvd. Light Pole Replacement	100,000	-	-	-	-	-	100,000	-	-	-	
31022	Avon Rd./170 Overpass Pedestrian Safety Improve	88,000	-	-	88,000	88,000	88,000	-	-	-	-	
	Avon Rd./170 Overpass Aesthetics Improvements	270,000	-	-	-	-	-	270,000	-	-	-	
31024	Roundabout #4 TCW Art Element	260,000	-	10,000	-	-	10,000	-	-	20,000	230,000	
	Metcalf Road - Retaining Wall Stabilization	100,000	-	-	-	-	-	100,000	-	-	-	
31025	2015 Avon Rd. Landscaping Project	485,000	-	438,130	-	-	438,130	-	-	-	-	
35003	Roundabout #4 TCW Feature	60,000	75,343	1,718	-	-	77,061	-	-	-	-	
	Wayfinding Signage	45,000	-	-	45,000	45,000	45,000	-	-	-	-	
	Mall Activation Elements	20,000	-	-	-	-	-	20,000	-	-	-	
<i>Annual Street Maintenance and Repair</i>												
	Annual Paving/Road Improvements	NA	-	717,372	-	-	NA	-	300,000	200,000	125,000	125,000
32016	Buck Creek Bridge Repair	280,865	-	280,865	-	-	280,865	-	-	-	-	
34025	West B/C Blvd. Pedestrian Crossing	64,318	-	49,318	15,000	15,000	64,318	-	-	-	-	
34032	Annual Slurry Seals	NA	-	-	150,000	-	-	-	435,326	191,770	230,000	200,000
32018	Post Blvd. Settlement Repair	75,000	-	-	75,000	75,000	75,000	-	-	-	-	
32019	Wildwood Road Repair	75,000	-	-	75,000	75,000	75,000	-	-	-	-	
	Eaglebend Dr. & Nottingham Rd. Repaving	250,000	-	-	-	-	-	250,000	-	-	-	
	Annual Guard Rail Repair	NA	-	-	-	-	-	-	40,000	40,000	40,000	40,000
<i>Street Improvements:</i>												
34014	Metcalf Bike Lane Phases 1 & 2	1,082,300	-	32,883	1,049,417	1,049,417	1,082,300	-	-	-	-	
34033	Walkability - East and West B/C Blvd.	2,705,000	-	1,254	203,746	203,746	205,000	2,500,000	-	-	-	
	2016 Safety Improvements - West B/C Blvd	50,000	-	-	50,000	50,000	50,000	-	-	-	-	
	West B/C Blvd. RR Crossing Improvements	10,000	-	-	10,000	10,000	10,000	100,000	-	-	-	
	Nottingham Rd. Pedestrian Crossings (3)	60,000	-	-	-	-	-	60,000	-	-	-	
<i>Multi-Modal/Alternative Mobility:</i>												
34015	Eagle Valley Trails Phase 3 (CDOT Funded)	2,460,000	10,341	22,248	2,427,411	2,427,411	2,460,000	-	-	-	-	
34016	Eagle Valley Trails Undergrounding Project (CEF)	100,000	-	-	100,000	100,000	100,000	-	-	-	-	
<i>Recreational Trails Program:</i>												
34026	Trails Master Plan	-	-	-	23,410	-	-	-	-	-	-	
34027	Soft and Hard Surface Trail Improvements	150,000	-	-	100,000	50,000	50,000	100,000	-	-	-	
	Metcalf Rd. FS 7-779 Trailhead Design and Improv.	245,000	-	-	-	-	-	-	10,000	225,000	-	
Water Fund Projects												
21020	Pump House Pump Replacement	150,000	-	-	150,000	150,000	150,000	-	-	-	-	
	Nottingham Rd. Debris Flow Study and Imp. / Sidewalk	25,000	-	-	-	-	-	25,000	100,000	300,000	-	

CAPITAL PROJECTS FUND 5-YEAR PLAN INVENTORY DETAIL

	Total Project Budget	2014 and Prior Yr. Actuals	Actual 2015	Current Budget 2016	Proposed Revised Budget 2016	Estimated Project Cost To-Date 2016	Proposed Budget 2017	Projected				
								2018	2019	2020	2021	
CAPITAL IMPROVEMENT PROJECTS												
Communications and Technology												
<i>e-Gov.:</i>												
81008	Fullcourt	60,000	-	-	60,000	30,668	30,668	-	-	-	-	-
81010	Timekeeping Software and Peripheral Devices	35,000	24,762	7,037	3,201	3,201	35,000	-	-	-	-	-
Strategic Planning												
<i>Planning and Consulting:</i>												
79111	Space Needs Analysis	30,000	-	26,249	-	-	26,249	-	-	-	-	-
79112	Tract G Feasibility Study	25,740	-	24,801	-	-	24,801	-	-	-	-	-
	Tract G Core / Parking Plan	75,000	-	-	20,000	75,000	75,000	-	-	-	-	-
Other												
93012	Historical Preservation	5,000	-	-	5,000	5,000	5,000	-	-	-	-	-
Total Capital Improvement Projects		\$ 31,667,561	\$ 5,897,077	\$ 3,284,852	\$ 13,633,923	\$ 13,425,147	\$ 21,889,704	\$ 7,192,300	\$ 1,705,326	\$ 976,770	\$ 695,000	\$ 1,065,000

TOWN OF AVON Capital Projects Fund #41

Capital Expenditures by Funding Source



	2017	2018	2019	2020	2021	Total
FUNDING SOURCES						
Real Estate Transfer Tax	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000	\$ 11,000,000
Interest Earnings	10,460	16,388	19,675	20,000	20,000	86,523
Intergovernmental and Other	470,000	120,000	120,000	75,000	75,000	860,000
Transfers and Fund Balances	7,787,118	870,000	120,000	75,000	75,000	8,927,118
TOTAL	\$ 10,467,578	\$ 3,206,388	\$ 2,459,675	\$ 2,370,000	\$ 2,370,000	\$ 20,873,641
CAPITAL COST BY CATEGORY						
Roads and Streets	\$ 3,110,000	\$ 1,175,326	\$ 676,770	\$ 625,000	\$ 365,000	\$ 5,952,096
Facilities and Land Improvements	4,057,300	430,000	-	70,000	700,000	5,257,300
Water Fund Projects and Technology	25,000	100,000	300,000	-	-	425,000
Capital Leases and Debt Issuance Cost	121,770	121,770	43,082	26,279	26,279	339,180
Transfers Out	1,251,696	1,252,471	1,260,317	1,272,227	1,281,401	6,318,112
TOTAL	\$ 8,565,766	\$ 3,079,567	\$ 2,280,169	\$ 1,993,506	\$ 2,372,680	\$ 18,291,688

CAPITAL PROJECT DESCRIPTIONS

Facilities

2014 Town Hall Acquisition, Closing Costs and Tenant Finish

Description: The Skier Building is located on Mountain Vista Lot 4 and was purchased for use as Avon's Town Hall. This covers expenses incurred in 2014 and 2015 for the first attempt to purchase the building.

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

Mountain Vista Office Building Purchase

Description: This is for the 2016 purchase of the Mountain Vista office building that will be converted into the New Town Hall.

Budget: 2016 \$1,500,925

New Town Hall Expansion and Feasibility Study

Description: In 2016, Avon purchased the Mountain Vista office building and this project is to evaluate the potential to expand the building up 2-floors or to the west over the parking lot.

Budget: 2016 \$10,500

Town Hall Tenant Finish

Description: In 2016, the Town of Avon purchased the Mountain Vista office building with the intent of moving Town Hall to that location. This building is currently only a core and shell and this project will finish out the building as the Avon Town Hall. The project should be completed in fall 2017.

Budget: 2017 \$2,900,000

Joint Public Safety Facility Design and Construction

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 at 60 Buck Creek Road. The project is currently under construction and is scheduled to be completed in August 2017.

Budget:
Design: \$450,000
Construction: \$5,997,655

Fiber Connection from Avon Regional Transit Facility to Public Safety Facility

Description: This project will extend fiber optic cable from the Avon Regional Transit Facility to the Public Safety Facility that is currently under construction. This will enable the Public Safety Facility to be connected to the town's network without having to pay for a new access port from an internet service provider generating significant yearly savings.

Budget: 2017 \$84,000

Solar Photovoltaic Panels at the Public Safety Facility

Description: This project will install solar photovoltaic panels on the roof of the Avon Public Safety Facility.

Budget: 2017 \$45,000

CAPITAL PROJECT DESCRIPTIONS

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: 2012-2015 \$719,474

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.

2020 \$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.

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 2018. This project will replace the EPDM roof with a similar material.

Budget: 2018 \$80,000

Fleet Maintenance Building Improvements

Description: This project included an overhaul of the buildings HVAC system.

Budget: 2016 \$80,000

Transit Bus Stop Shelter

Description: This project will place bus shelters at four locations including City Market, Stonebridge Drive, Avon Elementary School and Buffalo Ridge apartments.

Budget: 2015 \$19,382

2016 \$155,000

Transit Bus Stop - Traer Creek Plaza

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

Budget: 2015 \$8,980

2016 \$51,020

CAPITAL PROJECT DESCRIPTIONS

Transit Bus Stop – Eaglebend/US Hwy. 6

Description: This project will place an ECO Transit Style bus shelter at the Eaglebend/US Hwy 6 bus stop as part of the Eagle Valley Trail project.

Budget: 2016 \$60,000

Nottingham Park Pavilion Construction

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

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

Nottingham Park Pavilion – Retractable Door

Description: Replacement of the stage curtain with a retractable door allowing more flexibility during inclement weather.

Budget: 2016 \$125,000

CAPITAL PROJECT DESCRIPTIONS

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 east of the existing location. The Park Master Plan recommended moving the playground to the current location of the restrooms. The new playground is currently being designed and construction is scheduled in 2017. Staff will seek out grant opportunities in 2016 to assist with funding the playground.

Budget:

2014	\$3,966
2016	\$71,034
2017	\$798,300

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 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, concerts, 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 stands up to use better.

Budget:

2018	\$335,000
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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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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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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 in 2007.

Budget:

2016	\$28,050
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CAPITAL PROJECT DESCRIPTIONS

Nottingham Park Light Upgrade

Description: The existing lights were originally installed in 1980 and show signs of wear and tear along with not being energy efficient. The program will replace the lights with modern, LED bollard fixtures, similar to the ones installed around the pavilion and Main Street Mall.

Budget: 2017 \$125,000

Nottingham Park Porta-Potty Sheds

Description: Since the installation of a beach on the north side of the park, there has been significant increase in the traffic in this area. Several port-a-potty's have been installed in the area and this will enclose them in a more aesthetic manner appropriate for the park.

Budget: 2017 \$75,000

CAPITAL PROJECT DESCRIPTIONS

Roads, Streetscape, and Trails

Avon Road Streetscape Update

Description: The landscaping and streetscape was installed in 1998 and showed signs of wear. Also, some of the landscaping is not compatible with a high traffic environment and needs to be replaced with hardier species. The project repaired and updated the streetscape along with modifying the landscaping plan to include drought tolerant species that are compatible with a high traffic environment.

Budget: 2015 \$269,735

2014 Main Street 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 landscaping, 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 \$54,820

Post Boulevard Landscaping Improvements

Description: The landscaping and streetscape along Post Boulevard is now maintained by the Town of Avon. The project upgraded the landscaping along Post Boulevard there was previously 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

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: 2018 \$100,000

Avon Road/I-70 Interchange Pedestrian Improvements

CAPITAL PROJECT DESCRIPTIONS

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 are obstructing pedestrian and bicycle traffic, and there are 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, 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
2018 \$20,000
2019 \$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.

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 the Benchmark Road and Avon Road.

Budget: 2014 \$75,343

Town of Avon Wayfinding

Description: Currently there is only minimal wayfinding throughout the Town of Avon. This project includes improving signage and wayfinding in Nottingham Park, Recreation Center and the Town Center.

Budget: 2016 \$45,000

Mall Activation Elements

Description: Several elements are proposed to help activate the Main Street Mall. These include outdoor musical instruments and monuments to honor the history of Avon.

Budget: 2019 \$20,000

CAPITAL PROJECT DESCRIPTIONS

STREET IMPROVEMENTS

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.

Budget:

2016	\$150,000
2017	\$400,000 (East Eaglebend Dr, West Beaver Creek Blvd from UPRR to Lake St)
2018	\$735,326
2019	\$391,770
2020	\$355,000

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 \$280,865

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 from Nottingham Road to Wildwood Road.

Budget: 2016 \$1,082,300

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 parking, enhanced pedestrian and bicyclists, and intersection improvements.

Budget:

2015	\$30,000
2016	\$203,746 (Lake Street to Beaver Creek Place)
2017	\$2,500,000

2016 Safety Improvements – West Beaver Creek Blvd

Description: Improve the safety for pedestrians and bicyclists along West Beaver Creek Blvd from Lake Street to Beaver Creek Place. The improvements include pedestrian crossings, bike lanes, bollards and planters.

Budget: 2016 \$75,000

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

West Beaver Creek Blvd Railroad Crossing Improvements

Description: Currently there the sidewalk along West Beaver Creek Blvd does not cross the railroad right-of-way creating a safety concern for pedestrians. This project will install sidewalks creating a cohesive network in that neighborhood.

Budget
2016 \$10,000
2017 \$50,000

Nottingham Road Pedestrian Crossings (3)

Descriptions Currently there are not adequate ways for the residences along Nottingham Road to access the Nottingham Road bike path because of the guardrail. This project will remove sections of guardrail; install impact attenuators and a 6-foot wide paved path from the road to the trail.

Budget 2017 \$60,000

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 powerlines along US6 which will be paid for from Holy Cross Energy Community Enhancement Funds.

Budget:
2014 \$10,341
2015 \$39,659
2016 \$2,410,000
2016 \$100,000 – Undergrounding Powerlines

Trail 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 \$23,410

Soft-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 \$50,000
2017 \$100,000

CAPITAL PROJECT DESCRIPTIONS

Water

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: 2016 \$150,000

Nottingham Road Debris Flow Study

Description: Currently after large rainstorms, the runoff transports large amounts of mud and debris on Nottingham Road, overwhelming the ditches and closing the road. This project will analyze the drainages and provide concepts to mitigate the debris flow.

Budget: 2017 \$25,000

Communications and Technology

Full Court Software System

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 2016 installation

Budget: 2016 \$60,000

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: Project \$35,000

CAPITAL PROJECT DESCRIPTIONS

Strategic Planning

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 \$26,249

Tract G and other Town Facilities Planning Study

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

Budget: \$24,801

Tract G Core & Parking Plan

Description: This is a follow up to the 2014 Town Facilities planning study. It includes professional services to assist in preparing final land use development plans for town owned properties including Tract G, 375 Yoder Ave., 500 Swift Gulch Rd, and the Wildridge Fire Station. In addition, the plan will include a Parking Study for the Town Commercial Core Area. The consultant will take lead in providing land use development options, coordinating the community input process, and developing and assisting with the preparation and approval of final development plans.

Budget: 2016 \$75,000

BUDGET SUMMARY: GENERAL GOVERNMENT DEPARTMENT

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

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 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
Personnel Services	\$ 716,477	\$ 758,078	\$ 723,765	\$ 841,421	\$ 876,694
Commodities	4,938	4,900	4,240	3,750	3,950
Contract Services	224,412	241,694	199,899	231,503	198,108
Other Operating Costs	95,696	134,033	130,070	111,412	113,112
Capital Outlay	7,215	19,302	2,902	950	-
Total	\$ 1,048,738	\$ 1,158,007	\$ 1,060,876	\$ 1,189,036	\$ 1,191,864
DEPARTMENT EXPENDITURES BY PROGRAM					
Mayor and Town Council	\$ 184,277	\$ 211,907	\$ 189,202	\$ 210,472	\$ 209,022
Planning & Zoning Commission	11,499	15,299	15,299	15,299	15,299
Town Attorney	154,747	130,000	130,000	132,000	132,000
Town Clerk	129,004	158,811	129,403	103,471	104,139
Municipal Court	93,929	124,826	124,581	129,000	135,766
Town Manager	345,179	367,267	352,550	402,297	422,285
Community Relations	130,103	149,897	119,841	196,497	173,353
Total	\$ 1,048,738	\$ 1,158,007	\$ 1,060,876	\$ 1,189,036	\$ 1,191,864
AUTHORIZED POSITIONS					
Town Manager	1	1	1	1	1
Town Attorney (Contract)	1	1	1	1	1
Town Clerk/Court Clerk	1	1	1	1	1
Deputy Town Clerk/ Deputy Court Clerk	1	1	0.6	0.6	0.6
Executive Assistant to the Town Manager	1	1	1	1	1
Communications Manager	-	-	1	1	1
Community Relations Officer	0.75	0.75	-	-	-
Total	5.75	5.75	5.6	5.6	5.6

PROGRAM ACTIVITIES AND OPERATIONS: GENERAL GOVERNMENT

LEGISLATIVE

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.

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

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 Council and staff, and coordinating with special counsel appointments.

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.

JUDICIAL

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.

ADMINISTRATION

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.

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.

DEPARTMENT COST ALLOCATIONS

	Estimated Personnel Time	Non-Personnel Costs	Total Activity Cost	Performance Metric(s)
Executive				
Town Council	100%	\$35,482	\$210,472	Community Survey
Planning and Zoning Commission	100%	2,000	15,299	Community Survey
Town Attorney	100%	132,000	132,000	
Town Clerk	100%	22,300	103,471	Community Survey
Judicial				
Municipal Court	100%	\$25,048	\$129,000	Community Survey
Administration				
Town Manager	100%	\$16,110	\$402,297	Community Survey
Community Relations	100%	114,675	196,497	Community Survey

ACCOMPLISHMENTS AND GOALS: GENERAL GOVERNMENT

2016 MAJOR ACCOMPLISHMENTS

1. Implementation of the *2016 Council Stated Priorities*, including but not limited to the *Town of Avon Marketing Plan* and *Brand Guidelines* for purposes of marketing and civic engagement; planning for the multi-modal improvements on West Beaver Creek Boulevard, Comcast Franchise Agreement, and capital projects implementation.
2. Solicitation and contracting of new special events for the Pavilion and Main Street Mall
3. Finalization of financing and planning for the new Police Department in a new Joint Public Safety Facility at Buck Creek; and, ensured completion of the new Buck Creek Medical Office Building.
4. Oversaw the purchase of the Mountain Vista Building for a new Town Hall, leadership for the architectural planning and financing of tenant finishes.
5. Implementation of all aspects of the 2016 Town of Avon Community Grants Program.
6. Redesign of the Avon website and app.

2017 STRATEGIC GOALS

1. Manage the implementation of the adopted *2017-2018 Strategic Plan*
2. Continued solicitation of special events and evaluation of investments
3. Lead role in worker housing incentives and project development
4. Manage the design, bid, funding and relocation to the new Town Hall

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BUDGET SUMMARY: HUMAN RESOURCES DEPARTMENT

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, employee relations and performance management, managing and administering the compensation and benefits programs, oversight of the Town's risk management and safety programs, policy development and compliance; and, working with department directors to develop 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 providing leadership in developing and implementing the Human Resources strategic plan, and overseeing all administrative, legislative, and fiscal operations necessary to assure quality management of core human resources functions for the Town.

DEPARTMENT FINANCIAL SUMMARY

DEPARTMENT EXPENDITURES BY CATEGORY	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
Personnel Services	\$ 209,556	\$ 362,565	\$ 368,182	\$ 380,142	\$ 400,687
Commodities	8,925	13,847	15,047	12,675	12,386
Contract Services	113,412	13,130	12,930	13,250	13,250
Other Operating Costs	22,466	22,777	26,577	24,510	26,260
Capital Outlay	6,079	-	-	1,100	950
Total	\$ 360,438	\$ 412,319	\$ 422,736	\$ 431,677	\$ 453,533
DEPARTMENT EXPENDITURES BY PROGRAM					
Human Resources	\$ 360,438	\$ 412,319	\$ 422,736	\$ 431,677	\$ 453,533
Total	\$ 360,438	\$ 412,319	\$ 422,736	\$ 431,677	\$ 453,533
AUTHORIZED POSITIONS					
Human Resources Director	-	1	1	1	1
Human Resources Manager	1	1	1	1	1
Human Resources Assistant	1	1	1	1	1
Total	2	3	3	3	3

PROGRAM ACTIVITIES AND OPERATIONS: HUMAN RESOURCES

Compensation and Benefits Administration: Conducts and reviews salary comparisons and market adjustment surveys, evaluates and analyzes pay practice data to determine market competitiveness, and develops and administers the Town’s compensation structures and classification policies. Assist in the development and implementation of the Town’s retirement plans and group health insurance plan; providing support in the areas of plan elections, medical, dental, vision, disability coverages.

Organizational Culture and Employee Relations: Provides support to department directors to strengthen the employer-employee relationship through measuring job satisfaction, employee engagement and resolving workplace conflict.

Policy Development and Compliance: Reviews and makes recommendations for improvement of the Town's policies, procedures and practices on personnel and risk management matters. Responsible for monitoring state and federal employment laws and practices to ensure the Town's compliance with all personnel administration and matters.

Recruitment and Selection: Works closely with the departments to assist with assessments in relation to current staffing levels and advertising for vacant positions. Arranges and participates in the interview and screening process to obtain and fill open positions with qualified candidates.

Risk Management and Safety: Oversees the administration of the Town's risk management and safety programs, including workers' compensation and property and liability insurance. Manages the Town's safety committee meetings, employee workplace safety training, workplace injury and property and liability reporting, modified duty and return-to-work programs, and annual risk management and safety insurance audits and renewals.

Training and Development: Develops, in collaboration with department directors, training and professional development programs that address employee training needs, including but not limited to new employee orientation, performance management training and leadership training.

DEPARTMENT COST ALLOCATIONS				
	Estimated Personnel Time	Non-Personnel Costs	Total Activity Cost	Performance Metric(s)
Human Resources				
Compensation and Benefits Administration	20%	\$10,307	\$86,335	
Organizational Culture and Employee Relations	25%	12,884	107,919	Turnover Rate
Policy Development and Compliance	10%	5,154	43,168	Disputes
Recruitment and Selection	20%	10,307	86,335	
Risk Management	15%	7,730	64,752	Insurance Rates
Training and Development	10%	5,154	43,168	Effectiveness Rates

ACCOMPLISHMENTS AND GOALS: HUMAN RESOURCES

2016 MAJOR ACCOMPLISHMENTS

1. Received CIRSA's Loss Prevention Award for outstanding accomplishments in the management of a successful loss control program.
2. Successfully completed an extensive and comprehensive Salary Market Study, and updated 2017 Step Schedule.
3. Assisted in updating the Employee Policies and Procedures and Compensation and Benefits guiding documents.
4. Successfully executed recruitment of two department heads.
5. Successfully navigated through, and completed, first and second quarter reporting requirements for the first year of the Affordable Care Act (ACA).

2017 STRATEGIC GOALS

1. Develop and implement Individual Performance Development Plans for all full-time employees.
2. Refine the Employee Evaluation process, procedures, and forms and provide management training and coaching skills.
3. Develop and implement metrics for manager new hire satisfaction and follow-up effectiveness ratings for training.
4. Develop a series of ongoing sessions designed to enhance the Town's culture and maintain and improve teamwork.
5. Continue to execute a variety of employee events including Health Fair, Recognition, Fall Social, Open Enrollment, and Wellness.
6. Establish, implement, and administer the Employee Wellness Program.

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BUDGET SUMMARY: FINANCE AND IT DEPARTMENT

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	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
Personnel Services	\$ 908,531	\$ 988,436	\$ 985,849	\$ 1,013,815	\$ 1,160,649
Commodities	69,355	78,470	86,965	63,079	57,624
Contract Services	213,985	214,990	228,308	338,889	332,190
Other Operating Costs	305,562	325,612	326,694	315,847	326,140
Capital Outlay	9,486	1,552	4,417	1,800	15,450
Total	\$ 1,506,919	\$ 1,609,060	\$ 1,632,233	\$ 1,733,430	\$ 1,892,053
DEPARTMENT EXPENDITURES BY PROGRAM					
Finance	\$ 765,611	\$ 819,334	\$ 816,552	\$ 844,922	\$ 968,659
Information Technology	372,197	388,495	399,254	406,753	432,935
Nondepartmental	369,111	401,231	416,427	481,755	490,459
Total	\$ 1,506,919	\$ 1,609,060	\$ 1,632,233	\$ 1,733,430	\$ 1,892,053
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
Tax Administrator	-	-	-	-	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	10

PROGRAM ACTIVITIES AND OPERATIONS: FINANCE AND IT

FINANCE

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

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 Plan, various other financial modeling, and gathering and reporting on economic and financial statistical information and analysis.

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.

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.

IT

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

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

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

NONDEPARTMENTAL

Central Services and Stores: The nondepartmental program budgets and reports those costs that are impractical or administratively burdensome to be reported in another program. Includes the budget for the Town's janitorial services for Town facilities, central office supply stores and the Town's main Xerox copier. Also includes the Town's general property and liability insurance coverages, and the Town's telephony and internet connections.

DEPARTMENT COST ALLOCATIONS

	Estimated Personnel Time	Non-Personnel Costs	Total Activity Cost	Performance Metric(s)
Finance				
Accounting and Financial Reporting	67%	\$84,968	\$544,599	Audit
Budgeting and Long-Range Planning	23%	29,168	186,952	Budget vs. Actual
Debt Administration and Treasury Management	6%	7,609	48,770	None
Benefits Administration	4%	5,073	32,514	Employee Outreach
IT				
Network Administration	45%	\$72,268	\$172,326	System Availability
Customer Service	50%	80,298	191,474	Problem Resolution Performance
Technology Planning	5%	8,030	19,148	Long-Range IT Plan
Nondepartmental				
Central Services and Stores	100%	\$403,298	\$481,755	

ACCOMPLISHMENTS AND GOALS: FINANCE AND IT

2016 MAJOR ACCOMPLISHMENTS

1. Implemented an online special event process for business licensing and sales tax processing.
2. Hired a new accounting assistant .
3. Created a business license and sales tax compliance program for contractors.
4. Switched internet service providers and increased bandwidth, saving the Town \$300/mo.
5. Installed several new Town software applications, including Pubworks, Full Court, and WebTrack.

2017 STRATEGIC GOALS

1. Implement workflow processes in Laserfiche for purchasing and accounts payable.
2. Begin implementation of paperless cash receipting and archival program.
3. Implement Office 365 and Skype for Business applications.
4. Plan and manage the infrastructure needs for the new Town facilities.

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BUDGET SUMMARY: COMMUNITY DEVELOPMENT DEPARTMENT

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 production and follow-up.

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 Director'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 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
Personnel Services	\$ 510,500	\$ 510,812	\$ 447,545	\$ 494,787	\$ 509,312
Commodities	10,940	7,725	7,535	7,835	6,685
Contract Services	245,789	300,840	248,789	194,390	180,520
Other Operating Costs	578,656	673,850	674,057	238,267	273,629
Capital Outlay	2,281	2,550	2,550	-	950
Total	\$ 1,348,166	\$ 1,495,777	\$ 1,380,476	\$ 935,279	\$ 971,096
DEPARTMENT EXPENDITURES BY PROGRAM					
Planning	275,066	317,767	241,933	263,033	252,994
Building Inspection	131,509	146,757	144,236	149,265	150,247
Economic Development	86,113	65,600	65,600	-	-
Town Produced Events	322,535	335,503	304,857	302,421	312,855
Signature Event Seed Funding	297,221	400,000	393,700	50,000	50,000
Community Grants	235,722	230,150	230,150	170,560	205,000
Total	\$ 1,348,166	\$ 1,495,777	\$ 1,380,476	\$ 935,279	\$ 971,096
AUTHORIZED POSITIONS					
Planning Director	1	1	1	1	1
Building Official	1	1	1	1	1
Planner I-II	1	1	1	1	1
Director of Economic Initiatives	1	-	-	-	-
Director of Festivals & Special Events	1	1	1	1	1
Seasonal Events Assistant	0.33	0.5	0.5	0.5	0.5
Total	5.33	4.5	4.5	4.5	4.5

PROGRAM ACTIVITIES AND OPERATIONS: COMMUNITY DEVELOPMENT

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.

Current Planning / Land Use Applications: Review and process applications for land use under the rules and procedures of the Avon Municipal Code. Includes pre-application, public process with PZC/Council.

Long-Term Planning: The Community Development Department is responsible for the development of long range planning for the Town of Avon. Walkability improvements and capital projects related thereto will be prioritized with the Beaver Creek Boulevard redesign and construction project.

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

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 with a gradual increase in activity each year.

COMMUNITY EVENTS AND GRANTS

Special Event Administration & Production: Responsible for the special event development operations 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.

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 special events in Avon. Monies approved by Council from the Reserve are accounted for in this account.

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

DEPARTMENT COST ALLOCATIONS

	Estimated Personnel Time	Non-Personnel Costs	Total Activity Cost	Performance Metric(s)
Planning				
Administration	30%	\$18,840	\$78,910	Community Survey
Current Planning / Land Use Applications	28%	17,584	73,649	Community Survey
Long-Term Planning	40%	25,120	105,213	Community Survey
GIS Mapping / Informational Services	2%	1,256	5,261	Cost Effectiveness of IGA
Building Permits and Inspections				
Building Inspection / Plan Review	100%	\$9,156	\$149,265	Community Survey
Community Events and Grants				
Special Event Administration & Production	100%	\$147,976	\$302,421	Community Survey; Tax Growth
Signature Event Seed Funding	0%	50,000	50,000	Community Survey; Tax Growth
Community Grants	0%	170,560	170,560	Community Survey; Tax Growth

ACCOMPLISHMENTS AND GOALS: COMMUNITY DEVELOPMENT

2016 MAJOR ACCOMPLISHMENTS

1. Managed the Trails Plan Update project including outreach and public meetings.
2. Facilitated the construction and opening of new Medical Office Building on-time, with five tenant finish permits.
3. Launched major Tract G planning project.
4. Completed the 10-year Comprehensive Plan Update.
5. Successfully oversaw 30+ special event days.

2017 STRATEGIC GOALS

1. Complete a multi-modal and parking plan, including improved walkability, for the Avon Core as part of the Tract G development plan.
2. Complete development Lot 5 & Swift Gulch
3. Evaluate andn proposed a Bike Sharing Program
4. Overhaul Landscaping Code & Sign Code
5. Interstate 70 Gateway and Corridor Planning
6. Particiapate in Town and regional forums regarding the construction of work housing; transfer management of Avon's deed restricted housing to the Valley Store

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BUDGET SUMMARY: POLICE DEPARTMENT

The Avon Police Department is a full service municipal law enforcement agency responsible for 24/7 police protection in the Town of Avon. Police Department's employees focus attention on community policing and to the department's Mission Statement on a day-to-day basis to ensure the safety and security of residents and guests 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 % in general administration with 10 % contributed to the oversight of community policing programs, including time on law enforcement committees and community organizations. The Deputy Chief provides general administration approximately 95% of time, including time on law enforcement committees and community organizations 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 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
Personnel Services	\$ 2,298,861	\$ 2,469,168	\$ 2,393,226	\$ 2,534,243	\$ 2,636,259
Commodities	116,550	127,885	126,361	118,955	190,955
Contract Services	33,885	46,870	49,245	43,404	43,404
Other Operating Costs	527,709	561,561	583,540	597,813	620,331
Capital Outlay	30,159	48,183	39,183	41,800	35,950
Total	\$ 3,007,164	\$ 3,253,667	\$ 3,191,555	\$ 3,336,215	\$ 3,526,899
Department Expenditures by Program					
Administration	\$ 598,463	\$ 658,759	\$ 584,371	\$ 658,437	\$ 767,777
Patrol	2,152,751	2,331,166	2,349,127	2,406,578	2,476,104
Investigation	255,950	263,742	258,057	271,200	283,018
Total	\$ 3,007,164	\$ 3,253,667	\$ 3,191,555	\$ 3,336,215	\$ 3,526,899
Authorized Positions					
Police Chief	1	1	1	1	1
Deputy Police Chief	1	1	1	1	1
Sergeant	3	3	3	3	3
Investigator/Detective	1	1	1	1	1
Officers	12	12	12	12	12
Administrative Services Officer	2	2	2	2	2
Deputy Town Clerk/ Deputy Court Clerk	-	0.5	0.4	0.4	0.4
Total	20	20.5	20.4	20.4	20.4

PROGRAM ACTIVITIES AND OPERATIONS: POLICE

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

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

Investigations: The Investigations Division is staffed by one (1) Detective Sergeant and (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.

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. Approximately 5% of Avon Police time, 2000 hours is associated with community programs, community resort policing and outreach. These Community Programs include Citizens and Latino Academies, National Night Out; Neighborhood Watch; School Programs; Public Safety/Community Committees, Bike Patrol, Task Forces and Coalitions. The Community programs and outreach involves everyone in the department from Chief, Deputy Chief, officers and administrative staff.

DEPARTMENT COST ALLOCATIONS				
	Estimated Personnel Time	Non-Personnel Costs	Total Activity Cost	Performance Metric(s)
Police				
Administration	20%	\$160,394	\$667,243	Community Survey, CALEA
Patrol Operations	65%	521,282	2,168,540	Response Time, Crime Stats
Investigations	10%	80,197	333,622	Crime Clearance Rates
Community Programs/Outreach	5%	40,099	166,811	Community Survey, Facebook

ACCOMPLISHMENTS AND GOALS: POLICE

2016 MAJOR ACCOMPLISHMENTS

1. The Avon Police Department was awarded full accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA) in April of 2016. The Police Department became the smallest law enforcement agency, and only agency on the Western Slope to secure such prestigious accreditation.
2. Successful prosecutions and convictions of multiple serious crime cases to include a child negligence death, aggravated motor vehicle theft and drug distribution cases.
3. Receipt of Colorado Department of Transportation Traffic Safety Awards and Mother Against Drunk Driving Outstanding individual dedicated to impaired driving enforcement award.
4. Three Avon Police Officers received a lifesaving awards for their heroic actions when saving the life of a community member from the Police Department.
5. Implemented a part-time summer community response officer position, who helped to educate the community and guests regarding Nottingham Park and the West Avon Preserve rules and etiquette.
6. Successfully completed the 8th Annual Avon Police Citizen's Academy; & 4th Annual Latino Citizen's Academy.

2017 STRATEGIC GOALS

1. Increase community resort policing by further connecting with our community and guests. Increase level of bicycle and walking patrols; organize "Coffee with a cop" events; and use social media to further build trust with our community.
2. Continue our CALEA national accreditation, ensuring nationally recognized policies and procedures reflecting community values, while recognizing and respecting individual rights.
3. Train all sworn officers in Crisis Intervention to better communicate and address mental health issues in our community.
4. Assist with the GRANITE Drug Task Force in apprehending and prosecuting drug dealers out of our community.

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BUDGET SUMMARY: PUBLIC WORKS DEPARTMENT

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

The Department is managed on a day-to-day basis by the Public Works Director, who reports directly to the Town Manager. The Director spends approximately 75% in general department administration, including developing work plans and work supervision. Right-of-way and snow removal permit administration and inspection of permits takes 20% of the position's time, with the balance working in the field. The Public Works Superintendent, spends approximately 60% in general department administration and 40% in the field, who reports directly to the Public Works Director.

DEPARTMENT FINANCIAL SUMMARY

DEPARTMENT EXPENDITURES BY CATEGORY	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
Personnel Services	\$ 1,167,779	\$ 1,298,925	\$ 1,305,069	\$ 1,426,233	\$ 1,497,734
Commodities	284,279	372,497	341,107	339,229	313,510
Contract Services	464,345	665,018	669,630	664,506	603,870
Other Operating Costs	549,452	678,310	540,536	598,175	579,542
Debt Service	-	-	-	-	14,486
Capital Outlay	38,931	29,400	18,400	21,950	22,850
Total	\$ 2,504,786	\$ 3,044,150	\$ 2,874,742	\$ 3,050,093	\$ 3,031,992
DEPARTMENT EXPENDITURES BY PROGRAM					
Roads and Bridges	\$ 1,341,416	\$ 1,612,864	\$ 1,485,528	\$ 2,354,312	\$ 2,381,524
Parks	930,527	1,133,005	1,118,743	695,781	650,468
Town Center West	232,843	298,281	270,471	-	-
Total	\$ 2,504,786	\$ 3,044,150	\$ 2,874,742	\$ 3,050,093	\$ 3,031,992
AUTHORIZED POSITIONS					
Public Works Director	1	1	1	1	1
Public Works Superintendent	1	1	1	1	1
Public Works Supervisor	2	2	1	1	1
Operator II	2	2	2	2	2
Operator I	8	8	9.4	10.4	10.4
Total	14	14	14.4	15.4	15.4

PROGRAM ACTIVITIES AND OPERATIONS: PUBLIC WORKS

ADMINISTRATION

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.

ROAD AND BRIDGE

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.

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.

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

PARKS

Parks 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, two volleyball courts, a nine-hole disc golf course, two 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. Maintenance of playground equipment and beach areas.

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

DEPARTMENT COST ALLOCATIONS

	Estimated Personnel Time	Non-Personnel Costs	Total Activity Cost	Performance Metric(s)
Administration				
Administration	24%	\$384,458	\$726,754	
Road and Bridge				
General Road Maintenance	23%	\$368,439	\$696,473	Maintenance Cost per Mile
Snow Removal Operations	23%	368,439	696,473	Cost Per Lane Mile
Parks Operations and Maintenance				
Ditch Maintenance	5%	\$80,096	\$151,407	Cost Per Linear Foot
Parks Operations and Maintenance	23%	390,389	718,423	Maint. Cost Per Acre/Facility
Town Center West	2%	32,038	60,563	Community Survey

ACCOMPLISHMENTS AND GOALS: PUBLIC WORKS

2016 MAJOR ACCOMPLISHMENTS

1. Cleaned culverts and ditches on Nottingham Road due to mud slides and flooding
2. Replaced approximately 35 trees on Eaglebend Drive
3. Cinder clean-up on various areas within Town limits
4. Assisted with striping West Beaver Creek Blvd.
5. Removed barbed wire fence and posts from the Avon West Preserve
6. Installed all of the signs at the Avon West Preserve

2017 STRATEGIC GOALS

1. Engineer and build sedimentation ponds on hill side of Nottingham Road (problem areas)
2. Assist with preparing the master land use plans for Lot 5
3. Assist in implementing a parking plan for the Town of Avon
4. Implement an inventory and tree replacement plan to include care of trees (deep feeding, spraying)
5. Implement the use of Pubwork and train accordingly

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BUDGET SUMMARY: ENGINEERING DEPARTMENT

The Engineering Department provides and maintains public infrastructure, such as roads, drainage ways, and town facilities in a safe and sound manner. Department work includes the managing capital projects, review of construction documents, and assisting in the planning for future infrastructure. The Buildings and Facilities division operates and maintains Town Hall, Recreation Center, Fleet, Pavilion and ARTF buildings.

ADMINISTRATION OF THE DEPARTMENT

The Engineering Department is administered by the Town Engineer who spends approximately 15% managing the Water Fund, 15% on the Buildings and Facilities operations, and the remaining 65% on the Capital Improvement Program. The Project Engineer spends the majority of the time on managing capital projects. The Facility Supervisor, a Building Technician and Electrician maintain the Town's facilities.

DEPARTMENT FINANCIAL SUMMARY

DEPARTMENT EXPENDITURES BY CATEGORY	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
Personnel Services	\$ 509,606	\$ 589,461	\$ 587,189	\$ 626,253	\$ 649,760
Commodities	104,610	124,542	115,055	116,310	88,210
Contract Services	344,873	249,393	271,015	125,647	132,093
Other Operating Costs	396,371	401,278	401,234	444,280	460,403
Capital Outlay	27,816	33,900	15,618	60,950	1,900
Total	\$ 1,383,276	\$ 1,398,574	\$ 1,390,111	\$ 1,373,440	\$ 1,332,366
DEPARTMENT EXPENDITURES BY PROGRAM					
Engineering	\$ 332,413	\$ 273,664	\$ 271,630	\$ 237,326	\$ 252,711
Buildings and Facilities	1,050,863	1,124,910	1,118,481	1,136,114	1,079,655
Total	\$ 1,383,276	\$ 1,398,574	\$ 1,390,111	\$ 1,373,440	\$ 1,332,366
AUTHORIZED POSITIONS					
Town Engineer	1	1	1	1	1
Project Engineer	1	1	1	1	1
Town Electrician	1	1	1	1	1
Building Technician II	1	1	1	1	1
Building Technician I	2	2	2	2	2
Total	6	6	6	6	6

PROGRAM ACTIVITIES AND OPERATIONS: ENGINEERING

ENGINEERING AND CAPITAL PLANNING

Capital Improvement Program: The Engineering Department oversees 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.

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.

BUILDINGS AND FACILITIES

Buildings and Facilities: The Buildings and Facilities Division is responsible for the maintenance, repair, and electrical and needs of town buildings and assets. The Division reviews what can be done in-house and what should be contracted, utilizing outside resources when the Town lacks the specialized expertise or equipment for maintenance. The Division employs one Facility Supervisor, one full-time Building Technician and one Electrician. Salary to operational budget ratio is 29%, with the Division dividing its time between building maintenance and repair (60%), operating facilities (20%) and administrative duties (20%).

DEPARTMENT COST ALLOCATIONS

	Estimated Personnel Time	Non-Personnel Costs	Total Activity Cost	Performance Metric(s)
Engineering and Capital Planning				
Capital Improvement Program	85%	\$13,694	\$201,727	Construction On Time/Budget
Subdivision and Development Review	15%	2,417	35,599	Timely Review of Projects
Buildings and Facilities				
Buildings and Facilities	100%	\$731,077	\$1,136,114	Response Time/Complaints

ACCOMPLISHMENTS AND GOALS: ENGINEERING

2016 MAJOR ACCOMPLISHMENTS

1. Managed or managing the construction of the Eagle Valley Trail, Metcalf Road Bike Climbing Lane, Beaver Creek Blvd Improvements, and the Public Safety Facility, including bidding and design.
2. Lead department in the design of the New Town Hall.
3. LED Conversion of 200 streetlight fixtures and ARC parking lot lights

2017 STRATEGIC GOALS

1. Implement the Facility Management Software PubWorks
2. Successfully complete construction of the new Public Safety Facility
3. Successfully complete the remodel of the New Town Hall for a move in fall 2017
4. Construct the Beaver Creek Blvd improvements to make the street safer for pedestrians and bicyclists and more vibrant for the community.

BUDGET SUMMARY: RECREATION DEPARTMENT

The Recreation Department oversees the operations and management of the 45,000 square foot Avon Recreation Center, and youth, adult and senior recreational programs, which are provided at the 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.

ADMINISTRATION OF THE DEPARTMENT

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. 20% of the administrative time will be overseeing the Community Swim Program and working with the newly appointed Swim Program Supervisor.

DEPARTMENT FINANCIAL SUMMARY

DEPARTMENT EXPENDITURES BY CATEGORY	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
Personnel Services	\$ 895,843	\$ 1,001,732	\$ 995,935	\$ 1,143,927	\$ 1,188,665
Commodities	54,353	70,287	69,322	68,745	69,755
Contract Services	10,945	40,793	40,958	28,760	26,397
Other Operating Costs	169,849	165,557	167,679	192,940	187,523
Capital Outlay	16,159	10,543	10,543	-	2,850
Total	\$ 1,147,149	\$ 1,288,912	\$ 1,284,437	\$ 1,434,372	\$ 1,475,190
DEPARTMENT EXPENDITURES BY PROGRAM					
Administration	210,797	245,397	241,477	227,532	236,969
Adult Programs	32,161	58,827	51,792	56,087	58,929
Aquatics	386,788	427,447	434,243	558,841	573,334
Fitness	136,055	132,740	132,740	150,785	144,377
Guest Services	263,475	292,090	291,984	295,366	306,004
Youth Programs	111,995	132,411	132,201	145,761	155,577
Cabin	5,878	-	-	-	-
Total	\$ 1,147,149	\$ 1,288,912	\$ 1,284,437	\$ 1,434,372	\$ 1,475,190
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
Aquatics Supervisor	1	1	1	1	1
Swim Program Supervisor	-	-	-	1	1
Senior Lifeguard	2	3	3	3	3
Guest Services Attendant III	1	2	2	2	2
Total	7	9	9	10	10

PROGRAM ACTIVITIES AND OPERATIONS: RECREATION

GUEST SERVICES

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 swim beach 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.

AQUATICS

Aquatics: This Division offers aquatic programming for people of all ages and abilities including: lifeguard training classes, water safety instructor courses, kayak and scuba offerings, water aerobics classes, beginning diving classes and public safety classes. The Aquatics Division devotes 60% of personnel time to pool safeguarding activities, with 5% of time to other programs, 20% spent on administration, and 15% on maintenance of the pools.

Community swim program: A complete program that will include: Learn to Swim-A year around program that includes include parent and tot and levels 1-3 group lessons. Swim team prep: Year-round program for those proficient beyond level three and interested in advancing their skills towards competitive swim team. Rec level swim team: Year-round non USA swimming registered team for ages 6-18 that features three local opportunities for competition a year. USA Swimming competitive team: Year around highly competitive travel team that competes at State level swim meets. Private and semi-private lessons scheduled year around.

FITNESS AND RECREATIONAL PROGRAMS

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%.

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", 15% for youth sport programs and 10% on the administration of the Division.

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.

DEPARTMENT COST ALLOCATIONS

	Estimated Personnel Time	Non-Personnel Costs	Total Activity Cost	Performance Metric(s)
Administration and Guest Services				
Administration	100%	\$65,462	\$227,532	Membership
Guest Services	100%	38,579	295,366	Community Survey
Aquatics				
Aquatics: Administration	20%	\$14,849	\$90,008	Staffing Success
Aquatics: Lifeguarding	60%	44,548	270,025	Accidents/Claims
Aquatics: Swim Lessons	5%	3,712	22,502	Participation, Recovery Ratio
Aquatics: Pool Maintenance	15%	11,137	67,506	Pool Condition
Swim Program	100%	6,400	108,799	Participation, Recovery Ratio
Fitness and Recreational Programs				
Adult Programs	100%	\$4,285	\$56,087	Participation, Recovery Ratio
Youth Programs: Summer Camp	40%	8,682	58,304	Participation, Recovery Ratio
Youth Programs: Before & After School Programs	30%	6,511	43,728	Participation, Recovery Ratio
Youth Programs: Schools Out Camps	15%	3,256	21,864	Participation, Recovery Ratio
Youth Programs: Administration	15%	3,256	21,864	Staffing Success
Fitness	100%	79,768	150,785	Participation, Recovery Ratio

ACCOMPLISHMENTS AND GOALS: RECREATION

2016 MAJOR ACCOMPLISHMENTS

1. Expanded programs and classes, including swim comps, Tai Chi and fitness; summer camp archery
2. Created data collection system to better track participation trends; doubled Facebook followers
3. Work collectively with the Churchich Recreation group to submit a GOCO grant in November 2016 to fund Destination Jump, Splash, Learn Playground in Nottingham Park.
4. Assumed full responsibility to manage and operate the Town's Community Swim Program. Instituted the assistance of a non-profit booster club and developed a financial assistance program to ensure all members of the community have the opportunity to learn to swim.
5. Dated mushroom slide was replaced; play features replaced.

2017 STRATEGIC GOALS

1. If GOCO grant award, construct Destination Jump, Splash, Learn Playground in Nottingham Park.
2. Increase overall participation in our Community Swim Program by 50% over last year; Fully implement a swim program with Avon Elementary School to ensure all students have the opportunity to learn to swim

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BUDGET SUMMARY: TRANSIT DEPARTMENT

The Transportation Department is the singular department of the Transit Fund and is responsible for all free bus operations 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 receives Town general taxes (accommodation taxes) to support operations and grant matches, in addition to a joint funding of the skier bus services with the Beaver Creek Resort Company.

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 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
Personnel Services	\$ 603,002	\$ 757,986	\$ 718,480	\$ 707,265	\$ 740,888
Commodities	77,790	109,962	79,055	79,652	79,602
Contract Services	51,718	62,762	63,443	71,406	64,006
Other Operating Costs	570,112	546,269	568,222	617,916	567,917
Debt Service	60,220	60,220	60,220	60,220	60,220
Capital Outlay	20,261	546,546	136,546	411,900	950
Total	\$ 1,383,103	\$ 2,083,745	\$ 1,625,966	\$ 1,948,359	\$ 1,513,583
DEPARTMENT EXPENDITURES BY PROGRAM					
Administration	\$ 229,603	\$ 240,052	\$ 237,956	\$ 247,060	\$ 242,734
Operations	1,069,217	1,684,207	1,262,737	1,571,189	1,136,509
Wash Bay	84,283	159,486	125,273	130,110	134,340
Total	\$ 1,383,103	\$ 2,083,745	\$ 1,625,966	\$ 1,948,359	\$ 1,513,583
AUTHORIZED POSITIONS					
Transit Director	1	1	1	1	1
Transit Operations Supervisor	-	1	1	1	1
Wash Bay Operator	-	1	1	1	1
Transit Operator	4	4	3.6	3.6	3.6
Total	5	7	6.6	6.6	6.6

PROGRAM ACTIVITIES AND OPERATIONS: TRANSIT

ADMINISTRATION

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.

ROUTE OPERATIONS

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.

Summer Service: The seven-day per week Blue and Red Lines operate during the summer months: In 2016, two (2) smaller 22-seat cutaway buses will operate these summer routes. Hours and route frequency are summarized in the table below.

2017 Avon Transportation Proposed Routes

Route	Winter Op Hrs	Winter # Buses	Winter Serv. Hr.	Summer Frequency	Loop Time	Summer Serv. Hr.	Annual Cost
Blue Line - a.m.	6:30-6:30	1	1,985	30 Min	30 Min	651	\$214,649
Blue Line - p.m.				30 Min	30 Min	868	\$70,681
Red Line - a.m.	6:30-6:30	1	1,985	30 Min	30 Min	651	\$214,649
Red Line - p.m.				30 Min	30 Min	868	\$70,681
Black Line				60 Min	60 Min	1,736	\$141,362
Skier Shuttle	8:00-6:00	2-3	3,060				\$249,176
Restaurant Shuttle	6:00-10:00	1	585				\$47,637

Total Winter Service Hrs	7,615	Total Annual Cost	\$1,008,836
Total Summer Service Hrs	<u>4,774</u>		
Grand Total Service Hours	12,389		

WASH BAY

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

DEPARTMENT COST ALLOCATIONS

	Estimated Personnel Time	Non-Personnel Costs	Total Activity Cost	Performance Metric(s)
Administration				
Administration	100%	\$115,374	\$247,060	Operational Success
Route Operations				
Winter Service	62%	\$655,445	\$974,137	Cost/Route, Route Timeliness
Summer Service	38%	401,724	597,052	Cost/Route, Route Timeliness
Wash Bay				
Wash Bay Operations	100%	\$68,552	\$130,110	Satisfaction, Timeliness

ACCOMPLISHMENTS AND GOALS: TRANSIT

2016 MAJOR ACCOMPLISHMENTS

1. Ridership on the Red and Blue Lines has increased on average 33% from 2015 passenger counts.
2. Ridership on the Skier Shuttle increase by 7% for the 2015-2016 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.

2017 STRATEGIC GOALS

1. Explore and test new route configurations, such as deviated routes to increase bus ridership
2. Investigate new public/private technologies/partnerships available to increase ridership and control costs.
3. Continued focus on safety and guest satisfaction; launch a strong marketing plan that supports walkability, parking and transit ridership.

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BUDGET SUMMARY: FLEET MAINTENANCE DEPARTMENT

The Fleet Maintenance Fund is an enterprise operation and is used to account for operations that are financed and operated a manner similar to private business enterprises, where the costs of providing services to the Town's departments, other governmental third party agencies, and up to 10% private clients, can be fully 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 equipment, vehicle and rolling stock maintenance and repair services are offered.

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	Actual 2015	Original or Prev. Amend. Budget 2016	Final Revised Budget 2016	Proposed Budget 2017	Proposed Budget 2018
Personnel Services	\$ 650,153	\$ 749,884	\$ 708,099	\$ 777,771	\$ 822,102
Commodities	491,377	582,536	357,118	417,950	414,510
Contract Services	102,113	86,655	83,855	57,868	60,268
Other Operating Costs	121,650	126,554	145,891	120,291	120,291
Debt Service	261,235	258,064	258,064	259,016	259,016
Capital Outlay	11,995	14,252	20,752	19,650	13,900
Total	\$ 1,638,523	\$ 1,817,945	\$ 1,573,779	\$ 1,652,546	\$ 1,690,087
DEPARTMENT EXPENDITURES BY PROGRAM					
Fleet Maintenance	\$ 1,638,523	\$ 1,817,945	\$ 1,573,779	\$ 1,652,546	\$ 1,690,087
Total	\$ 1,638,523	\$ 1,817,945	\$ 1,573,779	\$ 1,652,546	\$ 1,690,087
AUTHORIZED POSITIONS					
Fleet Director	1	1	1	1	1
Purchasing Coordinator	-	-	1	1	1
Accounting Assistant II	1	1	-	-	-
Fleet Maintenance Foreman	1	1	2	2	2
Mechanic I-II	4	4	3	3	3
Mechanics Helper	1	1	1	1	1
Total	8	8	8	8	8

PROGRAM ACTIVITIES AND OPERATIONS: FLEET MAINTENANCE

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 60% - 80% from work through the year.

Manage Town of Avon Fleet: Procure fuel efficient and cost effective vehicles and equipment that meets the needs of departments. Monitor use, manage and dispose of vehicles and equipment for greatest return of investment. Procures parts and fuel for Town and user agencies.

Complete Monthly Billing: Generate invoices, spreadsheets and work orders for all fleet users using data incorporated from a fleet management cost accounting system and fuel management program.

Third Party Vehicles/Rolling Stock and 10% Private Clients: 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 60% - 80% from total work through the year. The department is allowed to contract with private clients up to 10% of revenues or shop hours.

DEPARTMENT COST ALLOCATIONS				
	Estimated Personnel Time	Non-Personnel Costs	Total Activity Cost	Performance Metric(s)
Fleet Maintenance				
Town of Avon Vehicles and Rolling Stock	30%	\$262,433	\$495,764	70% Cost Recovery
Manage Town of Avon Fleet	5%	43,739	82,627	Department Satisfaction
Complete Monthly Billing	5%	43,739	82,627	Timeliness/Accuracy
Third Party Vehicles and Rolling Stock	60%	524,865	991,528	70% Cost Recovery

ACCOMPLISHMENTS AND GOALS: FLEET MAINTENANCE

2016 MAJOR ACCOMPLISHMENTS

1. Restructured department personnel and created a dedicated parts position that will allow technicians more time for actual billable hours and streamline parts purchasing.
2. Developed a plan to integrate the fuel system and fleet software that will reduce data entry and facilitate an electronic invoicing process.
3. Developed safety and professional development plans for the department staff.

2017 STRATEGIC GOALS

1. Procure and operate a fleet of vehicles that minimizes environmental impact, enhances domestic energy, and maximizes fuel efficiency and diversification.
2. Strengthen partnerships with local third party government agencies; solicit private clients.
3. Increase customer base with exceptional products and service