

**TOWN OF MOUNTAIN VILLAGE
TOWN COUNCIL SPECIAL MEETING
THURSDAY, OCTOBER 13, 2016 8:30 A.M.
2nd FLOOR CONFERENCE ROOM, MOUNTAIN VILLAGE TOWN HALL
455 MOUNTAIN VILLAGE BLVD, MOUNTAIN VILLAGE, COLORADO
AGENDA **REVISED****

| | Time | Min. | Presenter | |
|------------|-------------|-------------|-------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. | 8:30 | | | Call to Order |
| 2. | 8:30 | 45 | Reed Mahoney | Executive Session for the Purpose of Receiving Legal Advice Pursuant to C.R.S. 24-6-402(b), and for the Purpose of Negotiations Pursuant to C.R.S. 24-6-402(4)e |
| 3. | 9:15 | 5 | Jansen Goldberg | Consideration of a Resolution Supporting an Increased Mill Levy for the Lone Tree Cemetery Ballot Question |
| 4. | 9:20 | 10 | Swain | Town Council Acting as the Board of Directors for the Dissolved Mountain Village Metropolitan District: Debt Service Fund |
| 5. | 9:30 | 10 | Swain Zangara | Telluride Conference Center |
| 6. | 9:40 | 10 | Swain Zangara | Tourism Fund & Historical Museum Fund 1. Guest Services Agent |
| 7. | 9:50 | 60 | Montgomery Kennefick Reed Kunz Zangara Swain | Administration: a. Town Manager b. Town Council c. Administrative Services d. Legal e. Human Resources f. Marketing & Business Development 1. Unassigned sponsorship 2. Telluride TV Capital request phase II g. Finance |
| 8. | 10:50 | 15 | Katz | Child Development Fund |
| 9. | 11:05 | 30 | Drew | Plaza & Environmental Services |
| 10. | 11:35 | 20 | Lehane | Broadband Services |
| 11. | 11:55 | 30 | | Lunch Break |
| 12. | 12:25 | 60 | Kjome | Public Works: a. Building & Facility Maintenance b. Road & Bridge c. Vehicle Maintenance Shop d. Water & Sewer e. Vehicles & Equipment Acquisitions |
| 13. | 1:25 | 30 | Broady | Public Safety: a. Police b. Community Services c. Municipal Court |

| | | | | |
|------------|------|----|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 14. | 1:55 | 60 | Loebe | Transportation & Parking Services: a. Parking Services b. Municipal Bus Service c. Employee Shuttle d. Gondola & Chondola |
| 15. | 2:55 | 30 | Loebe | Parks & Recreation a. Forest Service Recreation Ranger |
| 16. | 3:25 | 30 | Swain Montgomery | Capital Projects |
| 17. | 3:55 | 45 | Van Nimwegen | Planning & Development Services: a. Building b. Planning Mountain Village Housing Authority: a. Affordable Housing Development Fund 1. San Miguel regional Housing Authority 2. Telluride Foundation – Affordable Housing Initiative b. Mortgage Assistance Fund c. Village Court Apartments |
| 18. | 4:40 | 60 | Swain | Community Grants and Contributions: a. San Miguel Watershed Coalition b. Juvenile Diversion c. Eco Action Partners d. San Miguel Resource Center e. Tri County Health Network |
| 19. | 5:40 | | | Adjourn |

Please note that this Agenda is subject to change. (Times are approximate and subject to change)

455 Mountain Village Blvd., Suite A, Mountain Village, Colorado 81435

Phone: (970) 369-6406

Fax: (970) 728-4342

10/11/16

sj

Individuals with disabilities needing auxiliary aid(s) may request assistance by contacting Town Hall at the above numbers or email: mvclerk@mtnvillage.org. We would appreciate it if you would contact us at least 48 hours in advance of the scheduled event so arrangements can be made to locate requested auxiliary aid(s).

**RESOLUTION OF THE TOWN COUNCIL
OF THE TOWN OF MOUNTAIN VILLAGE, COLORADO,
SUPPORTING THE BALLOT ISSUE OF THE
LONE TREE CEMETERY DISTRICT 1**

RESOLUTION NO. 2016 - _____

RECITALS:

WHEREAS, the Lone Tree Cemetery District 1 (“**District**”) is a quasi-municipal corporation and political subdivision of the State of Colorado and a duly organized and existing cemetery district pursuant to Title 30, Article 20, Part 8, C.R.S.; and

WHEREAS, the Board of Directors of the District (the “**Board**”) has determined that the interest of the District and the public interest and necessity require that the District increase its property tax levy and collect, retain and spend all revenues generated from its existing general operating mill levy and any other source, as an exemption to the provisions and restrictions set forth in Article X, Section 20 of the Colorado Constitution (“**TABOR**”) or any other law, in order to adequately operate and maintain the National Historic Landmark known as the Lone Tree Cemetery and address deferred maintenance and aging infrastructure, in order to preserve and protect the legacy of the Telluride region and insure the utilization of the cemetery by future generations; and

WHEREAS, the Board further has determined that it is necessary to submit to the eligible electors of the District the question of authorizing the District to collect, retain and spend all District revenues, and that such question should be presented to the District’s eligible electors at the election to be held on November 8, 2016 (the “**Election**”), in accordance with the provisions of the Uniform Election Code of 1992 (the “**Code**”), and TABOR (the Code and TABOR collectively referred to as the “**Election Laws**”).

WHEREAS, it is the opinion of the **Town Council of the Town of Mountain Village, Colorado**, that restoring a portion of the original tax levy to the District will enable and will promote the health, safety and welfare of the entire community, including residents and visitors vital to our tourism industry.

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF MOUNTAIN VILLAGE, COLORADO, AS FOLLOWS:

1. The above and foregoing recitals are incorporated herein by reference and are adopted as findings and determinations of the Town Council of the Town of Mountain Village, Colorado.

2. The Town Council has determined that this support is in the public interest and necessary to protect the rich history, physical beauty and local legacy of the cemetery by increasing revenues for the protection of the Lone Tree Cemetery, for the reasons above and for enabling the Cemetery District to:

Update/replace ancient irrigation system with efficient, water saving system.

Replacing aging infrastructure and grounds maintenance equipment.

Creating informational website so public has immediate and easy access to information in times of need.

Implementing annual grounds management and landscaping program, focusing on non-chemical, organic weed management and tree care.

Updating boundary, plot and monument surveys to insure utilization of cemetery by future generations.

Development of plots and memorial spaces on property already deeded to the Cemetery District for use by future generations.

3. The Town Council recommends that every elector give the District's Ballot Question serious consideration and strong support on November 8.
4. The officers of the Town Council of the Town of Mountain Village, Colorado, are authorized and directed to take all actions necessary or appropriate to effectuate the provisions of this Resolution, and to make this Resolution available to the public.
5. This Resolution shall be in full force and effect upon its passage and approval.

ADOPTED AND APPROVED by the Town Council of the Town of Mountain Village, Colorado, at a special meeting held on the 13th day of October, 2016.

TOWN OF MOUNTAIN VILLAGE,
COLORADO, a home rule municipality,

By: _____
Dan Jansen, Mayor

ATTEST:

By: _____
Jackie Kennefick, Town Clerk

APPROVED AS TO FORM:

By: _____
J. David Reed, Town Attorney

October 6, 2016

TO: Mayor Jansen and the Town Council

Re: 2017 Budget Departmental Focus Work-session October 13, 2016

The focus sessions for each department allow the Town Council to take a deeper look into each budget and the goals and performance measures established for the coming year for those departments. No action is taken however, changes can be recommended to the budget draft so that implementation is done prior to the first reading scheduled for the regular November Town Council meeting.

At the September Town Council meeting when the budget draft was rolled out in a work-session it was asked that each department consider a project, program or operational budget where a reduction could be made and how much that would be. Following is a summary of the suggestions from staff. These suggestions have not yet been incorporated into the draft but rather are presented here as a reference point for discussion during the focus sessions.

ADMINISTRATION and PLANNING:

1. Town Manager Travel \$1,000
2. Finance Staff Training \$1,000
3. Human Resources All Town Staff Training \$1,000
4. Marketing and Business Development:
 - i) Shared office spaces \$1,500
 - ii) Photos \$1,000
 - iii) Staff Travel \$500
5. Town Council Business Meals \$1,000
6. Technology \$1,500
7. Planning Consulting \$3,000

PUBLIC SAFETY and JUDICIAL:

- 1) Police Mounted Patrol \$1,000
- 2) Municipal Court:
 - a) Communications \$300
 - b) Supplies \$200

PUBLIC WORKS, UTILITIES AND PLAZAS:

1. Road and Bridge Supplies \$500
2. Town Shop Supplies \$500
3. Facilities Maintenance Supplies \$500

4. Water and Sewer Supplies \$500
5. Broadband Travel \$1,000
6. Plazas Pavers for Repairs \$5,000

TRANSPORTATION AND PARKING SERVICES:

1. Village Bus Service Communications \$1,000
2. Parking Services Communications \$1,000

PARKS AND RECREATION:

1. Platform Tennis Court Maintenance \$10,400

Debt Service Revenues and Expenditures



Town of Mountain Village - Mountain Village Metropolitan District
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
Debt Service Fund
Summary

| | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|----------------------------------------------------------------|------------------|------------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|-----------------------|-----------------|-----------------|-----------------|-------------------|
| | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | 2016-2021 |
| Revenues | | | | | | | | | | | | |
| Property Taxes | 3,536,181 | 3,473,399 | 3,481,449 | 3,481,449 | - | 3,480,978 | (471) | 563,854 | 568,379 | 562,462 | 563,897 | 9,221,020 |
| Specific Ownership Taxes | 142,584 | 149,178 | 82,264 | 82,264 | - | 83,909 | 1,645 | 85,587 | 87,299 | 89,045 | 90,826 | 518,931 |
| Interest Income (2.5%) | | | | | | | | | | | | |
| Debt Service Funds (Property Taxes) | 9,877 | 745 | - | 100 | 100 | 100 | - | 200 | 300 | 400 | 500 | 1,600 |
| Debt Service Liquidity Fund | 612 | 743 | 600 | 745 | 145 | 745 | - | 745 | 745 | 745 | 745 | 4,470 |
| 2011 Gondola Bonds | 62 | 42 | 35 | 35 | - | 35 | - | 35 | 35 | 35 | 35 | 210 |
| 2006A Capitalized Interest | - | - | - | - | - | - | - | - | - | - | - | - |
| 2006A Reserve Fund | 31 | 31 | 31 | 100 | 69 | 100 | - | 170 | 180 | 180 | 190 | 920 |
| Contributions from Private Sources (Note 1) | 204,425 | 206,275 | 207,940 | 207,940 | - | 204,490 | (3,450) | 201,615 | 203,165 | 199,565 | 205,965 | 1,222,740 |
| Total Revenues | 3,893,773 | 3,830,413 | 3,772,319 | 3,772,633 | 314 | 3,770,357 | (2,276) | 852,206 | 860,104 | 852,432 | 862,158 | 10,969,891 |
| Bonded Debt Service | | | | | | | | | | | | |
| General & Administrative | 2,553 | 2,425 | 6,000 | 6,000 | - | 6,000 | - | 6,000 | 6,000 | 6,000 | 6,000 | 36,000 |
| Audit Fees | 5,000 | 9,500 | 9,500 | 9,500 | - | 9,500 | - | 9,500 | 9,500 | 9,500 | 9,500 | 57,000 |
| Treasurer's Fee (3% of Prop Txs) | 106,291 | 104,429 | 102,355 | 102,355 | - | 102,341 | (14) | 16,577 | 16,710 | 16,536 | 16,579 | 271,098 |
| Bond Issue Costs | 120,673 | - | - | - | - | - | - | - | - | - | - | - |
| Interest A | 841,800 | 659,911 | 541,700 | 541,700 | - | 402,438 | (139,262) | 256,225 | 250,725 | 245,025 | 236,475 | 1,932,588 |
| Principal A | 3,080,000 | 2,705,000 | 2,820,000 | 2,820,000 | - | 2,960,000 | 140,000 | 275,000 | 285,000 | 285,000 | 295,000 | 6,920,000 |
| Total Bonded Debt Service | 4,156,317 | 3,481,265 | 3,479,555 | 3,479,555 | - | 3,480,279 | 724 | 563,302 | 567,935 | 562,061 | 563,554 | 9,216,686 |
| Self Supported Debt Service | | | | | | | | | | | | |
| TMVOA & TSG Supported Debt Service | | | | | | | | | | | | |
| Interest A | 99,425 | 96,275 | 92,975 | 92,975 | - | 89,525 | (3,450) | 86,650 | 83,200 | 79,600 | 76,000 | 507,950 |
| Principal A | 105,000 | 110,000 | 115,000 | 115,000 | - | 115,000 | - | 115,000 | 120,000 | 120,000 | 130,000 | 715,000 |
| General & Administrative Costs | - | 400 | 1,500 | 1,500 | - | 1,500 | - | 1,500 | 1,500 | 1,500 | 1,500 | 9,000 |
| Total TMVOA & TSG Supported Debt Service | 204,425 | 206,675 | 209,475 | 209,475 | - | 206,025 | (3,450) | 203,150 | 204,700 | 201,100 | 207,500 | 1,231,950 |
| Total Expenditures | 4,360,742 | 3,687,940 | 3,689,030 | 3,689,030 | - | 3,686,304 | (2,726) | 766,452 | 772,635 | 763,161 | 771,054 | 10,448,636 |
| Surplus/(Deficit) | (466,969) | 142,473 | 83,289 | 83,603 | 314 | 84,054 | 450 | 85,754 | 87,468 | 89,271 | 91,105 | 521,255 |
| Other Financing Sources/(Uses) | | | | | | | | | | | | |
| Payment to Refunding Bonds Escrow | (7,445,847) | - | - | - | - | - | - | - | - | - | - | - |
| Bond Premium Proceeds | 416,396 | - | - | - | - | - | - | - | - | - | - | - |
| Bond Proceeds | 7,155,000 | - | - | - | - | - | - | - | - | - | - | - |
| Transfers From / (To) General Fund | 357,416 | - | (82,264) | (82,264) | - | (83,909) | (1,645) | (85,587) | (87,299) | (89,045) | (90,826) | (518,931) |
| General Fund - Liquidity Reserve | - | - | - | - | - | - | - | - | - | - | - | - |
| General Fund - Spec. Own. Taxes | (142,584) | (149,178) | (82,264) | (82,264) | - | (83,909) | (1,645) | (85,587) | (87,299) | (89,045) | (90,826) | (518,931) |
| Transfers From / (To) Other Funds | 500,000 | - | - | - | - | - | - | - | - | - | - | - |
| Total Other Financing Sources/(Uses) | 482,965 | (149,178) | (82,264) | (82,264) | - | (83,909) | (1,645) | (85,587) | (87,299) | (89,045) | (90,826) | (518,931) |
| Surplus/(Deficit), after Other Financing Sources/(Uses) | 15,995 | (6,704) | 1,025 | 1,339 | 314 | 144 | (1,195) | 167 | 169 | 226 | 279 | 2,324 |
| Beginning Fund Balance | 734,651 | 750,646 | 744,695 | 743,942 | (753) | 745,281 | 1,339 | 745,426 | 745,592 | 745,761 | 745,987 | |
| Ending Fund Balance | 750,646 | 743,942 | 745,720 | 745,281 | (439) | 745,426 | 144 | 745,592 | 745,761 | 745,987 | 746,266 | |

Town of Mountain Village - Mountain Village Metropolitan District
 2016 Revised/2017 Proposed Budget and Long Term Financial Plan
 Debt Service Fund
 Summary

| | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|-----------------------------------------|-------------|-------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|-----------------------|-------------|-------------|-------------|-----------|
| | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | 2016-2021 |
| Total Tax Supported Bonds Outstanding | 15,595,000 | 12,890,000 | 10,070,000 | 10,070,000 | - | 7,110,000 | (2,960,000) | 6,835,000 | 7,155,000 | 6,870,000 | 6,575,000 | |
| Assessed Valuation for prior year | 265,515,080 | 266,407,590 | 294,538,840 | 294,538,840 | - | 294,299,810 | (239,030) | 314,299,810 | 321,299,810 | 341,299,810 | 348,299,810 | |
| % Increase over previous year | -16.39% | 0.34% | 10.56% | 10.56% | 0.00% | -0.08% | -0.08% | 6.80% | 2.23% | 6.22% | 2.05% | |
| % of Bonds Outstanding / Assessed Value | 5.87% | 4.84% | 3.42% | 3.42% | 0.00% | 2.42% | -1.00% | 2.17% | 2.23% | 2.01% | 1.89% | |
| Debt Service Mill Levy | 13.325 | 13.325 | 11.820 | 11.820 | 0.000 | 11.828 | 0.008 | 1.794 | 1.769 | 1.648 | 1.619 | |

Notes:

1. The debt service costs relating to the 2001/2011 gondola bonds are paid by contributions from TSG (70.44%) and MVOA (29.56%).

Town of Mountain Village - Mountain Village Metropolitan District
 2016 Revised/2017 Proposed Budget and Long Term Financial Plan
 Debt Service Fund
 Schedule A- Debt Service Fund- Debt Service Schedule

| | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|------------------------------------------------------------------|-------------------|-------------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|-----------------------|------------------|------------------|------------------|------------------|
| | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | 2016-2021 |
| Bonded Debt Service | | | | | | | | | | | | |
| Series 2005 Conference Center (Refunding Portion of 1998) | | | | | | | | | | | | |
| Interest | 126,250 | 97,000 | 66,250 | 66,250 | - | 34,000 | (32,250) | - | - | - | - | 100,250 |
| Principal | 585,000 | 615,000 | 645,000 | 645,000 | - | 680,000 | 35,000 | - | - | - | - | 1,325,000 |
| Total Debt Service | 711,250 | 712,000 | 711,250 | 711,250 | - | 714,000 | 2,750 | - | - | - | - | 1,425,250 |
| Bonds Outstanding @ 12/31 | 1,940,000 | 1,325,000 | 680,000 | 680,000 | - | - | (680,000) | - | - | - | - | - |
| Series 2014 Heritage Parking | | | | | | | | | | | | |
| Interest | - | 256,411 | 256,825 | 256,825 | - | 256,525 | (300) | 256,225 | 250,725 | 245,025 | 236,475 | 1,501,800 |
| Principal | - | 15,000 | 15,000 | 15,000 | - | 15,000 | - | 275,000 | 285,000 | 285,000 | 295,000 | 1,170,000 |
| Call Premium | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Debt Service | - | 271,411 | 271,825 | 271,825 | - | 271,525 | (300) | 531,225 | 535,725 | 530,025 | 531,475 | 2,671,800 |
| Bonds Outstanding @ 12/31 | 7,155,000 | 7,140,000 | 7,125,000 | 7,125,000 | - | 7,110,000 | (15,000) | 6,835,000 | 7,155,000 | 6,870,000 | 6,575,000 | 6,575,000 |
| Series 2006A Heritage Parking | | | | | | | | | | | | |
| Interest | 373,388 | 28,800 | 19,600 | 19,600 | - | 10,000 | (9,600) | - | - | - | - | 29,600 |
| Principal | 720,000 | 230,000 | 240,000 | 240,000 | - | 250,000 | 10,000 | - | - | - | - | 490,000 |
| Total Debt Service | 1,093,388 | 258,800 | 259,600 | 259,600 | - | 260,000 | (400) | - | - | - | - | - |
| Bonds Outstanding @ 12/31 | 720,000 | 490,000 | 250,000 | 250,000 | - | - | (250,000) | - | - | - | - | - |
| Series 2007 Water/Sewer (Refunding 1997) | | | | | | | | | | | | |
| Interest | 300,863 | 244,800 | 174,825 | 174,825 | - | 89,513 | (85,312) | - | - | - | - | 264,338 |
| Principal | 1,495,000 | 1,555,000 | 1,625,000 | 1,625,000 | - | 1,705,000 | 80,000 | - | - | - | - | 3,330,000 |
| Total Debt Service | 1,795,863 | 1,799,800 | 1,799,825 | 1,799,825 | - | 1,794,513 | (5,312) | - | - | - | - | 3,594,338 |
| Bonds Outstanding @ 12/31 | 4,885,000 | 3,330,000 | 1,705,000 | 1,705,000 | - | - | (1,705,000) | - | - | - | - | - |
| Series 2009 Conference Center (Refunding 1998) | | | | | | | | | | | | |
| Interest | 41,300 | 32,900 | 24,200 | 24,200 | - | 12,400 | (11,800) | - | - | - | - | 36,600 |
| Principal | 280,000 | 290,000 | 295,000 | 295,000 | - | 310,000 | 15,000 | - | - | - | - | 605,000 |
| Total Debt Service | 321,300 | 322,900 | 319,200 | 319,200 | - | 322,400 | 3,200 | - | - | - | - | 641,600 |
| Bonds Outstanding @ 12/31 | 895,000 | 605,000 | 310,000 | 310,000 | - | - | (310,000) | - | - | - | - | - |
| Total Bonded Debt Service | | | | | | | | | | | | |
| Interest | 841,800 | 659,911 | 541,700 | 541,700 | - | 402,438 | (139,262) | 256,225 | 250,725 | 245,025 | 236,475 | 1,932,588 |
| Principal | 3,080,000 | 2,705,000 | 2,820,000 | 2,820,000 | - | 2,960,000 | 140,000 | 275,000 | 285,000 | 285,000 | 295,000 | 6,920,000 |
| Call Premium | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Bonded Debt Service | 3,921,800 | 3,364,911 | 3,361,700 | 3,361,700 | - | 3,362,438 | 738 | 531,225 | 535,725 | 530,025 | 531,475 | 8,852,588 |
| Total Outstanding Bonded Debt | 15,595,000 | 12,890,000 | 10,070,000 | 10,070,000 | - | 7,110,000 | (2,960,000) | 6,835,000 | 7,155,000 | 6,870,000 | 6,575,000 | |
| Self Supported Debt Service | | | | | | | | | | | | |
| Series 2001/2011 Gondola (MVOA/TSG Supported) | | | | | | | | | | | | |
| Interest | 99,425 | 96,275 | 92,975 | 92,975 | - | 89,525 | (3,450) | 86,650 | 83,200 | 79,600 | 76,000 | 507,950 |
| Principal | 105,000 | 110,000 | 115,000 | 115,000 | - | 115,000 | - | 115,000 | 120,000 | 120,000 | 130,000 | 715,000 |
| Total MVOA / TSG Supported Debt Service | 204,425 | 206,275 | 207,975 | 207,975 | - | 204,525 | (3,450) | 201,650 | 203,200 | 199,600 | 206,000 | 1,222,950 |
| Bonds Outstanding @ 12/31 | 2,595,000 | 2,485,000 | 2,370,000 | 2,370,000 | - | 2,255,000 | (115,000) | 2,140,000 | 2,020,000 | 1,900,000 | 1,770,000 | |
| Total Self Supported Debt Service | | | | | | | | | | | | |
| Interest | 99,425 | 96,275 | 92,975 | 92,975 | - | 89,525 | (3,450) | 86,650 | 83,200 | 79,600 | 76,000 | 507,950 |
| Principal | 105,000 | 110,000 | 115,000 | 115,000 | - | 115,000 | - | 115,000 | 120,000 | 120,000 | 130,000 | 715,000 |
| Total Self Supported Debt Service | 204,425 | 206,275 | 207,975 | 207,975 | - | 204,525 | 3,450 | 201,650 | 203,200 | 199,600 | 206,000 | 1,222,950 |

**TOWN OF MOUNTAIN VILLAGE
2017 BUDGET
TELLURIDE CONFERENCE CENTER PROGRAM NARRATIVE**

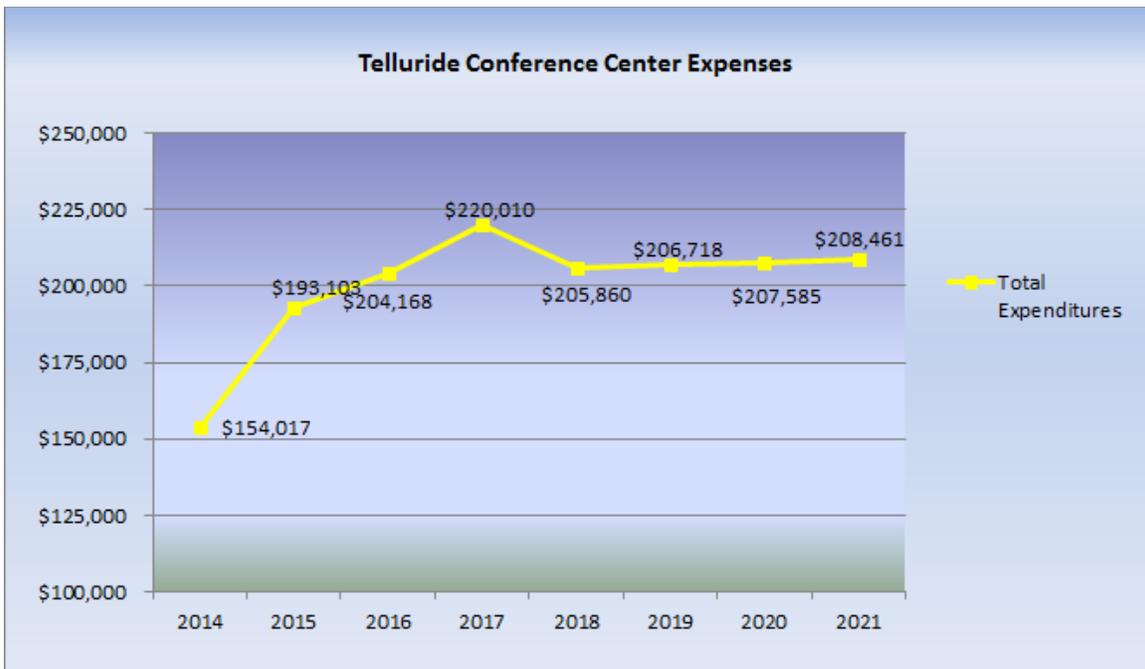
The Telluride Conference Center is a full-service, convention, special event, and entertainment facility dedicated to providing a quality experience and to enhance the prominence of the Telluride Region for the benefit of both visitors and locals.

TELLURIDE CONFERENCE CENTER GOALS

1. Manage the contract in such a way that all reports per the agreement are submitted on time and complete, or that a new submittal date is agreed upon by both parties.
2. Conduct a walk-through of the Telluride Conference Center so that all Mountain Village inventory is accounted for annually.
3. Prepare and stay within the Telluride Conference Center’s approved marketing and capital budget amount.

TELLURIDE CONFERENCE CENTER PERFORMANCE MEASURES

1. Quarterly reports are submitted before the 15 day of the months January, April, July and October.
2. Verify that all Mountain Village inventory is accounted for annually by a date to be determined.
3. Telluride Conference Center operators do not spend more than what is allocated for in 2017.



| Percentage Change in Expenditures | | | | | | |
|-----------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2018-2019 | 2019-2020 | 2020-2021 |
| 25.38% | 5.73% | 7.76% | -6.43% | 0.42% | 0.42% | 0.42% |

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
Conference Center Fund
Summary

| | Sch | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|--------------------------------------------------------|-----|------------------|------------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|-----------------------|------------------|------------------|------------------|--------------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Operating Revenues | | | | | | | | | | | | | |
| Charges for Services | | 920 | - | - | - | - | - | - | - | - | - | - | - |
| Total Revenues | | 920 | - | - | - | - | - | - | - | - | - | - | - |
| Operating Expenditures | | | | | | | | | | | | | |
| Catering | | - | - | - | - | - | - | - | - | - | - | - | - |
| Wait Staff | | - | - | - | - | - | - | - | - | - | - | - | - |
| Beverage Service | | - | - | - | - | - | - | - | - | - | - | - | - |
| Conference Center Operations | A | - | - | - | - | - | - | - | - | - | - | - | - |
| Administration | B | 78,598 | 82,666 | 84,168 | 84,168 | - | 100,010 | 15,842 | 85,860 | 86,718 | 87,585 | 88,461 | 532,802 |
| Executive & Marketing | C | 36,480 | 100,000 | 100,000 | 100,000 | - | 100,000 | - | 100,000 | 100,000 | 100,000 | 100,000 | 600,000 |
| Non-Routine Repairs & Replacements | D | 9,189 | - | 20,000 | 20,000 | - | 20,000 | - | 20,000 | 20,000 | 20,000 | 20,000 | 120,000 |
| Contingency (3% of Expenditures) | | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Operating Expenditures | | 124,268 | 182,666 | 204,168 | 204,168 | - | 220,010 | 15,842 | 205,860 | 206,718 | 207,585 | 208,461 | 1,252,802 |
| Operating Surplus/(Deficit) | | (123,348) | (182,666) | (204,168) | (204,168) | - | (220,010) | (15,842) | (205,860) | (206,718) | (207,585) | (208,461) | (1,252,802) |
| Non-Operating Expenditures | | | | | | | | | | | | | |
| Capital Outlay | D | 29,749 | 10,437 | - | - | - | - | - | - | - | - | - | - |
| Total Non-Operating Expenditures | | 29,749 | 10,437 | - | - | - | - | - | - | - | - | - | - |
| Surplus/(Deficit) Before Non Operating Activity | | (153,097) | (193,103) | (204,168) | (204,168) | - | (220,010) | (15,842) | (205,860) | (206,718) | (207,585) | (208,461) | (1,252,802) |
| Other Non-Operating Activity | | | | | | | | | | | | | |
| Subsidies | | | | | | | | | | | | | |
| Operating Deficits | | 114,158 | 182,666 | 184,168 | 184,168 | - | 200,010 | 15,842 | 185,860 | 186,718 | 187,585 | 188,461 | 1,132,802 |
| Non-Routine Repairs & Replacements/Capital | | 9,189 | - | 20,000 | 20,000 | - | 20,000 | - | 20,000 | 20,000 | 20,000 | 20,000 | 120,000 |
| Subtotal, Subsidies | | 153,097 | 193,103 | 204,168 | 204,168 | - | 220,010 | 15,842 | 205,860 | 206,718 | 207,585 | 208,461 | 1,252,802 |
| Other Sources | | | | | | | | | | | | | |
| Contributions/Donations | | - | - | - | - | - | - | - | - | - | - | - | - |
| Subtotal, Other Sources | | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Other Non-Operating Activity | | 153,097 | 193,103 | 204,168 | 204,168 | - | 220,010 | 15,842 | 205,860 | 206,718 | 207,585 | 208,461 | 1,252,802 |
| Surplus/(Deficit) | | - | - | - | - | - | - | - | - | - | - | - | - |
| Working Capital - Beginning of Year | | - | - | - | - | - | - | - | - | - | - | - | - |
| Working Capital - End of Year | | - | - | - | - | - | - | - | - | - | - | - | - |

Town of Mountain Village
 2016 Revised/2017 Proposed Budget and Long Term Financial Plan
 Conference Center Fund
 Schedule B- Administrative Services

| | Ann Inc. | Actual | | Annual Budgets | | | | Long Term Projections | | | | | |
|---------------------------------------------|-------------|---------------|---------------|----------------------------|---------------------------|------------------------------------|----------------------------|-------------------------------------|---------------|---------------|---------------|---------------|--------------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Employee Costs | | | | | | | | | | | | | |
| Salaries & Wages (1) | | - | - | - | - | - | - | - | - | - | - | - | - |
| Gratuities (2) | | - | - | - | - | - | - | - | - | - | - | - | - |
| Payroll Taxes (3) | | - | - | - | - | - | - | - | - | - | - | - | - |
| Workers Compensation | 5% | - | - | - | - | - | - | - | - | - | - | - | - |
| Retirement Benefits (4) | 3.50% | - | - | - | - | - | - | - | - | - | - | - | - |
| Health Benefits (5) | 10% | - | - | - | - | - | - | - | - | - | - | - | - |
| Dependent Health Reimbursement (6) | | - | - | - | - | - | - | - | - | - | - | - | - |
| Other Employee Benefits (7) | 4% | - | - | - | - | - | - | - | - | - | - | - | - |
| Subtotal, Employee Costs | | - | - | - | - | - | - | - | - | - | - | - | - |
| Communications | | - | - | - | - | - | - | - | - | - | - | - | - |
| Travel, Education & Training | 4% | - | - | - | - | - | - | - | - | - | - | - | - |
| Licenses | | - | - | - | - | - | - | - | - | - | - | - | - |
| Appraisal/Consulting Fees for Possible Sale | | - | - | - | - | - | 15,000 | 15,000 | - | - | - | - | 15,000 |
| Supplies- Office | | - | - | - | - | - | - | - | - | - | - | - | - |
| HOA Dues | 1% | 78,598 | 82,666 | 84,168 | 84,168 | - | 85,010 | 842 | 85,860 | 86,718 | 87,585 | 88,461 | 517,802 |
| Contract Fees | | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Admin | | 78,598 | 82,666 | 84,168 | 84,168 | - | 100,010 | 15,842 | 85,860 | 86,718 | 87,585 | 88,461 | 532,802 |

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
Conference Center Fund
Schedule C- Marketing Costs

| Ann Inc. | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|------------------------------|---------------|----------------|----------------------------|---------------------------|------------------------------------|----------------------------|-------------------------------------|-----------------------|----------------|----------------|----------------|----------------|
| | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total |
| | | | | | | | | | | | | 2016-2021 |
| Promotions | 1,195 | - | - | - | - | - | - | - | - | - | - | - |
| Stationery | 588 | - | - | - | - | - | - | - | - | - | - | - |
| Sales Collateral | 5,776 | 100,000 | 100,000 | 100,000 | - | 100,000 | - | 100,000 | 100,000 | 100,000 | 100,000 | 600,000 |
| TCC Planning | - | - | - | - | - | - | - | - | - | - | - | - |
| Media Purchases | 22,262 | - | - | - | - | - | - | - | - | - | - | - |
| Internet Development | - | - | - | - | - | - | - | - | - | - | - | - |
| Photos | 300 | - | - | - | - | - | - | - | - | - | - | - |
| Fam Trips / Press | 18 | - | - | - | - | - | - | - | - | - | - | - |
| Sales Calls/Trips | 3,047 | - | - | - | - | - | - | - | - | - | - | - |
| Trade Show | 1,295 | - | - | - | - | - | - | - | - | - | - | - |
| Benefit Events | 2,000 | - | - | - | - | - | - | - | - | - | - | - |
| Total Marketing Costs | 36,480 | 100,000 | 100,000 | 100,000 | - | 100,000 | - | 100,000 | 100,000 | 100,000 | 100,000 | 600,000 |

Town of Mountain Village
2010 Revised/2011 Proposed Budget and Long Term Financial Plan
Conference Center Fund
Schedule D- Non-Routine Repair & Maintenance & Capital Expenditures

| | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|---------------------------------------------------|---------------|---------------|----------------------------|---------------------------|------------------------------------|----------------------------|-------------------------------------|-----------------------|---------------|---------------|---------------|----------------|
| | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total |
| | | | | | | | | | | | | 2016-2021 |
| Non-Routine Repair & Maintenance | | | | | | | | | | | | |
| Linen and Skirting Replacement | 7,452 | - | - | - | - | - | - | - | - | - | - | - |
| Glass Replacement | - | - | - | - | - | - | - | - | - | - | - | - |
| Table Replacement | - | - | - | - | - | - | - | - | - | - | - | - |
| Lighting Repair | 1,737 | - | - | - | - | - | - | - | - | - | - | - |
| Ballroom Chair Replacement | - | - | - | - | - | - | - | - | - | - | - | - |
| TCC Office Space | - | - | - | - | - | - | - | - | - | - | - | - |
| Major Facility Repairs (1) | - | - | 20,000 | 20,000 | - | 20,000 | - | 20,000 | 20,000 | 20,000 | 20,000 | 120,000 |
| Total Non-Routine Repair & Maintenance | 9,189 | - | 20,000 | 20,000 | - | 20,000 | - | 20,000 | 20,000 | 20,000 | 20,000 | 120,000 |
| Capital Expenditures | | | | | | | | | | | | |
| General Capital | | | | | | | | | | | | |
| Equipment | 29,749 | 10,437 | - | - | - | - | - | - | - | - | - | - |
| Stage/Tents | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Capital Expenditures | 29,749 | 10,437 | - | - | - | - | - | - | - | - | - | - |

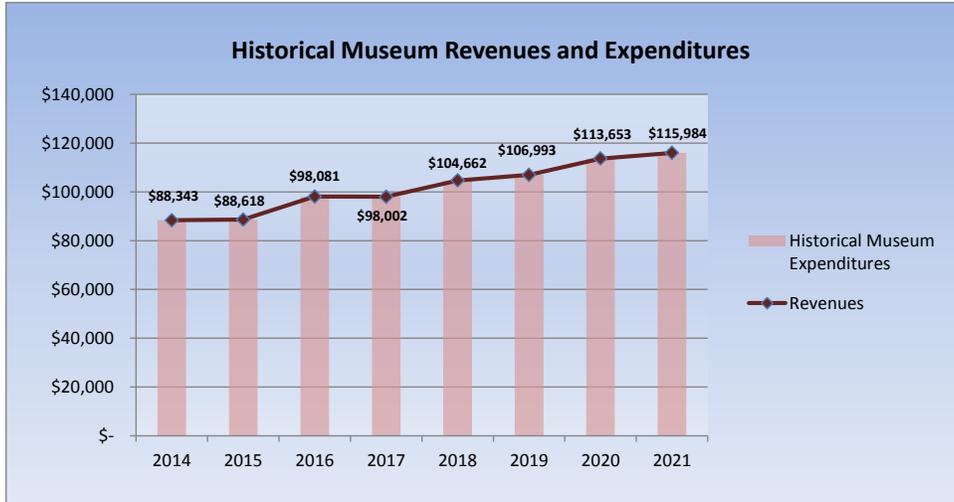
Notes:

Please Note: Plan does not include an allowance for any major remodels to the facility.

1. General allowance for non-routine repairs.

**TOWN OF MOUNTAIN VILLAGE
2017 BUDGET
HISTORICAL MUSEUM AND TOURISM FUNDS**

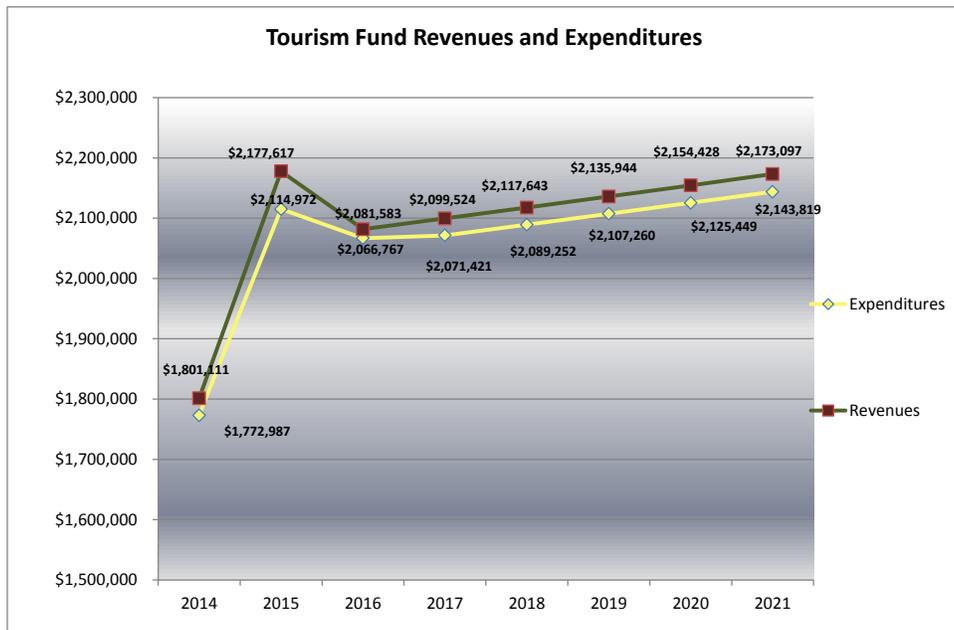
The Historical Museum Fund, which accounts for the proceeds of a .333 property tax mill levy as authorized by the Town’s electorate for remittance to the Telluride Historical Museum, a nonprofit entity.



Percentage Change in Expenditures

| Year Range | Percentage Change |
|------------|-------------------|
| 2014-2015 | 0.31% |
| 2015-2016 | 10.68% |
| 2016-2017 | -0.08% |
| 2017-2018 | 6.80% |
| 2018-2019 | 2.23% |
| 2019-2020 | 6.22% |
| 2020-2021 | 2.05% |

The Tourism Fund, which accounts for lodging taxes, restaurant taxes, and business license revenues remitted to the Marketing Telluride, Inc. (MTI) to promote tourism in the Telluride and Mountain Village Communities, and the Telluride/Montrose Regional Air Organization to fund the Airline Guaranty Program.



Percentage Change in Expenditures

| Year Range | Percentage Change |
|------------|-------------------|
| 2014-2015 | 19.29% |
| 2015-2016 | -2.28% |
| 2016-2017 | 0.23% |
| 2017-2018 | 0.86% |
| 2018-2019 | 0.86% |
| 2019-2020 | 0.86% |
| 2020-2021 | 0.86% |

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
Historical Museum Fund
Summary

| | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|-------------------------------------------------------|----------------|----------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|-----------------------|----------------|----------------|----------------|-----------------|
| | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Revenues | | | | | | | | | | | | |
| Historical Museum Property Tax at .333 Mills (Note 1) | 88,343 | 88,618 | 98,081 | 98,081 | - | 98,002 | (80) | 104,662 | 106,993 | 113,653 | 115,984 | 637,375 |
| Total Revenues | 88,343 | 88,618 | 98,081 | 98,081 | - | 98,002 | (80) | 104,662 | 106,993 | 113,653 | 115,984 | 637,375 |
| Expenditures | | | | | | | | | | | | |
| Historical Museum Funding | 86,573 | 86,842 | 96,120 | 96,120 | - | 96,042 | (78) | 102,569 | 104,853 | 111,380 | 113,664 | 624,627 |
| Treasurer's Fee (2%) To San Miguel County | 1,770 | 1,776 | 1,962 | 1,962 | - | 1,960 | (2) | 2,093 | 2,140 | 2,273 | 2,320 | 12,747 |
| Total Expenditures | 88,343 | 88,618 | 98,081 | 98,081 | - | 98,002 | (80) | 104,662 | 106,993 | 113,653 | 115,984 | 637,375 |
| Surplus / (Deficit) | - | - | - | - | - | - | - | - | - | - | - | - |
| Beginning Fund Balance, Jan 1 | - | - | - | - | - | - | - | - | - | - | - | - |
| Ending Fund Balance, Dec 31 | - | - | - | - | - | - | - | - | - | - | - | - |
| Assessed Valuation | 265,515 | 266,408 | 294,539 | 294,539 | - | 294,300 | (239) | 314,300 | 321,300 | 341,300 | 348,300 | |

Notes:

1. The .333 Historical Museum Mil Levy was approved by voters in November, 2004 and will be dedicated entirely to the Telluride Historical Museum.

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
Tourism Fund
Summary

| | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|-------------------------------------------------------------------|------------------|------------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|-----------------------|------------------|------------------|------------------|-------------------|
| | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Revenues | | | | | | | | | | | | |
| Lodging Taxes (1/2 of Lodging revenues) (Note 1) | 601,584 | 751,133 | 721,765 | 721,765 | - | 728,982 | 7,218 | 736,272 | 743,635 | 751,071 | 758,582 | 4,440,308 |
| Business License Fees (Note 2) | 270,572 | 281,898 | 277,546 | 277,546 | - | 277,546 | - | 277,546 | 277,546 | 277,546 | 277,546 | 1,665,273 |
| Airline Guaranty Lodging Taxes (Note 3) | 601,584 | 751,133 | 721,765 | 721,765 | - | 728,982 | 7,218 | 736,272 | 743,635 | 751,071 | 758,582 | 4,440,308 |
| Airline Guaranty Restaurant Taxes (Note 4) | 314,825 | 367,006 | 350,508 | 350,508 | - | 354,013 | 3,505 | 357,553 | 361,129 | 364,740 | 368,388 | 2,156,332 |
| Fees and Penalties | 12,546 | 26,448 | 10,000 | 10,000 | - | 10,000 | - | 10,000 | 10,000 | 10,000 | 10,000 | 60,000 |
| Total Revenues | 1,801,111 | 2,177,617 | 2,081,583 | 2,081,583 | - | 2,099,524 | 17,940 | 2,117,643 | 2,135,944 | 2,154,428 | 2,173,097 | 12,762,221 |
| Expenditures | | | | | | | | | | | | |
| Audit Fees | - | 2,500 | 2,500 | 2,500 | - | 2,500 | - | 2,500 | 2,500 | 2,500 | 2,500 | 15,000 |
| Economic Development Funding | | | | | | | | | | | | |
| MTI Funding - Lodging | 595,568 | 743,621 | 714,547 | 714,547 | - | 721,693 | 7,145 | 728,910 | 736,199 | 743,561 | 750,996 | 4,395,905 |
| MTI Funding - Business License | 254,337 | 264,984 | 260,893 | 260,893 | - | 260,893 | - | 260,893 | 260,893 | 260,893 | 260,893 | 1,565,357 |
| Other Entities (5) | - | - | 25,000 | 25,000 | - | - | (25,000) | - | - | - | - | 25,000 |
| Subtotal, Economic Development Funding | 849,906 | 1,011,105 | 1,002,940 | 1,002,940 | - | 985,085 | (17,855) | 992,302 | 999,591 | 1,006,953 | 1,014,389 | 6,001,261 |
| Additional Contributions to MTI (5) | - | 8,091 | 13,000 | 13,000 | - | 25,000 | 12,000 | 25,000 | 25,000 | 25,000 | 25,000 | 138,000 |
| Airline Guaranty Program Funding | | | | | | | | | | | | |
| Airline Guaranty Lodging Taxes (Note 3) | 589,553 | 736,110 | 707,329 | 707,329 | - | 714,403 | 7,073 | 721,547 | 728,762 | 736,050 | 743,410 | 4,351,502 |
| Airline Guaranty Restaurant Taxes (Note 4) | 308,528 | 359,666 | 343,498 | 343,498 | - | 346,933 | 3,435 | 350,402 | 353,906 | 357,446 | 361,020 | 2,113,206 |
| Subtotal, Airline Guaranty Program Funding | 898,081 | 1,095,776 | 1,050,828 | 1,050,828 | - | 1,061,336 | 10,508 | 1,071,949 | 1,082,669 | 1,093,495 | 1,104,430 | 6,464,707 |
| Additional Contributions to Airline Guaranty (5) | 25,000 | - | - | - | - | - | - | - | - | - | - | - |
| Total Expenditures | 1,772,987 | 2,114,972 | 2,066,767 | 2,066,767 | - | 2,071,421 | 4,654 | 2,089,252 | 2,107,260 | 2,125,449 | 2,143,819 | 12,603,968 |
| Excess Revenue over Expenditures | 28,124 | 62,645 | 14,816 | 14,816 | - | 28,102 | 13,287 | 28,392 | 28,684 | 28,980 | 29,278 | 158,252 |
| Other Financing Sources / (Uses) | | | | | | | | | | | | |
| Treasurer's Fee - 1% on Tourism Lodging Taxes | (6,016) | (7,511) | (7,218) | (7,218) | - | (7,290) | (72) | (7,363) | (7,436) | (7,511) | (7,586) | (44,403) |
| Treasurer's Fee - 6% of Tourism Business Licenses | (16,234) | (16,914) | (16,653) | (16,653) | - | (16,653) | - | (16,653) | (16,653) | (16,653) | (16,653) | (99,916) |
| Treasurer's Fee - 2% on Airline Guaranty Lodging Taxes | (12,032) | (15,023) | (14,435) | (14,435) | - | (14,580) | (144) | (14,725) | (14,873) | (15,021) | (15,172) | (88,806) |
| Treasurer's Fee - 2% on Airline Guaranty Restaurant Taxes | (6,296) | (7,340) | (7,010) | (7,010) | - | (7,080) | (70) | (7,151) | (7,223) | (7,295) | (7,368) | (43,127) |
| Transfers (to)/from the General Fund | 12,454 | (15,857) | 30,500 | 30,500 | - | 17,500 | (13,000) | 17,500 | 17,500 | 17,500 | 17,500 | 118,000 |
| Transfers from Other Funds | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Other Financing Sources / (Uses) | (28,124) | (62,645) | (14,816) | (14,816) | - | (28,102) | (13,287) | (28,392) | (28,684) | (28,980) | (29,278) | (158,252) |
| Surplus / (Deficit) after Other Financing Sources / (Uses) | - | - | - | - | - | - | - | - | - | - | - | - |

Notes:

1. Assumes a 1% annual increase in lodging tax receipts after 2016.
2. Assumes Business Licenses will stay steady. BL fees provides funding to marketing less a 6% administrative fee.
3. 1/2 of lodging tax provides funding to regional airline guaranty programs less a 2% admin fee and 1/2 of lodging tax provides funding for marketing less a 1% admin fee.
4. The tax of restaurant sales provides funding to regional airline guaranty programs less a 2% admin fee.
5. 2015 and beyond additional funding for MTI is for a guest services agent. 2016 additional funding is for Gay Ski Week.

**TOWN OF MOUNTAIN VILLAGE
2017 BUDGET
TOWN MANAGER PROGRAM NARRATIVE**

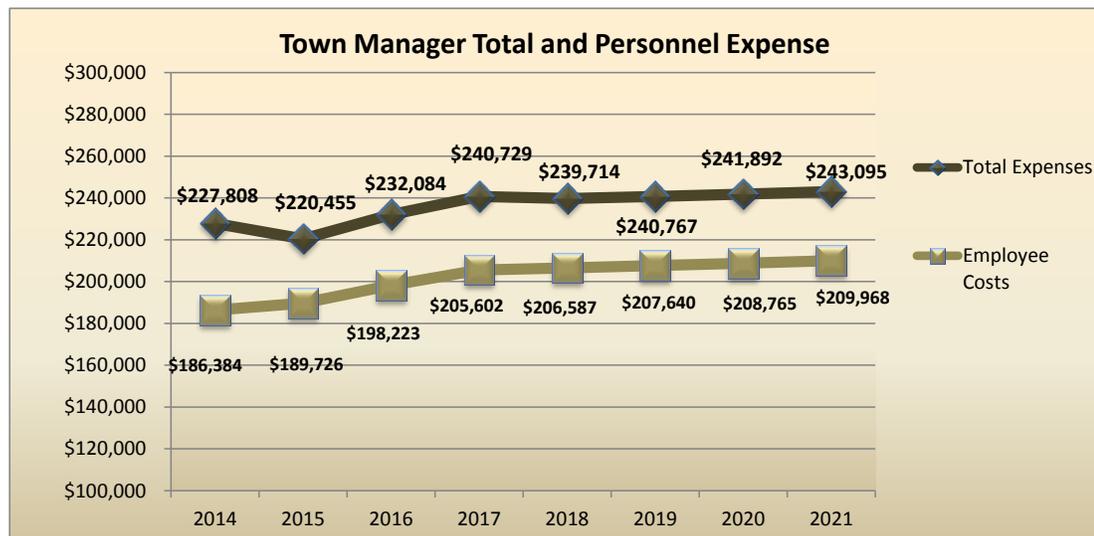
The Town Manager is responsible for the implementation of all Town Council policy decisions; direct Town operations efficiently; create an organizational culture that values employees and results in the delivery of excellent municipal services for the residents and visitors to Mountain Village in a cost effective manner.

DEPARTMENT GOALS

1. Ensure Town goals are met by achieving departmental goals through oversight and management
2. Responsible for retaining, managing and motivating Town staff
3. Provide a timely and informed response to public, staff and council, to inquiries regarding town services, issues and complaints through personal contact, telephone and electronic media
4. Ensure the long-term financial stability of the Town through strategic and effective management practices
5. Establish and maintain effective communication and working relationships with stakeholders vital to the long-term success of Mountain Village i.e. TSG, TMVOA, Town of Telluride, Telluride Tourism Board, Telluride Montrose Regional Air Organization, U.S. Forest Service and San Miguel County
6. Achieve budget goals
7. Support the Town's overall environmental programs

DEPARTMENT PERFORMANCE MEASURES

1. Achieve an average of 90% of each department's goals both semi-annually and annually
2. Achieve an overall employee satisfaction rating of 80% of employees as either "satisfied" or "very satisfied" on the annual employee survey (2010 = 44%, 2011 = 83%, 2012 = 82% , 2013 = 75%, 2014 = 82% and 2015 = 80%)
3. Provide a monthly report to council and staff on the status of key issues that require attention with action items, completion dates and responsible parties for reaching resolution on said issues. Respond to inquiries within 24 hours during the work week and by Monday for non-emergency weekend issues
4. Work with Council, the Audit, Finance and Budget Committee, Directors and Staff to develop an acceptable budget for adoption prior to the December 15th statutory requirement. Revise current budget and following year's budget to respond to any variable conditions while maintaining acceptable levels of reserves as determined by Council
5. Minimum of monthly meetings, correspondence and/or phone calls with each of the primary stakeholders: TSG, TMVOA, TOT, TTB, TMRAO, U.S. Forest Service and SMC staff that focus on short and long-term goals
6. Year-end expenditure totals do not exceed the adopted budget
7. Ensuring 100% of the departments have annual environmental goals and are participating in and supporting our town's overall environmental programs including meeting with the Environmental Director once/month for environmental updates and progress reports



| 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2018-2019 | 2019-2020 | 2020-2021 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| -3.23% | 5.28% | 3.72% | -0.42% | 0.44% | 0.47% | 0.50% |



ACHIEVEMENTS

1. **Budget**
 - Budget adopted pursuant to all requirements
2. **Prepare Goals/Performance Measures and Evaluations for Direct Reports**
 - 2016 measures and evaluation forms prepared prior to January 2016 with 2017 performance evaluations to be in place by year end
3. **Telluride Ski and Golf (“TSG”) and Town Partnership Objectives**
 - Partnership issues resolved in 2015:
 - Received all easements needed for the improvements in the Meadows that are scheduled to be constructed this summer. We have completed the bid process and awarded the contract to Williams Construction and construction will be complete early in the fall
 - TSG executed a quit claim deed for Access Tract F22-1 (Boulders Access Tract allowing for us to proceed with the Meadows improvement plan
 - Received executed easements for the back-up generator for the gondola
 - Boiler replacement at Gondola Plaza was completed
 - Received approval for the Gondola Plaza Maintenance Agreement with TSG and TMVOA
 - TSG executed the Disc Golf Course license agreement including the new alignment of golf holes to move the golf holes further from private residences
 - Granted a one year extension to the bike park license agreement
4. **Implementation of 2016 Energy Projects**
 - Completed over 5 improvements/incentive programs during 2016
 - By year end 2015 the Mountain Village government reduced our energy use and greenhouse gas emissions by 22% below 2010
5. **Regional Transit Authority**
 - Successfully brought the formation and funding ballot questions to the electors of Mountain Village, Telluride and San Miguel County
6. **Telluride Medical Center (TMC)**
 - Continued to work with TMC to receive our 404 wetland permit allowing for wetland impacts and mitigation in preparation for the construction of the new facility. Our team is hopeful that a 404 permit will be approved and issued prior to year-end 2016
7. **Employee Satisfaction Survey**
 - Conducted the sixth annual employee satisfaction survey with 88% of employees responding either “satisfied” or “very satisfied”. The year before I became Town Manager this same measure was at 44%. Since I have been Town Manager we have averaged 80%
8. **Planning and Development Services – Operating at a High Level**
 - New software was implemented and operational in the first quarter of 2016. Staffing was complete in early 2016. A small restructure was implemented by promoting a long time employee to senior planner with a shift to allow for an entry level planner. Said entry level planner was hired and on board in August

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
General Fund
Schedule C-2- Town Manager's Office

| | Ann. Inc. | Actual | | Annual Budgets | | | | Long Term Projections | | | | | |
|--------------------------------------|-----------|----------------|----------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|----------------|----------------|----------------|----------------|------------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Employee Costs | | | | | | | | | | | | | |
| Salaries & Wages (1) | | 139,090 | 141,452 | 145,696 | 147,111 | 1,415 | 152,995 | 5,884 | 152,995 | 152,995 | 152,995 | 152,995 | 912,087 |
| Health Benefits (4) | 7.00% | 12,463 | 12,888 | 12,915 | 13,172 | 257 | 13,172 | - | 14,094 | 15,080 | 16,136 | 17,266 | 88,919 |
| Dependent Health Reimbursement (5) | | - | - | - | - | - | - | - | - | - | - | - | - |
| Payroll Taxes (2) | | 21,772 | 21,807 | 22,408 | 22,626 | 218 | 23,531 | 905 | 23,531 | 23,531 | 23,531 | 23,531 | 140,279 |
| Retirement Benefits (3) | 9.00% | 12,287 | 12,715 | 13,113 | 13,240 | 127 | 13,770 | 530 | 13,770 | 13,770 | 13,770 | 13,770 | 82,088 |
| Workers Compensation | 5% | 76 | 88 | 105 | 1,200 | 1,095 | 1,260 | 60 | 1,323 | 1,389 | 1,459 | 1,532 | 8,162 |
| Other Employee/Wellness Benefits (6) | 0% | 695 | 775 | 795 | 875 | 80 | 875 | - | 875 | 875 | 875 | 875 | 5,250 |
| Subtotal, Employee Costs | | 186,384 | 189,726 | 195,032 | 198,223 | 3,191 | 205,602 | 7,379 | 206,587 | 207,640 | 208,765 | 209,968 | 1,236,785 |
| Grant Lobbying Fees (7) | | 18,000 | 18,000 | 18,000 | 18,000 | - | 18,000 | - | 18,000 | 18,000 | 18,000 | 18,000 | 108,000 |
| Professional Services | | 243 | - | - | - | - | - | - | - | - | - | - | - |
| Consulting Services | | 1,697 | 1,082 | 2,000 | 2,000 | - | 2,000 | - | - | - | - | - | 4,000 |
| EDDI Contingency | 4% | 9,929 | - | - | - | - | - | - | - | - | - | - | - |
| Communications | | 908 | 719 | 1,300 | 1,300 | - | 1,300 | - | 1,300 | 1,300 | 1,300 | 1,300 | 7,800 |
| Dues & Fees (8) | | 9,982 | 9,912 | 10,511 | 10,511 | - | 10,777 | 266 | 10,777 | 10,777 | 10,777 | 10,777 | 64,396 |
| Travel, Education, & Conferences | | - | 394 | 1,500 | 500 | (1,000) | 1,500 | 1,000 | 1,500 | 1,500 | 1,500 | 1,500 | 8,000 |
| Postage & Freight | 4% | - | - | - | - | - | - | - | - | - | - | - | - |
| General Supplies & Materials | | - | 166 | 500 | 500 | - | 500 | - | 500 | 500 | 500 | 500 | 3,000 |
| Business Meals | | 580 | 406 | 1,000 | 1,000 | - | 1,000 | - | 1,000 | 1,000 | 1,000 | 1,000 | 6,000 |
| Employee Appreciation | | 50 | 50 | 50 | 50 | - | 50 | - | 50 | 50 | 50 | 50 | 300 |
| Other Miscellaneous Expense | | 35 | - | - | - | - | - | - | - | - | - | - | - |
| Total Town Manager's Office | | 227,808 | 220,455 | 229,893 | 232,084 | 2,191 | 240,729 | 8,645 | 239,714 | 240,767 | 241,892 | 243,095 | 1,438,281 |

Notes:

1. Plan assumes the following staffing level

| | Actual 2014 | Actual 2015 | Original 2016 | Revised 2016 | Variance | Proposed 2017 | Variance | Projected 2018 | Projected 2019 | Projected 2020 | Projected 2021 |
|--------------------|-------------|-------------|---------------|--------------|-------------|---------------|-------------|----------------|----------------|----------------|----------------|
| Manager | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | 1.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Deputy Clerk | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Staff | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | 1.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |

2. PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.68%.

3. Retirement benefits consists of matching employee 401k contributions from 1% to 9%.

4. Projected health care costs in 2017 are \$13,172 annually per FTE and are anticipated to increase at a rate of 7% annually. FTE rates are affected by dependent health care options.

5. Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.

6. Plan assumes ski pass cost to be \$875 per FTE for the 2016-2017 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$815.

7. Estimated annual retainer for outside lobbying firm, plus expenses.

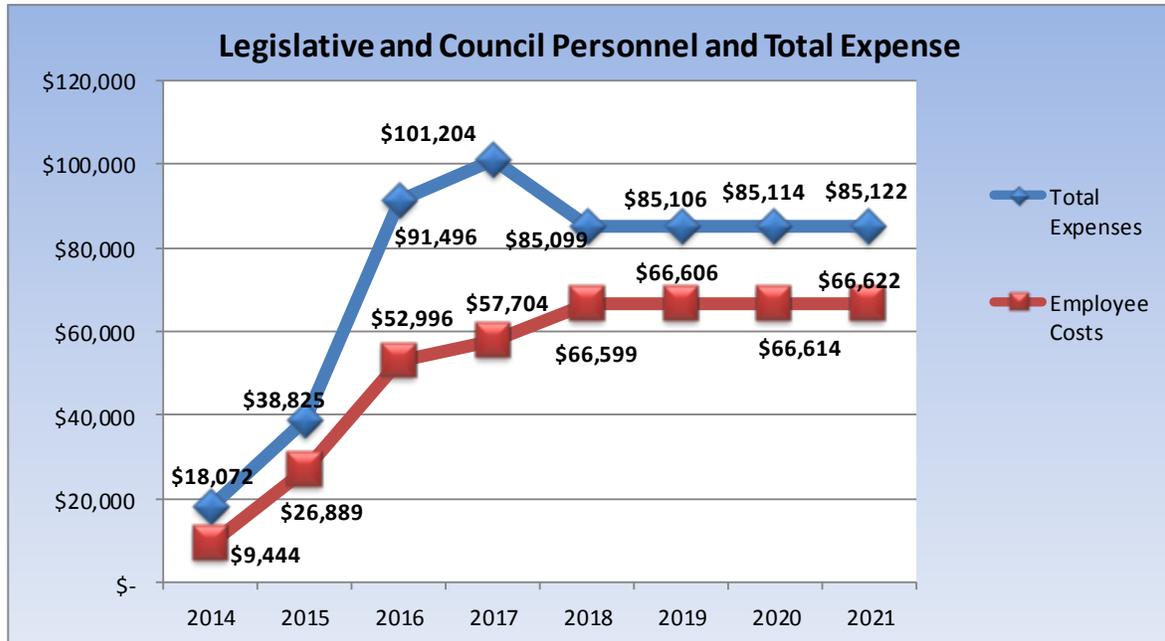
8. Plan assumes dues and fees will be incurred for the following in 2017,

| | |
|------------------------------|---------------|
| CASTA | 1,800 |
| CML | 5,156 |
| Region 10 | 1,395 |
| CAST | 2,426 |
| Miscellaneous | - |
| Total Dues & Fees | 10,777 |

**TOWN OF MOUNTAIN VILLAGE
2017 BUDGET NARRATIVE
LEGISLATIVE/COUNCIL**

Town Council is comprised of a Mayor and six Council Members. Compensation for members elected on June 30, 2015 is \$400/month for Council members and \$800/month for the Mayor per Ordinance 2015-04. These members also receive \$186/month toward basic water, sewer, cable and internet services. Previous members (3) earn \$50/month and generally these members elect to donate that compensation for charitable purposes. After the election in June 2017, all Council members will be compensated equally.

The Mayor and Council may travel to CML, CAST or other meetings and trainings.



| Year Range | Percentage Change |
|------------|-------------------|
| 2014-2015 | 114.83% |
| 2015-2016 | 135.67% |
| 2016-2017 | 10.61% |
| 2017-2018 | -15.91% |
| 2018-2019 | 0.01% |
| 2019-2020 | 0.01% |
| 2020-2021 | 0.01% |

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
General Fund
Schedule C-1- Legislative & Council

| | Ann. Inc. | Actual | | Annual Budgets | | | | | Long Term Projections | | | | Total 2016-2021 | |
|---------------------------------|--------------|---------------|---------------|----------------------------|---------------------------|------------------------------------|----------------------------|-------------------------------------|-----------------------|---------------|---------------|---------------|--------------------|--|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | | |
| Employee Costs | | | | | | | | | | | | | | |
| Council Wages (1) | 0% | 5,150 | 18,730 | 32,800 | 32,800 | - | 32,100 | (700) | 38,400 | 38,400 | 38,400 | 38,400 | 218,500 | |
| Payroll Taxes (2) | | 230 | 2,421 | 5,431 | 5,431 | - | 5,465 | 34 | 6,476 | 6,476 | 6,476 | 6,476 | 36,798 | |
| Workers Compensation | 5% | 89 | 33 | 133 | 133 | - | 139 | 7 | 146 | 154 | 161 | 169 | 903 | |
| Ski Pass & Other Benefits (3) | 0% | 3,975 | 5,705 | 14,633 | 14,633 | - | 20,000 | 5,367 | 21,577 | 21,577 | 21,577 | 21,577 | 120,940 | |
| Subtotal, Employee Costs | | 9,444 | 26,889 | 52,996 | 52,996 | - | 57,704 | 4,708 | 66,599 | 66,606 | 66,614 | 66,622 | 377,141 | |
| Communications | | 698 | 480 | 500 | 500 | - | 500 | - | 500 | 500 | 500 | 500 | 3,000 | |
| Consulting (6) | | - | - | 50,000 | 25,000 | (25,000) | 25,000 | - | - | - | - | - | 50,000 | |
| Travel, Education & Training | | 1,306 | 1,117 | 7,500 | 2,500 | (5,000) | 7,500 | 5,000 | 7,500 | 7,500 | 7,500 | 7,500 | 40,000 | |
| General Supplies & Materials | | 580 | 1,423 | 500 | 500 | - | 500 | - | 500 | 500 | 500 | 500 | 3,000 | |
| Business Meals (4) | | 5,884 | 6,084 | 9,500 | 9,500 | - | 9,500 | - | 9,500 | 9,500 | 9,500 | 9,500 | 57,000 | |
| Special Occasion Expense (5) | | 160 | 2,832 | 500 | 500 | - | 500 | - | 500 | 500 | 500 | 500 | 3,000 | |
| Total Town Council | | 18,072 | 38,825 | 121,496 | 91,496 | (30,000) | 101,204 | 9,708 | 85,099 | 85,106 | 85,114 | 85,122 | 533,141 | |

Notes:

1. Town Council is comprised of a Mayor and six Council Members. Compensation for members elected on June 30, 2015 is \$400/month for Council members and \$800/month for the Mayor per Ordinance 2015-04. Previous members (3) earn \$50/month and generally these members elect to donate that compensation for charitable purposes.
2. PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.68%.
3. Each Councilmember is eligible for a ski pass. Members elected after June 2015 are also eligible for \$186/month toward basic water, sewer, cable and internet services.
4. Includes hosting of Tri-agency meal annually.
5. 2015 Expense, 20th anniversary party.
6. Special municipal benchmarking consultant (2016) and compensation study (2017)

**TOWN OF MOUNTAIN VILLAGE
2017 BUDGET
ADMINISTRATION AND TOWN CLERK**

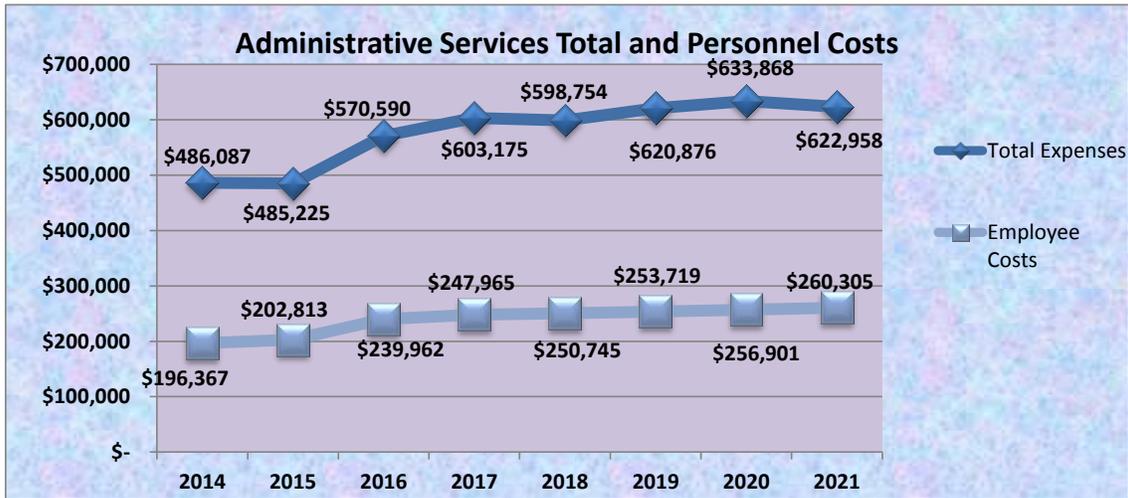
The office of Administration and Town Clerk is responsible for providing services to the public including voter registration, elections, coordination of Town Council meetings and documentation, official Town records, website maintenance, telephone system management, building maintenance coordination, information requests, special projects and liquor licensing.

DEPARTMENT GOALS

1. Prepare all Town Council documentation and oversee coordination of meeting schedules
2. Maintain Town documents and respond to CORA requests
3. Liquor license administration
4. Website maintenance and phone system management
5. Monitor Town contracts, agreements and leases for compliance
6. Operate the department within budget
7. Provide professional and polite customer service, office management and maintenance supervision
8. Provide ongoing updates to the Town Code to keep it current after new legislation is passed
9. Continuing education for Town Clerk, Deputy Town Clerk and Administrative Services Coordinator as needed
10. Purge all digital records required by the records retention schedule
11. Operate the department in an environmentally sustainable and sensitive manner including the responsible use of electricity, natural gas, fuel, paper, water, and chemicals

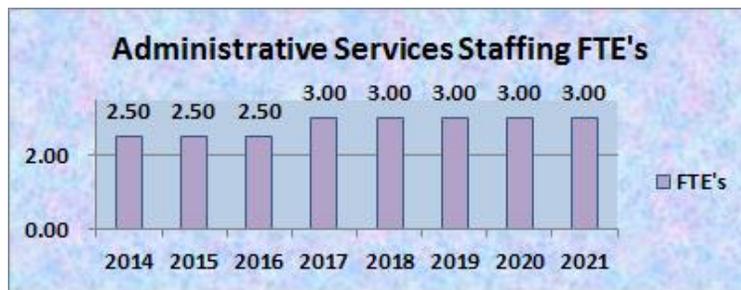
DEPARTMENT PERFORMANCE MEASURES

1. Produce Town Council packets, minutes and agendas on at least a monthly basis by deadlines set forth in the SOP's for the Administrative Services/Clerk's Department and coordinate meeting schedules to accommodate interested parties and members of Town Council
2. Maintain all Town Administrative documents in a document management system according to the adopted retention schedule; work to continue to incorporate Finance, Planning and Development Services, Human Resources, Plazas & Environmental Services and Public Works in 2017
3. Research, evaluate and prepare all liquor license applications accurately and in time for inclusion in Council packets for Town Council consideration. Process applications that allow for administrative approval. Ensure all existing liquor licenses are properly monitored for compliance. Stay current on new rules, regulations and legislation.
4. Provide all in-house phone system and website maintenance accurately within 48 hours of request
5. Coordinate with the Town Attorney for review, evaluation and administration of all Town contracts agreements and leases related to the functions of the Administration Department to ensure compliance with said documents. Enter new contracts into Getting Legal Done software and set reminders for contract milestones.
6. Operate all areas of Administrative Services, including the Office of the Town Clerk, Human Resources, Marketing & Business Development and Mountain Munchkins within the approved budget
7. Assist and direct members of the public requesting information or assistance from Town Departments by responding within 3 days pursuant to open records laws. If a complex request is received, evaluate and provide notification that the request will be filled within 7 business days. Manage issues related to Town Hall operations including audio visual equipment, incoming and outgoing mail distribution, copy machines, fax machines, janitorial services and building maintenance by responding to requests either same day or within one business day
8. Update the Town Code on a monthly basis following the effective date of each adopted ordinance to ensure the Town Code published on the website is always current
9. Complete any needed ongoing training and plan for training and education of Deputy Town Clerk as well as continuing education for the Town Clerk.
10. Pursuant to records retention requirements and in order to protect the Town from potential litigation by retaining records outside of the required time frames of the records retention schedule, purge all digital records required by the records retention schedule annually.
11. In conjunction with the Environmental Services Department, monitor departmental usage of paper, fuel, energy, and water. Implement at least one conservation measure in at least one category of use.



Percentage Change in Expenditures

| 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2018-2019 | 2019-2020 | 2020-2021 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| -0.18% | 17.59% | 5.71% | -0.73% | 3.69% | 2.09% | -1.72% |



DEPARTMENT ACHIEVEMENTS 2016

1. 100% compliance and completion of the production of packets, minutes and agendas for 15 Town Council meetings according to SOP deadlines and requirements
2. 100% of administrative records are current within the requirements of the adopted records retention schedule. Planning and Development Services, Finance and Human Resources are using Paperpervision. 100 % compliant with deadlines for responding to CORA requests for information and the seven day response for complex requests
3. Coordinated election was conducted in November 2016.
4. 100% of liquor licenses were processed pursuant to required deadlines and all licenses are compliant with state and local requirements
5. 100% of in-house phone and website maintenance were performed within 48 hours of any given request
6. Monitored contracts, agreements and leases for compliance. Continued to implement new software *Getting Legal Done* to assist with contract management goals.
7. Reduced administrative services budget from the original budget of \$583,794 to \$581,646 and all other departments under Administration – Human Resources, Mountain Munchkins and Marketing & Business Development came in under budget.
8. 100% compliant with the one business day response time for issues with Town Hall operations
9. Town Code is current as of 10/14/2016
10. Deputy Clerk completed Town-wide training with Karen Main and various webinars. Town Clerk attended Supervisor Training and Teambuilding with Karen Main and the annual CMCA Conference. Administrative Services Coordinator completed the Town-wide training with Karen Main, Business Writing, Administrative Assistant’s Conference, and The Efficient Admin – Time Management and Microsoft Office Skills online course and various other webinars.
11. 100% of all digital records required to be purged by the records retention schedule have been purged by September 2016 and 100% of all paper documents allowed to be destroyed by State Archivist destroyed by year end 2016.
12. Implemented use of green cleaning products and recycled paper and pens. Staff strives to reduce, reuse and recycle daily.

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
General Fund
Schedule C-3- Administrative Services (Clerk)

| | Ann. Inc. | Actual | | Annual Budgets | | | | Long Term Projections | | | | | |
|--------------------------------------------|-----------|----------------|----------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|----------------|----------------|----------------|----------------|------------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Employee Costs | | | | | | | | | | | | | |
| Salaries & Wages (1) | | 141,155 | 144,147 | 168,097 | 168,097 | - | 174,781 | 6,684 | 174,781 | 174,781 | 174,781 | 174,781 | 1,042,001 |
| Health Benefits (4) | 7.00% | 31,159 | 32,771 | 38,744 | 39,515 | 771 | 39,515 | - | 42,281 | 45,241 | 48,408 | 51,797 | 266,758 |
| Dependent Health Reimbursement (5) | | (3,539) | (3,046) | (3,378) | (3,378) | - | (3,378) | - | (3,378) | (3,378) | (3,378) | (3,378) | (20,268) |
| Payroll Taxes (2) | | 21,272 | 21,846 | 25,853 | 25,853 | - | 26,881 | 1,028 | 26,881 | 26,881 | 26,881 | 26,881 | 160,260 |
| Retirement Benefits (3) | 4.16% | 4,392 | 4,550 | 6,911 | 6,987 | 77 | 7,265 | 278 | 7,265 | 7,265 | 7,265 | 7,265 | 43,313 |
| Workers Compensation | 5% | 191 | 220 | 262 | 262 | - | 275 | 13 | 289 | 304 | 319 | 335 | 1,784 |
| Other Employee/Wellness Benefits (6) | 0% | 1,738 | 2,325 | 1,988 | 2,625 | 638 | 2,625 | - | 2,625 | 2,625 | 2,625 | 2,625 | 15,750 |
| Subtotal, Employee Costs | | 196,367 | 202,813 | 238,477 | 239,962 | 1,485 | 247,965 | 8,003 | 250,745 | 253,719 | 256,901 | 260,305 | 1,509,597 |
| Technical Expenditures & Technical Support | | 157,025 | 156,481 | 192,590 | 178,873 | (13,717) | 202,960 | 24,087 | 202,673 | 214,137 | 228,159 | 205,946 | 1,232,749 |
| Consultant Services | | - | - | 2,500 | 2,500 | - | 2,500 | - | 2,500 | 2,500 | 2,500 | 2,500 | 15,000 |
| Janitorial | | 16,419 | 15,413 | 17,500 | 17,500 | - | 17,500 | - | 17,500 | 17,500 | 17,500 | 17,500 | 105,000 |
| Facility Expenses (HOA Dues) | | 27,399 | 17,273 | 27,040 | 27,040 | - | 27,040 | - | 27,040 | 27,040 | 27,040 | 27,040 | 162,240 |
| HVAC Maintenance | | 54 | - | 3,500 | 3,500 | - | 3,500 | - | 3,500 | 3,500 | 3,500 | 3,500 | 21,000 |
| Security Monitoring | | 453 | 279 | 395 | 395 | - | 395 | - | 395 | 395 | 395 | 395 | 2,370 |
| Phone Maintenance | | 665 | 1,045 | 800 | 800 | - | 800 | - | 800 | 800 | 800 | 800 | 4,800 |
| Elevator Maintenance | | 2,862 | 3,414 | 4,500 | 4,500 | - | 4,500 | - | 4,500 | 4,500 | 4,500 | 4,500 | 27,000 |
| AV Repair/Maintenance | | 4,154 | 3,753 | 1,000 | 3,000 | 2,000 | 2,500 | (500) | 1,000 | 2,000 | 1,000 | 2,000 | 11,500 |
| Equipment Rental/Lease | | 10,851 | 9,105 | 11,550 | 11,550 | - | 11,550 | - | 11,550 | 11,550 | 11,550 | 11,550 | 69,300 |
| Communications | | 14,216 | 16,126 | 16,100 | 16,100 | - | 16,100 | - | 16,100 | 16,100 | 16,100 | 16,100 | 96,600 |
| Election Expenses | | - | 5,242 | - | 5,000 | 5,000 | 5,000 | - | - | 5,000 | - | 5,000 | 20,000 |
| Public Noticing | | 155 | 145 | 750 | 750 | - | 750 | - | 750 | 750 | 750 | 750 | 4,500 |
| Recording Fees | | - | 175 | 100 | 100 | - | 100 | - | 100 | 100 | 100 | 100 | 600 |
| Dues & Subscriptions | | 285 | 460 | 600 | 600 | - | 600 | - | 600 | 600 | 600 | 600 | 3,600 |
| Travel, Education, & Conferences | | 3,290 | 2,965 | 2,500 | 5,000 | 2,500 | 3,500 | (1,500) | 1,500 | 1,500 | 1,500 | 1,500 | 14,500 |
| Postage and Freight | | 1,892 | 1,842 | 1,500 | 1,500 | - | 1,500 | - | 1,500 | 1,500 | 1,500 | 1,500 | 9,000 |
| General Supplies & Materials | | 3,114 | 4,003 | 6,500 | 5,500 | (1,000) | 6,500 | 1,000 | 6,500 | 6,500 | 6,500 | 6,500 | 38,000 |
| Business Meals | | 365 | 277 | 500 | 750 | 250 | 750 | - | 750 | 750 | 750 | 750 | 4,500 |
| Employee Appreciation | | 745 | 590 | 300 | 300 | - | 300 | - | 300 | 300 | 300 | 300 | 1,800 |
| Books & Periodicals | | - | 58 | - | - | - | - | - | - | - | - | - | - |
| Utilities - Natural Gas | 5% | 5,644 | 5,428 | 8,193 | 6,000 | (2,193) | 6,300 | 300 | 6,615 | 6,946 | 7,293 | 7,658 | 40,811 |
| Utilities - Electric | 7% | 16,819 | 14,832 | 20,330 | 15,000 | (5,330) | 16,050 | 1,050 | 17,174 | 18,376 | 19,662 | 21,038 | 107,299 |
| Utilities - Water | 2% | 6,220 | 6,410 | 7,258 | 7,258 | - | 7,403 | 145 | 7,551 | 7,702 | 7,856 | 8,013 | 45,782 |
| Internet Services | | 17,095 | 17,095 | 17,112 | 17,112 | - | 17,112 | - | 17,112 | 17,112 | 17,112 | 17,112 | 102,672 |
| Total Administrative Services | | 486,087 | 485,225 | 581,594 | 570,590 | (11,004) | 603,175 | 32,585 | 598,754 | 620,876 | 633,868 | 622,958 | 3,650,220 |

Notes:

1. Plan assumes the following staffing level

| | Actual 2014 | Actual 2015 | Original 2016 | Revised 2016 | Variance | Proposed 2017 | Variance | Projected 2018 | Projected 2019 | Projected 2020 | Projected 2021 |
|---------------------------------------|-------------|-------------|---------------|--------------|-------------|---------------|-------------|----------------|----------------|----------------|----------------|
| Town Clerk/Director of Administration | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | 1.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Deputy Clerk | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Deputy Clerk | 0.50 | 0.00 | 1.00 | 1.00 | 0.00 | 1.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Administrative Assistant | 0.00 | 0.50 | 1.00 | 1.00 | 0.00 | 1.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Staff | 2.50 | 2.50 | 3.00 | 3.00 | 0.00 | 3.00 | 0.00 | 3.00 | 3.00 | 3.00 | 3.00 |

2. PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.68%.

3. Retirement benefits consists of matching employee 401k contributions from 1% to 9%.

4. Projected health care costs in 2017 are \$13,172 annually per FTE and are anticipated to increase at a rate of 7% annually. FTE rates are affected by dependent health care options.

5. Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.

6. Plan assumes ski pass cost to be \$875 per FTE for the 2016-2017 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$815.

TOWN OF MOUNTAIN VILLAGE

2017 BUDGET

LEGAL DEPARTMENT PROGRAM NARRATIVE

The Town has entered into a professional services contract with J. David Reed, P.C., Attorney at Law, whereby the Town receives general legal counsel and services as Director of the Town’s legal department. Services to be provided include drafting, review, and approval of contracts, MOU’s, IGA’s, ordinances and resolutions, etc. Mr. Reed or staff from his firm will also attend Town Council meetings, Design Review Board meetings and staff meetings. This contract also includes participation in negotiations, legal oversight to staff, employment law advice, keeping the town abreast of changes in laws affecting municipalities and other matters, as the Town may deem necessary and appropriate.

DEPARTMENT GOALS

1. Provide high quality and timely legal services to Town Council and staff under general contract.
2. Provide litigation services as deemed necessary by Town Council.
3. Departments shall stay within budget but see number 2 below.

DEPARTMENT PERFORMANCE MEASURES

1. Maintain office hours in Town Hall, four days per week; attend staff, DRB, and Town Council meetings.
2. Defend the Town of Mountain Village against lawsuits. This is the most difficult line item of the legal budget to forecast. Litigation may or may not occur in any given year. If it does occur it is very capital intensive and depending on when in the budget year it occurs, the litigation budget line item for that budget year may or may not be reliable.
3. Department year end expenditure totals do not exceed the adopted budget.



| Year Range | Percentage Change |
|------------|-------------------|
| 2014-2015 | 19.78% |
| 2015-2016 | 3.75% |
| 2016-2017 | -2.52% |
| 2017-2018 | -0.55% |
| 2018-2019 | 3.39% |
| 2019-2020 | 3.45% |
| 2020-2021 | 3.50% |

Town of Mountain Village
 2016 Revised/2017 Proposed Budget and Long Term Financial Plan
 General Fund
 Schedule C-6- Town Attorney's Office

| | Ann. Inc. | Actual | | Annual Budgets | | | | | Long Term Projections | | | | | |
|-------------------------------------|--------------|----------------|----------------|----------------------------|---------------------------|------------------------------------|----------------------------|-------------------------------------|-----------------------|----------------|----------------|----------------|--------------------|---------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 | |
| General Legal | | | | | | | | | | | | | | |
| Outside Counsel (Specialists) | | - | 12,180 | 15,000 | 15,000 | - | 15,000 | - | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 90,000 |
| Legal -General | 5% | 292,423 | 265,927 | 325,041 | 325,041 | - | 341,293 | 16,252 | 358,358 | 376,276 | 395,089 | 414,844 | 2,210,900 | |
| Litigation | | 53,909 | 62,760 | 54,636 | 54,636 | - | 54,636 | - | 54,636 | 54,636 | 54,636 | 54,636 | 327,818 | |
| Lot 50/51 Oversight | | - | - | - | - | - | - | - | - | - | - | - | - | |
| Lot 50/51 - General | | 722 | - | - | - | - | - | - | - | - | - | - | - | |
| Extraordinary Items | | | | | | | | | | | | | | |
| General | | 91,240 | 184,129 | 100,000 | 150,000 | 50,000 | 120,000 | (30,000) | 100,000 | 100,000 | 100,000 | 100,000 | 670,000 | |
| Comp Plan | | - | - | - | - | - | - | - | - | - | - | - | - | |
| Other Expenses | | | | | | | | | | | | | | |
| General Supplies | | - | - | - | - | - | - | - | - | - | - | - | - | |
| Cell Phone | | - | - | - | - | - | - | - | - | - | - | - | - | |
| Dues & Subscriptions | | - | - | - | - | - | - | - | - | - | - | - | - | |
| Travel, Education & Training | | - | - | - | - | - | - | - | - | - | - | - | - | |
| Business Meals | | - | - | - | - | - | - | - | - | - | - | - | - | |
| Employee Appreciation | | - | - | - | - | - | - | - | - | - | - | - | - | |
| Total Town Attorney's Office | | 438,293 | 524,997 | 494,677 | 544,677 | 50,000 | 530,929 | (13,748) | 527,994 | 545,912 | 564,726 | 584,480 | 3,298,718 | |

**TOWN OF MOUNTAIN VILLAGE
2017 BUDGET
HUMAN RESOURCES DEPARTMENT PROGRAM NARRATIVE**

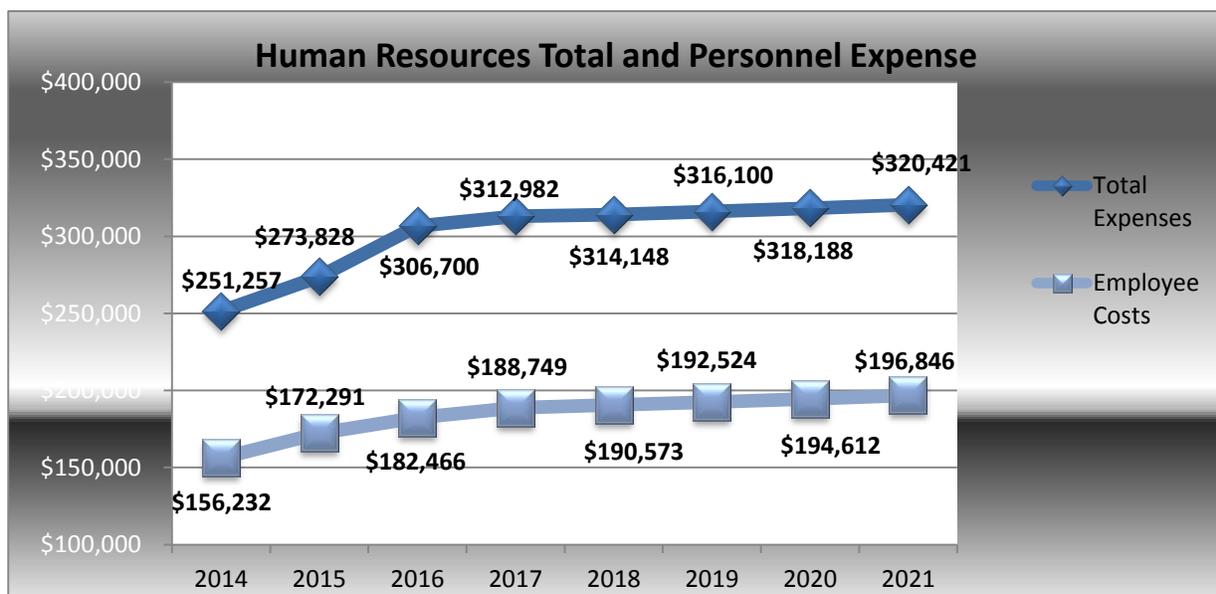
Human Resources provides the organizational framework that promotes teamwork, productivity, efficiency, guest service and safety.

DEPARTMENT GOALS

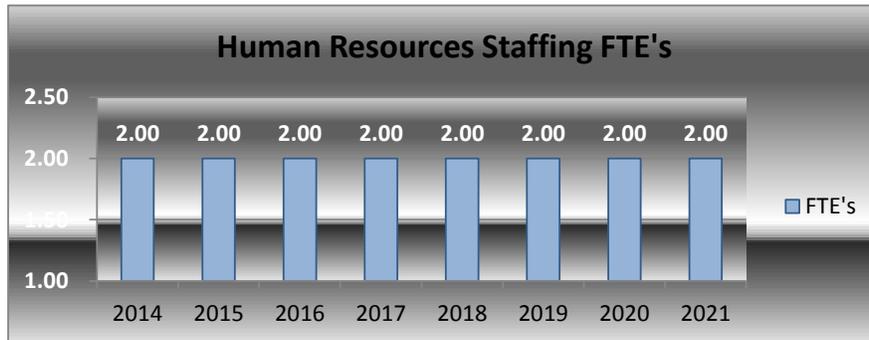
1. Administer and enforce town policies in compliance with state/federal laws and town goals
2. Assure compliance with the town’s drug & alcohol policies in compliance with DOT regulations
3. Operate the department in an environmentally sustainable and sensitive manner including the responsible use of electricity, natural gas, fuel, paper, water, and chemicals
4. Prepare and stay within the HR department’s approved budget. Actively seek opportunities to optimize financial costs when making decisions.
5. Maintain personnel files in compliance with the Colorado Retention Schedule and ensure accurate information for payroll processing
6. Assist management with timely and lawful recruitment processes to maintain proper staffing levels
7. Oversee the Safety Committee, workers compensation, and safety programs to provide a safe workplace and minimize workplace injuries
8. Administer attractive benefits and compensation package to attract and retain high-performing, well-qualified employees
9. Assist management with evaluating staff and conducting performance reviews
10. Coordinate staff training and employee professional development opportunities

PERFORMANCE MEASURES

1. Annually update employee handbook, policies & procedures, and housing allowances. Continue ongoing communication/training with MSEC, CIRSA, and Pinnacol regarding policies & procedures. Review unemployment claims, workers compensation claims, and personnel actions
2. Complete pre-employment testing for all new hires; ensure random, reasonable suspicion, and complete post-accident testing as appropriate with all associated paperwork in compliance with the DOT and non-DOT policies; conduct required training for employees and supervisors
3. Track and seasonally monitor departmental paper, fuel, energy, water, and/or chemical usages. Provide additional resources to employees.
4. Prepare and stay within the HR Department’s approved budget amount. Actively seeks opportunities to optimize financial costs and investments when making decisions. Department year end expenditure totals do not exceed the adopted budget.
5. Maintain all employee files in accordance with the record retention schedule and audit compliance. Process all new hire paperwork on or before the first day of work. Annual Motor Vehicle Review
6. Assist management with hiring process. Track time to hire, sources of candidates, cost of hire, retention rates, number of vacancies,
7. Oversee the monthly safety committee meetings, safety inspections, and safety & loss control programs. Process workers compensation claims within 48 hours. Investigate accidents and coordinate with management to implement safety measures. Administer safety incentives for an accident free workplace (to include 1-yr accident free awards, team safety bucks, & lottery tickets). Utilize the return to work program after injuries to further reduce costs.
8. Administer benefit agreements and assist employees in the program utilization. Conduct an annual review of compensation and benefits and look to reduce benefit expenses. Conduct annual employee satisfaction survey with overall results greater than 80% and no individual category below 70%.
9. Annual performance reviews completed for all year round employees; seasonal evaluations completed; ongoing performance documentation completed and on time.
10. Assist department heads in meeting training requirements on time. Conduct new employee orientation for all employees. Schedule employee meetings and ongoing training regarding guest service, safety, policies, and benefits. Assist with succession planning. Administer Guest Service Awards.



| Percentage Change in Expenditures | | | | | | |
|-----------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2018-2019 | 2019-2020 | 2020-2021 |
| 8.98% | 12.00% | 2.05% | 0.37% | 0.62% | 0.66% | 0.70% |



2016 ACHIEVEMENTS

1. Employee satisfaction survey showed that 88% of employees are 'satisfied' or 'very satisfied' with TMV employment
2. The Employee Housing Program was developed by the HR Coordinator and provides furnished housing units for 8 seasonal TMV employees.
3. TMV received the CIRSA Loss Prevention Award for low property casualty claims/ claims costs
4. Workers Compensation premiums were \$27,500 lower than 2015 premiums
5. Workers compensation modifier rate is the lowest it has been in over thirteen years at 0.74 resulting in \$71,434 in savings
6. Maintaining workers compensation Cost Containment Certification resulted in an additional \$11,400 in savings
7. NO INCREASE to Health Insurance premiums for 2017
8. The HR Coordinator is now certified to conduct drug testing in house which provides quicker results and resulting and cost savings
9. Hosted successful 3rd annual employee recreation day
10. Provided employee and supervisor training with Karen Main, Innovations in Training

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
General Fund
Schedule C-5- Human Resources Department

| | Ann. Inc. | Actual | | Annual Budgets | | | | Long Term Projections | | | | | |
|-----------------------------------------|-----------|----------------|----------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|----------------|----------------|----------------|----------------|------------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Employee Costs | | | | | | | | | | | | | |
| Salaries & Wages (1) | | 111,071 | 121,239 | 125,044 | 128,674 | 3,630 | 133,822 | 5,148 | 133,822 | 133,822 | 133,822 | 133,822 | 797,783 |
| Health Benefits (4) | 7.00% | 20,678 | 25,777 | 25,898 | 25,898 | - | 25,898 | - | 27,711 | 29,651 | 31,726 | 33,947 | 174,831 |
| Dependent Health Reimbursement (5) | | (2,888) | (2,603) | (2,160) | (2,160) | - | (2,160) | - | (2,160) | (2,160) | (2,160) | (2,160) | (12,960) |
| Payroll Taxes (2) | | 16,772 | 18,354 | 19,232 | 19,790 | 558 | 20,582 | 792 | 20,582 | 20,582 | 20,582 | 20,582 | 122,699 |
| Retirement Benefits (3) | 6.45% | 7,969 | 7,824 | 8,971 | 8,303 | (668) | 8,636 | 332 | 8,636 | 8,636 | 8,636 | 8,636 | 51,481 |
| Workers Compensation | 5% | 224 | 176 | 211 | 211 | - | 222 | 11 | 233 | 244 | 257 | 269 | 1,436 |
| Other Employee Benefits (6) | 0% | 2,407 | 1,525 | 1,590 | 1,750 | 160 | 1,750 | - | 1,750 | 1,750 | 1,750 | 1,750 | 10,500 |
| Subtotal, Employee Costs | | 156,232 | 172,291 | 178,786 | 182,466 | 3,680 | 188,749 | 6,282 | 190,573 | 192,524 | 194,612 | 196,846 | 1,145,769 |
| Agency Compliance (7) | | 4,696 | 2,904 | 4,300 | 4,300 | - | 4,300 | - | 4,300 | 4,300 | 4,300 | 4,300 | 25,800 |
| Employee Assistance Program | | 2,001 | 2,373 | 3,485 | 3,485 | - | 3,485 | - | 3,485 | 3,485 | 3,485 | 3,485 | 20,910 |
| Life Insurance | | 23,840 | 23,783 | 33,203 | 27,203 | (6,000) | 27,203 | - | 27,203 | 27,203 | 27,203 | 27,203 | 163,218 |
| Safety Committee | | 4,085 | 5,272 | 5,252 | 5,252 | - | 5,252 | - | 5,252 | 5,252 | 5,252 | 5,252 | 31,512 |
| Employee Functions | | 7,816 | 7,168 | 8,500 | 8,500 | - | 8,500 | - | 8,500 | 8,500 | 8,500 | 8,500 | 51,000 |
| Ultipro Support Fees | | 34,483 | 27,446 | 35,000 | 35,000 | - | 35,000 | - | 35,000 | 35,000 | 35,000 | 35,000 | 210,000 |
| Communications | | 603 | 604 | 1,316 | 1,316 | - | 1,316 | - | 658 | 658 | 658 | 658 | 5,262 |
| Recruiting | | 7,612 | 18,788 | 13,000 | 16,000 | 3,000 | 16,000 | - | 16,000 | 16,000 | 16,000 | 16,000 | 96,000 |
| Dues & Fees (8) | | - | 5,209 | 6,300 | 6,300 | - | 6,300 | - | 6,300 | 6,300 | 6,300 | 6,300 | 37,800 |
| Travel, Education, & Conferences (9) | | 7,640 | 1,218 | 11,000 | 11,000 | - | 11,000 | - | 11,000 | 11,000 | 11,000 | 11,000 | 66,000 |
| Postage & Freight | | 10 | 49 | 204 | 204 | - | 204 | - | 204 | 204 | 204 | 204 | 1,224 |
| General Supplies & Materials | | 1,014 | 994 | 1,224 | 1,224 | - | 1,224 | - | 1,224 | 1,224 | 1,224 | 1,224 | 7,344 |
| Business Meals | | - | 33 | - | - | - | - | - | - | - | - | - | - |
| Employee Appreciation | | 100 | 183 | 100 | 100 | - | 100 | - | 100 | 100 | 100 | 100 | 600 |
| Special Occasion Expense | | 1,124 | 445 | 1,000 | 1,000 | - | 1,000 | - | 1,000 | 1,000 | 1,000 | 1,000 | 6,000 |
| Employee Housing Expense (10) | | - | 5,068 | 3,350 | 3,350 | - | 3,350 | - | 3,350 | 3,350 | 3,350 | 3,350 | 20,100 |
| Total Human Resources Department | | 251,257 | 273,828 | 306,020 | 306,700 | 680 | 312,982 | 6,282 | 314,148 | 316,100 | 318,188 | 320,421 | 1,888,540 |

Notes:

1. Plan assumes the following staffing level

| | Actual 2014 | Actual 2015 | Original 2016 | Revised 2016 | Variance | Proposed 2017 | Variance | Projected 2018 | Projected 2019 | Projected 2020 | Projected 2021 |
|-----------------------------|-------------|-------------|---------------|--------------|----------|---------------|----------|----------------|----------------|----------------|----------------|
| Human Resources Director | 1.00 | 1.00 | 1.00 | 1.00 | - | 1.00 | - | 1.00 | 1.00 | 1.00 | 1.00 |
| Human Resources Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | - | 1.00 | - | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Staff | 2.00 | 2.00 | 2.00 | 2.00 | - | 2.00 | - | 2.00 | 2.00 | 2.00 | 2.00 |

- PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.68%.
- Retirement benefits consists of matching employee 401k contributions from 1% to 9%.
- Projected health care costs in 2017 are \$13,172 annually per FTE and are anticipated to increase at a rate of 7% annually. FTE rates are affected by dependent health care options.
- Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.
- Plan assumes ski pass cost to be \$875 per FTE for the 2016-2017 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$815.
- Agency compliance costs include the drug testing required by certain federal agencies for safety sensitive positions. These costs were previously allocated to the employee's department with the exception of Gondola, but have now been centralized in Human Resources to better understand the full cost of this requirement.
- Plan assumes the Town will continue its membership with Mountain States Employer Council.
- Includes funding for onsite staff training to focus on improving customer service.
- New program, offset by revenues collected.

TOWN OF MOUNTAIN VILLAGE

2017 BUDGET

MARKETING & BUSINESS DEVELOPMENT DEPARTMENT PROGRAM NARRATIVE

The Marketing and Business Development Department seeks to influence the behavior of anyone that has, or could have, an effect – positive or negative – on the town’s ultimate performance. The behavior of individuals or groups of individuals is influenced through strategic communications: skillfully planned transmission and receipt of information. To communicate strategically, the Marketing and Business Development Department employs several tools, many of which support two-way communication with the town’s residents, property owners, visitors, community stakeholders and the media. All disseminated information is compiled in a timely fashion and approached thoroughly and precisely all the while keeping in mind the town’s audience.

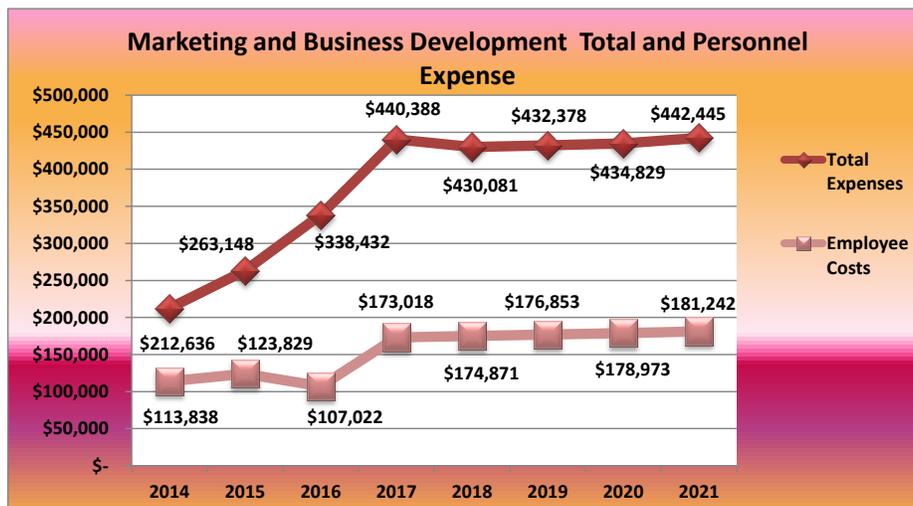
In addition, the Marketing and Business Development Department focuses on business retention, networking, growth incentives and specific business marketing while assuming the role of ombudsman, a point of contact for the business community.

MARKETING & BUSINESS DEVELOPMENT DEPARTMENT GOALS

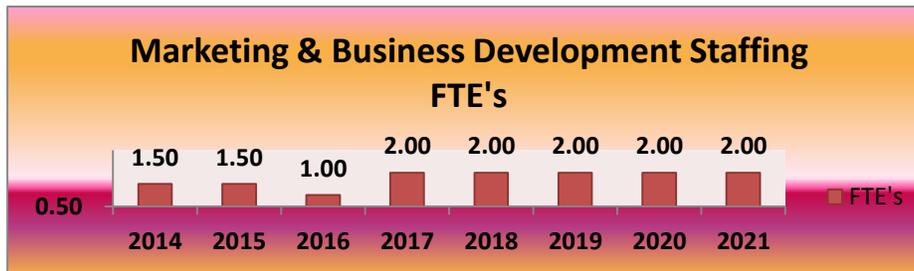
1. Develop a new website for Village Court Apartments.
2. Create a website event calendar solution.
3. Develop additional content for the Mountain Village-specific app for purposes of storytelling and promoting businesses.
4. Implement phase two of the wayfinding program.
5. Develop, create and execute digital and print marketing campaigns to promote town-related amenities, events, programs, policies and major developments; distribution will likely involve the use of most, if not all, of the communication tools available to the town.
6. Oversee the Telluride Conference Center Agreement.
7. Prepare and stay within the Marketing and Business Development Department’s approved budget amount.

MARKETING & BUSINESS DEVELOPMENT DEPARTMENT PERFORMANCE MEASURES

1. New site is live in the first quarter.
2. Calendar solution is live in the third quarter.
3. Add two new tours to the app in 2017.
4. Phase two implementation by November 2017.
5. A list of tools used to promote town-related amenities, events, programs and policies will be outlined in the marketing and business development director’s biannual report.
6. When deliverables are not received per the management agreement, remind TSG via email, phone or in person; remind TSG of expectations and review any shortcomings. Telluride Conference Center operator does not spend more than what is budgeted.
7. Marketing and business development director stays within the 2017 budgeted amount of \$440,388.



| Percentage Change in Expenditures | | | | | | |
|-----------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2018-2019 | 2019-2020 | 2020-2021 |
| 23.75% | 28.61% | 30.13% | -2.34% | 0.53% | 0.57% | 1.75% |



2016 PERFORMANCE MEASURE ACHIEVEMENTS

1. Barring any unforeseeable issues, the cable and broadband services department website will be live by the fourth quarter. Currently the new customer software system is linked on the current town site.
2. Town has granted financial sponsorship to the following organizations: Telluride TV, Telluride Gay Ski Week, Telluride Venture Accelerator, and the Small Business Development Center.
3. By the end of October all website pages will be optimized for search engines.
4. Town has hosted two stakeholder wayfinding meetings. Julie with Esse Design and I will go before the DRB, Merchants and Town Council with a schematic design draft in October. The premise of the wayfinding project is to purge unnecessary signage, enhance necessary signage, help tell a story, and incorporate storytelling, technology, art, lighting, etc.
5. Over 50 projects that fall into the categories of town-related amenities, events, programs and policies have been completed.
6. A Mountain Village-specific app is set to launch in December and in time for the 20th Gondola Anniversary.
7. TCC budget spend: \$75,000 spent on marketing per the management agreement. To date, of the \$20,000 in the major repairs and maintenance budget, \$7,984 has been spent.
8. Marketing and Business Development budget: \$211,342 spent to date. The annual budget is \$398,044.

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
General Fund
Schedule C-7 - Marketing & Business Development Department

| | Ann. Inc. | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|---------------------------------------------------|-----------|----------------|----------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|-----------------------|----------------|----------------|----------------|------------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Employee Costs | | | | | | | | | | | | | |
| Salaries & Wages (1) | | 79,646 | 90,974 | 77,250 | 77,625 | 375 | 120,730 | 43,105 | 120,730 | 120,730 | 120,730 | 120,730 | 681,275 |
| Health Benefits (4) | 7.00% | 18,695 | 15,568 | 12,915 | 13,172 | 257 | 26,344 | 13,172 | 28,188 | 30,161 | 32,272 | 34,531 | 164,667 |
| Dependent Health Reimbursement (6) | | (728) | (692) | (720) | (720) | - | (720) | - | (720) | (720) | (720) | (720) | (4,320) |
| Payroll Taxes (2) | | 12,182 | 13,779 | 11,881 | 11,939 | 58 | 18,568 | 6,630 | 18,568 | 18,568 | 18,568 | 18,568 | 104,780 |
| Retirement Benefits (3) | 5.12% | 2,886 | 3,293 | 3,958 | 3,974 | 16 | 6,181 | 2,207 | 6,181 | 6,181 | 6,181 | 6,181 | 34,882 |
| Workers Compensation | 5% | 114 | 132 | 157 | 157 | - | 165 | 8 | 173 | 182 | 191 | 201 | 1,070 |
| Other Employee Benefits (5) | 0% | 1,043 | 775 | 1,193 | 875 | (318) | 1,750 | 875 | 1,750 | 1,750 | 1,750 | 1,750 | 9,625 |
| Subtotal, Employee Costs | | 113,838 | 123,829 | 106,634 | 107,022 | 388 | 173,018 | 65,996 | 174,871 | 176,853 | 178,973 | 181,242 | 991,979 |
| Professional/Consulting | | - | 6,452 | 8,000 | 8,000 | - | 8,000 | - | 8,000 | 8,000 | 8,000 | 8,000 | 48,000 |
| Dues and Fees | | - | 200 | - | - | - | 800 | 800 | 800 | 800 | 800 | 800 | 4,000 |
| Travel, Education & Training | | 684 | 659 | 3,000 | 3,000 | - | 3,500 | 500 | 3,500 | 3,500 | 3,500 | 3,500 | 20,500 |
| Telluride TV | | 600 | 600 | 600 | 600 | - | - | (600) | 600 | 600 | 600 | 600 | 3,000 |
| Live Video Streaming | | 13,742 | 18,651 | 18,000 | 18,000 | - | 18,000 | - | 18,000 | 18,000 | 18,000 | 18,000 | 108,000 |
| Marketing Collateral | | 12,665 | 37,794 | 80,000 | 57,000 | (23,000) | 80,000 | 23,000 | 80,000 | 80,000 | 80,000 | 80,000 | 457,000 |
| Postage & Freight | | 130 | 45 | 1,000 | 500 | (500) | 500 | - | 500 | 500 | 500 | 500 | 3,000 |
| Surveys | | 3,384 | 780 | 2,000 | 2,000 | - | 2,000 | - | 2,000 | 2,000 | 2,000 | 2,000 | 12,000 |
| Photos | | 3,764 | 2,452 | 9,000 | 5,000 | (4,000) | 5,000 | - | 5,000 | 5,000 | 5,000 | 5,000 | 30,000 |
| General Supplies & Materials | | 311 | 1,102 | 1,000 | 1,000 | - | 1,000 | - | 1,000 | 1,000 | 1,000 | 1,000 | 6,000 |
| Business Meals | | 150 | 683 | 800 | 800 | - | 800 | - | 800 | 800 | 800 | 800 | 4,800 |
| Employee Appreciation | | 160 | 50 | 60 | 60 | - | 120 | 60 | 60 | 60 | 60 | 60 | 420 |
| Books & Periodicals | | 58 | 125 | 100 | 100 | - | 200 | 100 | 200 | 200 | 200 | 200 | 1,100 |
| Communications | | 1,206 | 998 | 600 | 600 | - | 1,200 | 600 | 1,200 | 1,200 | 1,200 | 1,200 | 6,600 |
| Website Hosting | | 5,490 | 5,284 | 5,000 | 5,000 | - | 6,000 | 1,000 | 6,300 | 6,615 | 6,946 | 7,293 | 38,154 |
| Website Development (8) | | 13,159 | 6,376 | 10,000 | 10,000 | - | 18,000 | 8,000 | 5,000 | 5,000 | 5,000 | 10,000 | 53,000 |
| E-mail Communication | | 12,766 | 16,943 | 15,000 | 15,000 | - | 19,000 | 4,000 | 19,000 | 19,000 | 19,000 | 19,000 | 110,000 |
| Office Rent/Shared Office Space | | - | - | 33,000 | 500 | (32,500) | 3,000 | 2,500 | 3,000 | 3,000 | 3,000 | 3,000 | 15,500 |
| Sponsorship (7) | | - | 10,700 | 69,000 | 69,000 | - | 64,000 | (5,000) | 64,000 | 64,000 | 64,000 | 64,000 | 389,000 |
| Print Advertising | | 14,792 | 19,405 | 17,000 | 17,000 | - | 18,000 | 1,000 | 18,000 | 18,000 | 18,000 | 18,000 | 107,000 |
| Promotional Items/Info | | - | - | 650 | 650 | - | 650 | - | 650 | 650 | 650 | 650 | 3,900 |
| Marketing (Green Gondola) | | 6,658 | 1,792 | - | - | - | - | - | - | - | - | - | - |
| Broadcast Programming | | 255 | 85 | 5,600 | 5,600 | - | 5,600 | - | 5,600 | 5,600 | 5,600 | 5,600 | 33,600 |
| Online Advertising | | 2,575 | 3,043 | 5,000 | 5,000 | - | 5,000 | - | 5,000 | 5,000 | 5,000 | 5,000 | 30,000 |
| Social Media | | 6,250 | 5,100 | 7,000 | 7,000 | - | 7,000 | - | 7,000 | 7,000 | 7,000 | 7,000 | 42,000 |
| Total Marketing & Business Development | | 212,636 | 263,148 | 398,044 | 338,432 | (59,612) | 440,388 | 101,956 | 430,081 | 432,378 | 434,829 | 442,445 | 2,518,552 |

Notes:

1. Plan assumes the following staffing level

| | Actual 2014 | Actual 2015 | Original 2016 | Revised 2016 | Variance | Proposed 2017 | Variance | Projected 2018 | Projected 2019 | Projected 2020 | Projected 2021 |
|---------------------------------------------|-------------|-------------|---------------|--------------|-------------|---------------|-------------|----------------|----------------|----------------|----------------|
| Marketing Coordinator | 0.50 | 0.50 | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Marketing and Business Development Director | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | 1.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Staff | 1.50 | 1.50 | 1.00 | 1.00 | 0.00 | 2.00 | 1.00 | 2.00 | 2.00 | 2.00 | 2.00 |

2. PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.68%.

3. Retirement benefits consists of matching employee 401k contributions from 1% to 9%.

4. Projected health care costs in 2017 are \$13,172 annually per FTE and are anticipated to increase at a rate of 7% annually. FTE rates are affected by dependent health care options.

5. Plan assumes ski pass cost to be \$875 per FTE for the 2016-2017 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$815.

6. Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.

7. Includes sponsorship of SBDC, Startup Weekend, TVA, Telluride TV

8. Includes continual improvements to website such as an improved calendar module, animated maps, business directory

**TOWN OF MOUNTAIN VILLAGE
2017 BUDGET
FINANCE DEPARTMENT PROGRAM NARRATIVE**

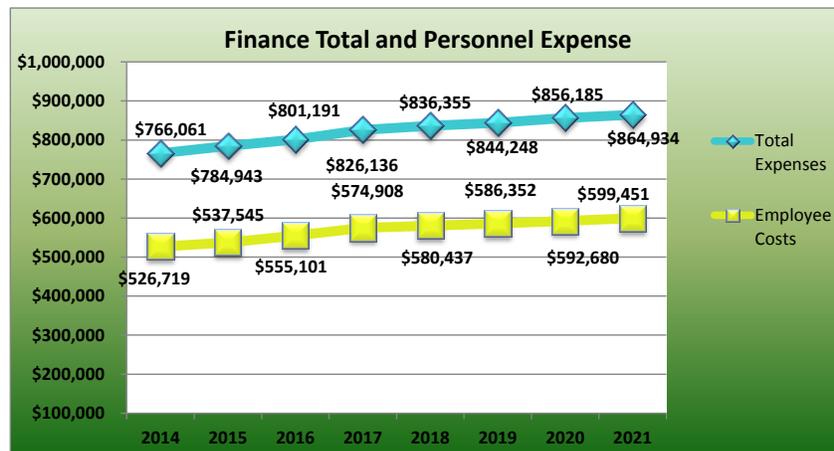
The Finance Department is responsible for administering all financial record keeping and reporting functions for the Town of Mountain Village and the Mountain Village Metropolitan District. The Department also produces the fiscal budget and financial statements for both entities. The department performs debt and treasury management, internal audits, contract compliance review, budget control, purchasing, accounting activities, loss control, sales and excise tax collection, business licensing and advises the Town Manager and Town Council on financial policy and strategic planning.

DEPARTMENT GOALS

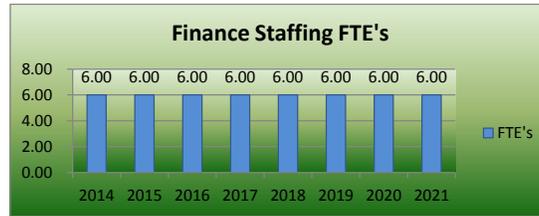
1. Annual budget and Long term plan: Coordinate and complete the annual budget preparation and meet statutory and charter imposed budget deadlines.
2. Accounting and Audit: maintain a governmental accounting system that presents accurately the financial condition of the Town in conformity with generally accepted accounting principles, GASB and GFOA requirements.
3. Payroll: Produce accurate employee payroll payments from department time sheets in order to meet Town payroll deadlines and federal and state payroll laws and regulations.
4. Accounts Payable: produce accurate vendor payments bi-weekly and to respond to vendor inquiries promptly and professionally. Using department procedures assure all payments are proper, in compliance with applicable contracts and budgets, appropriately approved and in compliance with the Town's procurement policies.
5. Business License: process all business license applications and issue licenses to business owners and to handle all inquiries in a courteous and professional manner.
6. Accounts Receivable: record all customer and other and other payments to the Town promptly and accurately. Routinely follow up on all delinquent accounts and to handle all customer inquiries promptly, courteously and professionally.
7. Fixed Assets: Maintain fixed asset records that present accurately the current fixed asset ownership detail as well as the depreciation records and methods.
8. Treasury: Manage the Town's cash resources and treasury management contracts with banks in order to maximize the risk adjusted return on idle funds and contain the costs of bank services provide to the Town.
9. Department shall stay within budget.
10. Long Term Debt: Review all debt annually for refinancing opportunities to reduce interest costs.
11. Operate the department in an environmentally sustainable and sensitive manner including the responsible use of electricity, natural gas, fuel, paper, water and chemicals.

DEPARTMENT PERFORMANCE MEASURES

1. Annual budget and long term plan adopted timely and mill levy certifications meet the state and county deadlines.
2. Annual CAFR and Audit report completed and filed timely for all compliance requirements. GFOA award for the CAFR is received. Issue 9 monthly financial reports to Town Council.
3. Complete 26 bi-weekly payroll cycles with minimal or no correction.
4. Process 26 bi-weekly accounts payable cycles.
5. Business licenses are processed within one week of receipt of application and payment.
6. Delinquency follow-up is documented in monthly billing cycle and 90% or more of the total account receivable balance shall not be more than 60 days old.
7. Fixed asset records are updated annually at year end and depreciation charges are determined and posted where applicable. Fixed asset ledgers reconciled to the General Ledger.
8. Four quarterly reports are made to Town Council on the status and performance of Town investments. Quarterly reports indicate a portfolio return at or above the commensurate US Treasury yield curve rate for a similar amount of time to maturity.
9. Department year end expenditure totals do not exceed the adopted budget.
10. All reviews of opportunities to refinance are documented.
11. Track and monitor departmental paper, energy, fuel, water and chemical usages. Implement one conservation measure in at least one category of use.



| Percentage Change in Expenditures | | | | | | |
|-----------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2018-2019 | 2019-2020 | 2020-2021 |
| 2.46% | 2.07% | 3.11% | 1.24% | 0.94% | 1.41% | 1.02% |



STATUS OF PERFORMANCE MEASURES FOR 2016

1. Budget for 2016 adopted.
2. 2014 CAFR GFOA Award received. 2015 Audit report issued in June 2016. Monthly financials have been prepared and issued for 10 of the last 12 months.
3. All payroll cycles have been completed YTD.
4. Accounts payable have been issued every other week as per department procedures.
5. Business licenses are processed as per department policy.
6. Delinquency procedures have been followed per department policy and are documented in the monthly billing files. At July 31, 2016 90.5% of the Town's total receivable balance was current.
7. Fixed asset records are up to date and will be scrubbed and updated at year end for the 2016 audit.
8. The quarterly investment reports have been filed with Town Council timely this fiscal year. At July, 31, 2016 the average yield on the Town's general investment portfolio was .1.04% with 2.19 years average duration. At July 31, 2016 the benchmark 2 year treasury yield curve rate was .67%.
9. Department budget is being met as of July 31, 2016.
10. There are currently no economically viable refinancings available at this time.
11. Paperless billing subscriptions are up by 15.9% year over last at July 31, 2016.

Town of Mountain Village
 2016 Revised/2017 Proposed Budget and Long Term Financial Plan
 General Fund
 Schedule C-4- Town Treasurer's Office (Finance)

| | Ann. Inc. | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|------------------------------------------|-----------|----------------|----------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|-----------------------|----------------|----------------|----------------|------------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Employee Costs | | | | | | | | | | | | | |
| Salaries & Wages (Note 1) | | 368,732 | 374,994 | 387,045 | 387,045 | - | 403,182 | 16,137 | 403,182 | 403,182 | 403,182 | 403,182 | 2,402,955 |
| Health Benefits (Note 4) | 7.00% | 74,781 | 77,330 | 77,696 | 78,511 | 815 | 78,511 | - | 84,007 | 89,887 | 96,179 | 102,912 | 530,007 |
| Dependent Health Reimbursement (Note 5) | | (2,888) | (2,769) | (3,600) | (3,600) | - | (3,600) | - | (3,600) | (3,600) | (3,600) | (3,600) | (21,600) |
| Payroll Taxes (Note 2) | | 57,014 | 57,814 | 59,527 | 59,527 | - | 62,009 | 2,482 | 62,009 | 62,009 | 62,009 | 62,009 | 369,575 |
| Retirement Benefits (Note 3) | 7.17% | 24,306 | 24,999 | 27,448 | 27,738 | 290 | 28,894 | 1,156 | 28,894 | 28,894 | 28,894 | 28,894 | 172,210 |
| Workers Compensation | 5% | 458 | 527 | 629 | 629 | - | 661 | 31 | 694 | 729 | 765 | 803 | 4,281 |
| Other Employee/Wellness Benefits (6) | 0% | 4,317 | 4,650 | 4,770 | 5,250 | 480 | 5,250 | - | 5,250 | 5,250 | 5,250 | 5,250 | 31,500 |
| Subtotal, Employee Costs | | 526,719 | 537,545 | 553,515 | 555,101 | 1,585 | 574,908 | 19,807 | 580,437 | 586,352 | 592,680 | 599,451 | 3,488,928 |
| Bad Debt Expense | | - | 1,783 | - | - | - | - | - | - | - | - | - | - |
| Professional Consulting | | 8,800 | 12,025 | 13,000 | 12,000 | (1,000) | 13,000 | 1,000 | 13,000 | 13,000 | 13,000 | 13,000 | 77,000 |
| County Treasurer Collection Fees (2.13%) | | 74,690 | 75,075 | 85,741 | 85,741 | - | 86,506 | 765 | 91,174 | 93,129 | 98,714 | 100,668 | 555,931 |
| Auditing Fees | | 22,295 | 19,770 | 25,000 | 25,000 | - | 25,000 | - | 25,000 | 25,000 | 25,000 | 25,000 | 150,000 |
| Property Insurance | | 105,108 | 107,121 | 106,000 | 100,000 | (6,000) | 102,000 | 2,000 | 102,000 | 102,000 | 102,000 | 102,000 | 610,000 |
| Public Noticing | | - | 462 | 500 | 250 | (250) | 500 | 250 | 500 | 500 | 500 | 500 | 2,750 |
| Dues & Fees (Note 8) | | 3,466 | 2,423 | 3,161 | 2,500 | (661) | 2,500 | - | 2,500 | 2,500 | 2,500 | 2,500 | 15,000 |
| Travel, Education & Conferences | | 35 | 492 | 2,500 | 1,500 | (1,000) | 2,500 | 1,000 | 2,500 | 2,500 | 2,500 | 2,500 | 14,000 |
| Postage & Freight | | 2,847 | 3,707 | 4,300 | 4,000 | (300) | 4,000 | - | 4,000 | 4,000 | 4,000 | 4,000 | 24,000 |
| Bank Charges | | 14 | 50 | 3,500 | 7,000 | 3,500 | 7,000 | - | 7,000 | 7,000 | 7,000 | 7,000 | 42,000 |
| Bank Charges -Credit Card Fees | 2% | 15,656 | 17,765 | 16,955 | 1,100 | (15,855) | 1,122 | 22 | 1,144 | 1,167 | 1,191 | 1,214 | 6,939 |
| Bank Charges -Munirevs Fees | | 4,073 | 4,004 | 4,600 | 4,100 | (500) | 4,100 | - | 4,100 | 4,100 | 4,100 | 4,100 | 24,600 |
| General Supplies & Materials | | 2,127 | 2,556 | 2,600 | 2,600 | - | 2,600 | - | 2,600 | 2,600 | 2,600 | 2,600 | 15,600 |
| Business Meals | | - | - | - | - | - | - | - | - | - | - | - | - |
| Books & Periodicals | | - | - | 200 | - | (200) | 100 | 100 | 100 | 100 | 100 | 100 | 500 |
| Employee Appreciation | | 231 | 164 | 300 | 300 | - | 300 | - | 300 | 300 | 300 | 300 | 1,800 |
| Total Town Treasurer's Office | | 766,061 | 784,943 | 821,872 | 801,191 | (20,681) | 826,136 | 24,945 | 836,355 | 844,248 | 856,185 | 864,934 | 5,029,048 |

Notes:

1. Plan assumes the following staffing level

| | Actual 2014 | Actual 2015 | Original 2016 | Revised 2016 | Variance | Proposed 2017 | Variance | Projected 2018 | Projected 2019 | Projected 2020 | Projected 2021 |
|--------------------------------------------|-------------|-------------|---------------|--------------|-------------|---------------|-------------|----------------|----------------|----------------|----------------|
| Finance Director | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | 1.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Controller | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | 1.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Chief Accountant | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | 1.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Payroll | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | 1.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Accounts Receivable / Billing & Collection | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | 1.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Accounts Payable Technician | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | 1.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Staff | 6.00 | 6.00 | 6.00 | 6.00 | 0.00 | 6.00 | 0.00 | 6.00 | 6.00 | 6.00 | 6.00 |

2. PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.68%.

3. Retirement benefits consists of matching employee 401k contributions from 1% to 9%.

4. Projected health care costs in 2017 are \$13,172 annually per FTE and are anticipated to increase at a rate of 7% annually. FTE rates are affected by dependent health care options.

5. Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.

6. Plan assumes ski pass cost to be \$875 per FTE for the 2016-2017 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$815.

8. Plan assumes dues and fees will be incurred for the following:

| | |
|-----------------|--------------|
| GFOA Membership | 160 |
| Other Fees | 2,340 |
| | 2,500 |

**TOWN OF MOUNTAINVILLAGE
2017 BUDGET
CHILD DEVELOPMENT FUND PROGRAM NARRATIVE**

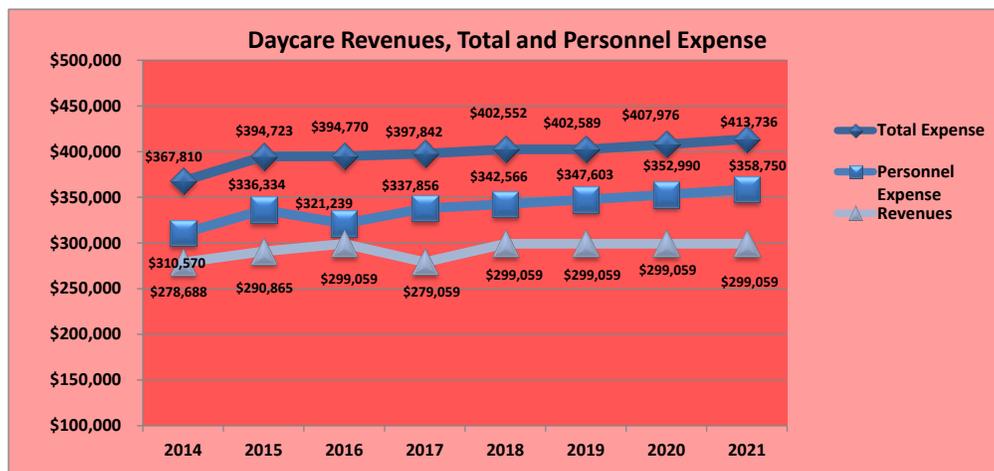
It is our mission at Mountain Munchkins to provide affordable, high quality child care and preschool to families who live and work in the Telluride and Mountain Village region. Our program offers the highest quality experience by providing consistent, developmentally sound, and emotionally supportive environments for our children to learn and grow. Munchkins also provides an inviting, friendly, informative environment for parents and families.

DEPARTMENT GOALS

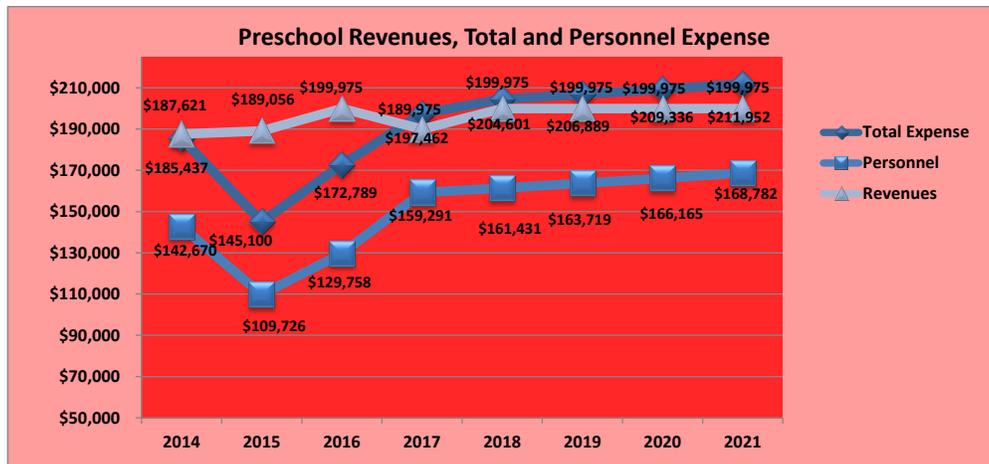
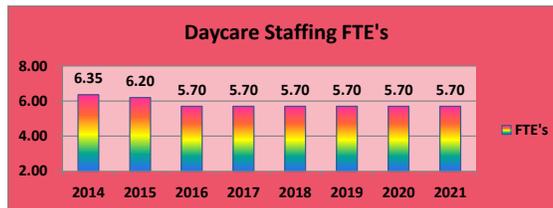
1. Assure facility operates within licensing guidelines.
2. All daycare operations are properly supervised.
3. Assure staff completes all continuing education requirements to ensure excellence of the programs.
4. Operate within the annual budget.
5. Continue grant funding and fund raising efforts to offset the Town subsidy.
6. Assess and evaluate each child’s development in the toddler and preschool programs.
7. Create and maintain strong family partnerships within the program.
8. Replace paper towels in each facility with wash cloths to reduce waste.

DEPARTMENT PERFORMANCE MEASURES

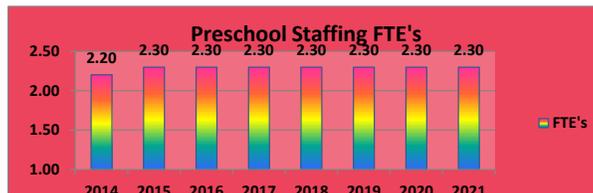
1. All staff and employee files are current within 60 days of enrollment/employment. Staff to child ratios are maintained 100% of the time. Fire, Health and State inspections are current and on file; any violations are corrected within 5 business days.
2. Play areas and equipment are inspected daily; unsafe materials discarded immediately. Fire/Evacuation drills are conducted monthly. All policies and procedures are current with the State of Colorado Rules Regulating Child Care Centers.
3. All staff is current on required training, continuing education and formal education courses. Through grants, staff shall seek and successfully complete formal early childhood college courses.
4. Offset payroll expenses by staffing according to ratios and daily enrollment. Offset operational expenses through parent snack, supplies, and equipment donations, grants, and fund raising. Department year end expenditure totals do not exceed the adopted budget.
5. Pursue all grant opportunities to offset operational costs. Pursue and coordinate fund raising opportunities to offset operational costs.
6. 100% of toddlers and preschoolers enrolled will be observed and assessed in all areas of development. Staff will conduct parent teacher conferences to discuss child’s progress and pursue additional services if needed.
7. Serve as a community resource for families in our community. Offer families opportunities to be part of their child’s early learning experience. Communicate with families about their child’s development and how the program operates. Be available for conferences on an as needed basis. Forward all parenting education opportunities to our families. Utilize child development professionals to observe and access our program and make improvements based on their assessments.
8. All children use wash cloths instead of paper towels each time they wash hands.



| Year Range | Percentage Change |
|------------|-------------------|
| 2014-2015 | 7.32% |
| 2015-2016 | 0.01% |
| 2016-2017 | 0.78% |
| 2017-2018 | 1.18% |
| 2018-2019 | 0.01% |
| 2019-2020 | 1.34% |
| 2020-2021 | 1.41% |



| Year Range | Percentage Change |
|------------|-------------------|
| 2014-2015 | -21.75% |
| 2015-2016 | 19.08% |
| 2016-2017 | 14.28% |
| 2017-2018 | 3.62% |
| 2018-2019 | 1.12% |
| 2019-2020 | 1.18% |
| 2020-2021 | 1.25% |



Department Achievements 2016

1. All files and required documentation up to date.
2. The recent health and fire inspections were completed in 2015. No major violations cited. The state inspector visited in July 2016. Minor violations have been addressed. An appeal was written to the State in regards to the new lead teacher requirements. Waiting to hear back from them on how to proceed.
3. Dawn completed her Bachelor's degree in Early Childhood Education Administration. All staff is current on required training, continuing education and formal education courses. Brooke Ruggles and Brooke Napier (supervisors in the infant/toddler center) are both enrolled in school working on an Associate's degree in Early Childhood Education. Elizabeth Forsythe is enrolled working on her second Bachelor's degree.
4. Paid very close attention to revenues and adjusted staffing and purchasing accordingly to not exceed projected expenses. Department year end expenditure totals do not exceed the adopted budget.
5. Requested grants and potential fundraisers for 2017:

| | |
|--------------------------------|-----------------------------|
| Temple Hoyne Buell Foundation: | \$25,000 (requested) |
| Just for Kids Grant: | \$10,000 (requested) |
| CCAASE Grant: | \$10,000 (requested) |
| Red Ball Fundraiser: | \$400 (projected) |
| Touch-A-Truck: | <u>\$13,000 (projected)</u> |

TOTAL: **\$58,400 (potential)**

6. The preschool has begun working on the first checkpoint using Teaching Strategies Gold. The infant and toddler room teachers will complete a checklist assessment and will offer conferences in November.
7. I continue to advocate for early childhood education regionally. I am the board president for Bright Futures for Early Childhood and Families. I also sit on the Colorado Preschool Program Council. The Council assures that at-risk children in our community have access to high quality pre-school programs. Munchkin also continues to offer parental support through newsletters and conferences.
8. Mountain Munchkins has replaced paper towels with wash cloths in both centers. The State has also approved the use of environmentally friendly cleaning products. Mountain Munchkins is moving in this direction.

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
Child Development Fund - Summary

| | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|------------------------------------------|-----------------|-----------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|-----------------------|------------------|------------------|------------------|------------------|
| | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Revenues | | | | | | | | | | | | |
| Daycare | 278,688 | 290,865 | 281,197 | 299,059 | 17,862 | 279,059 | (20,000) | 299,059 | 299,059 | 299,059 | 299,059 | 1,774,352 |
| Preschool | 187,621 | 189,056 | 182,015 | 199,975 | 17,960 | 189,975 | (10,000) | 199,975 | 199,975 | 199,975 | 199,975 | 1,189,850 |
| Total Revenues | 466,309 | 479,921 | 463,212 | 499,034 | 35,822 | 469,034 | (30,000) | 499,034 | 499,034 | 499,034 | 499,034 | 2,964,202 |
| Operating Expenditures | | | | | | | | | | | | |
| Daycare | 367,810 | 394,723 | 394,601 | 394,770 | 169 | 397,842 | 3,072 | 402,552 | 402,589 | 407,976 | 413,736 | 2,419,464 |
| Preschool | 185,437 | 145,100 | 194,960 | 172,789 | (22,171) | 197,462 | 24,673 | 204,601 | 206,889 | 209,336 | 211,952 | 1,203,028 |
| Total Operating Expenditures | 553,246 | 539,823 | 589,560 | 567,558 | (22,002) | 595,303 | 27,745 | 607,153 | 609,478 | 617,311 | 625,688 | 3,622,492 |
| Net Operating Surplus / (Deficit) | (86,937) | (59,902) | (126,348) | (68,524) | 57,824 | (126,270) | (57,745) | (108,120) | (110,444) | (118,278) | (126,654) | (658,290) |
| Capital Expenditures | | | | | | | | | | | | |
| Daycare | - | - | - | - | - | - | - | - | - | - | - | - |
| Preschool | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Capital Expenditures | - | - | - | - | - | - | - | - | - | - | - | - |
| Other Sources / (Uses) | | | | | | | | | | | | |
| Contribution from TMV General Fund | 86,937 | 59,902 | 126,348 | 68,524 | (57,824) | 126,270 | 57,745 | 108,120 | 110,444 | 118,278 | 126,654 | 658,290 |
| Contribution from Other Sources | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Other Sources / (Uses) | 86,937 | 59,902 | 126,348 | 68,524 | (57,824) | 126,270 | 57,745 | 108,120 | 110,444 | 118,278 | 126,654 | 658,290 |
| Net Surplus / (Deficit) | - | - | - | - | - | - | - | - | - | - | - | - |
| Beginning Fund Balance, Jan 1 | - | - | - | - | - | - | - | - | - | - | - | - |
| Ending Fund Balance, Dec 31 | - | - | - | - | - | - | - | - | - | - | - | - |

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
Child Development Fund - Daycare
Schedule A - Revenues

| | Actual | | Annual Budgets | | | | Long Term Projections | | | | | |
|-----------------------|----------------|----------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|----------------|----------------|----------------|----------------|------------------|
| | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Daycare Fees (1) | 241,045 | 249,484 | 235,037 | 252,899 | 17,862 | 252,899 | (0) | 252,899 | 252,899 | 252,899 | 252,899 | 1,517,392 |
| Enrollment Fees | 3,380 | 2,200 | 1,760 | 1,760 | - | 1,760 | - | 1,760 | 1,760 | 1,760 | 1,760 | 10,560 |
| Late Payment Fees | 980 | 860 | 900 | 900 | - | 900 | - | 900 | 900 | 900 | 900 | 5,400 |
| Special Programs | - | - | - | - | - | - | - | - | - | - | - | - |
| Fundraising Proceeds | 10,136 | 13,417 | 8,500 | 8,500 | - | 8,500 | - | 8,500 | 8,500 | 8,500 | 8,500 | 51,000 |
| Grant Proceeds (2) | 23,147 | 24,904 | 35,000 | 35,000 | - | 15,000 | (20,000) | 35,000 | 35,000 | 35,000 | 35,000 | 190,000 |
| Total Revenues | 278,688 | 290,865 | 281,197 | 299,059 | 17,862 | 279,059 | (20,000) | 299,059 | 299,059 | 299,059 | 299,059 | 1,774,352 |

Notes:

| 1. | 2016 Rates | 2017 % Inc. | 2017 Rates | Avail. Days | Enrollment | Gross Potential Rev. |
|----------------------|------------|-------------|------------|-------------|------------|----------------------|
| Non Resident Infant | \$ 58 | 0% | \$ 58 | 247 | 2 | 25,787 |
| Non Resident Toddler | \$ 55 | 0% | \$ 55 | 247 | 2 | 24,453 |
| Resident Infant | \$ 54 | 0% | \$ 54 | 247 | 4 | 48,017 |
| Resident Toddler | \$ 50 | 0% | \$ 50 | 247 | 13 | 149,151 |
| Add Ons | | | | | | 5,491 |
| Total | | | | | | 252,899 |

2. Grant Proceeds for 2013-2021 are mainly being used for scholarships. In 2017, we will not apply for a grant from Telluride Foundation.

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
Child Development Fund - Daycare
Schedule B- Expenditures

| | Ann. Inc. | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|------------------------------------|-----------|-----------------|------------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|-----------------------|------------------|------------------|------------------|------------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Employee Costs | | | | | | | | | | | | | |
| Salaries & Wages (1) | | 219,417 | 232,364 | 210,356 | 231,120 | 20,764 | 228,823 | (2,297) | 228,823 | 228,823 | 228,823 | 228,823 | 1,375,234 |
| Health Benefits (4) | 7.00% | 52,122 | 57,956 | 65,063 | 45,904 | (19,159) | 65,063 | 19,159 | 69,618 | 74,491 | 79,705 | 85,285 | 420,066 |
| Dependent Health Reimbursement (5) | | (7,176) | (5,709) | (6,567) | (6,567) | - | (6,567) | - | (6,567) | (6,567) | (6,567) | (6,567) | (39,403) |
| Payroll taxes (2) | | 33,303 | 35,484 | 32,353 | 35,546 | 3,194 | 35,193 | (353) | 35,193 | 35,193 | 35,193 | 35,193 | 211,511 |
| Retirement Benefits (3) | 1.76% | 5,939 | 2,935 | 6,746 | 4,075 | (2,670) | 4,035 | (41) | 4,035 | 4,035 | 4,035 | 4,035 | 24,249 |
| Workers Compensation | 5% | 2,139 | 7,283 | 2,972 | 2,972 | - | 3,121 | 149 | 3,277 | 3,441 | 3,613 | 3,793 | 20,217 |
| Other Employee Benefits (6) | | 4,826 | 6,020 | 8,189 | 8,189 | - | 8,189 | - | 8,189 | 8,189 | 8,189 | 8,189 | 49,131 |
| Subtotal, Employee Costs | | 310,570 | 336,334 | 319,111 | 321,239 | 2,128 | 337,856 | 16,617 | 342,566 | 347,603 | 352,990 | 358,750 | 2,061,004 |
| Employee Appreciation | | 486 | 151 | 400 | 400 | - | 400 | - | 400 | 400 | 400 | 400 | 2,400 |
| EE Screening | | 25 | 481 | 300 | 300 | - | 300 | - | 300 | 300 | 300 | 300 | 1,800 |
| Bad Debt Expense | | 2,226 | 973 | 500 | 500 | - | 500 | - | 500 | 500 | 500 | 500 | 3,000 |
| Janitorial | | 8,040 | 7,800 | 8,040 | 8,040 | - | 8,040 | - | 8,040 | 8,040 | 8,040 | 8,040 | 48,240 |
| Laundry | | 1,022 | 1,288 | 1,291 | 1,291 | - | 1,291 | - | 1,291 | 1,291 | 1,291 | 1,291 | 7,745 |
| Facility Expenses (Includes Rent) | | 18,899 | 18,828 | 18,984 | 18,984 | - | 18,984 | - | 18,984 | 18,984 | 18,984 | 18,984 | 113,903 |
| Communications | | 752 | 676 | 1,000 | 1,000 | - | 1,000 | - | 1,000 | 1,000 | 1,000 | 1,000 | 6,000 |
| Internet Services | | 1,383 | 1,383 | 1,458 | 1,458 | - | 1,458 | - | 1,458 | 1,458 | 1,458 | 1,458 | 8,750 |
| Dues, Fees & Licenses | | 350 | 146 | 100 | 100 | - | 100 | - | 100 | 100 | 100 | 100 | 600 |
| Travel, Education & Training | | 45 | 2,094 | 1,460 | 1,460 | - | 1,600 | 140 | 1,600 | 1,600 | 1,600 | 1,600 | 9,460 |
| Nurse Consultant | | 450 | 450 | 450 | 450 | - | 450 | - | 450 | 450 | 450 | 450 | 2,700 |
| Postage & Freight | | - | - | 100 | 100 | - | 100 | - | 100 | 100 | 100 | 100 | 600 |
| General Supplies & Materials | | 4,345 | 4,341 | 3,200 | 3,200 | - | 3,200 | - | 3,200 | 3,200 | 3,200 | 3,200 | 19,200 |
| Office Supplies | | - | 950 | 1,490 | 1,490 | - | 1,490 | - | 1,490 | 1,490 | 1,490 | 1,490 | 8,940 |
| Fund Raising Expense | | 129 | 1,225 | 1,200 | 1,200 | - | 1,200 | - | 1,200 | 1,200 | 1,200 | 1,200 | 7,200 |
| Business Meals | | - | 144 | 105 | 105 | - | 105 | - | 105 | 105 | 105 | 105 | 630 |
| Food - Snacks | | 203 | 65 | 400 | 400 | - | 400 | - | 400 | 400 | 400 | 400 | 2,400 |
| Utilities- Electricity | | 4,368 | 4,313 | 6,327 | 4,368 | (1,959) | 4,368 | - | 4,368 | 4,368 | 4,368 | 4,368 | 26,208 |
| Scholarship | | 14,277 | 12,989 | 27,500 | 27,500 | - | 7,500 | (20,000) | 7,500 | 7,500 | 7,500 | 7,500 | 65,000 |
| Toys-Learning Tools | | 241 | 94 | 500 | 500 | - | 500 | - | 500 | 500 | 500 | 500 | 3,000 |
| Playground | | - | - | - | - | - | 5,000 | 5,000 | 5,000 | - | - | - | 10,000 |
| Marketing Expense | | - | - | 685 | 685 | - | 2,000 | 1,315 | 2,000 | 2,000 | 2,000 | 2,000 | 10,685 |
| Total Daycare Expense | | 367,810 | 394,723 | 394,601 | 394,770 | 169 | 397,842 | 3,072 | 402,552 | 402,589 | 407,976 | 413,736 | 2,419,464 |
| Less Revenues | | 278,688 | 290,865 | 281,197 | 299,059 | (17,862) | 279,059 | (20,000) | 299,059 | 299,059 | 299,059 | 299,059 | 1,756,490 |
| Net Surplus (Deficit) | | (89,121) | (103,858) | (113,403) | (95,711) | 17,692 | (118,783) | (23,072) | (103,494) | (103,531) | (108,917) | (114,677) | (662,974) |

Notes

1. Plan assumes the following staffing level

| | Actual 2014 | Actual 2015 | Original 2016 | Revised 2016 | Variance | Proposed 2017 | Variance | Projected 2018 | Projected 2019 | Projected 2020 | Projected 2021 |
|--------------------|-------------|-------------|---------------|--------------|--------------|---------------|-------------|----------------|----------------|----------------|----------------|
| Director | 0.80 | 0.70 | 0.70 | 0.70 | 0.00 | 0.70 | 0.00 | 0.70 | 0.70 | 0.70 | 0.70 |
| Assistant Director | 0.95 | 1.00 | 1.00 | 1.00 | 0.00 | 1.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | 1.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Full Time Staff | 3.00 | 2.00 | 2.00 | 2.00 | 0.00 | 2.00 | 0.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Part Time Staff | 0.60 | 1.50 | 1.50 | 1.00 | -0.50 | 1.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Staff | 6.35 | 6.20 | 6.20 | 5.70 | -0.50 | 5.70 | 0.00 | 5.70 | 5.70 | 5.70 | 5.70 |

2. PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.68%.

3. Retirement benefits consists of matching employee 401k contributions from 1% to 9%.

4. Projected health care costs in 2017 are \$13,172 annually per FTE and are anticipated to increase at a rate of 7% annually. FTE rates are affected by dependent health care options.

5. Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.

6. Plan assumes ski pass cost to be \$875 per FTE for the 2016-2017 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$815.

Town of Mountain Village
 2016 Revised/2017 Proposed Budget and Long Term Financial Plan
 Child Development Fund - Preschool
 Schedule A - Revenues

| | Actual | | Annual Budgets | | | | Long Term Projections | | | | | |
|-----------------------|----------------|----------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|----------------|----------------|----------------|----------------|------------------|
| | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Preschool Fees (1) | 168,073 | 169,847 | 161,640 | 179,600 | 17,960 | 179,600 | - | 179,600 | 179,600 | 179,600 | 179,600 | 1,077,600 |
| Special Program Fees | - | 215 | - | - | - | - | - | - | - | - | - | - |
| Enrollment Fees | 2,140 | 1,200 | 975 | 975 | - | 975 | - | 975 | 975 | 975 | 975 | 5,850 |
| Late Payment Fees | 1,260 | 820 | 900 | 900 | - | 900 | - | 900 | 900 | 900 | 900 | 5,400 |
| Fundraising Proceeds | 3,980 | 3,379 | 3,500 | 3,500 | - | 3,500 | - | 3,500 | 3,500 | 3,500 | 3,500 | 21,000 |
| Grant Proceeds (2) | 12,168 | 13,595 | 15,000 | 15,000 | - | 5,000 | (10,000) | 15,000 | 15,000 | 15,000 | 15,000 | 80,000 |
| Total Revenues | 187,621 | 189,056 | 182,015 | 199,975 | 17,960 | 189,975 | (10,000) | 199,975 | 199,975 | 199,975 | 199,975 | 1,189,850 |

| 1. | 2016 Rates | 2017 % Inc. | 2017 Rates | Avail. Days | Enrollment | Gross Potential Rev. |
|--------------|------------|-------------|------------|-------------|------------|----------------------|
| Non Resident | \$ 48 | 0% | \$ 48 | 248 | 5 | 59,520 |
| Resident | \$ 46 | 0% | \$ 46 | 248 | 10 | 114,080 |
| Add on Days | | | | | | 6,000 |
| Total | | | | | | 179,600 |

2. Grant Proceeds for 2013-2021 are mainly being used for scholarships. In 2017, we will not apply for a grant from Telluride Foundation.

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
Child Development Fund - Preschool
Schedule B- Expenditures

| | Ann. Inc. | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|------------------------------------|-----------|----------------|----------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|-----------------------|----------------|----------------|-----------------|------------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Employee Costs | | | | | | | | | | | | | |
| Salaries & Wages (1) | | 97,307 | 80,480 | 97,391 | 90,980 | (6,411) | 103,117 | 12,137 | 103,117 | 103,117 | 103,117 | 103,117 | 606,563 |
| Health Benefits (4) | 7.00% | 24,927 | 10,524 | 29,705 | 15,000 | (14,705) | 29,705 | 14,705 | 31,784 | 34,009 | 36,389 | 38,937 | 185,823 |
| Dependent Health Reimbursement (5) | | - | - | - | - | - | - | - | - | - | - | - | - |
| Payroll taxes (2) | | 14,513 | 12,047 | 14,979 | 13,993 | (986) | 15,859 | 1,867 | 15,859 | 15,859 | 15,859 | 15,859 | 93,289 |
| Retirement Benefits (3) | 6.33% | 3,832 | 3,481 | 5,783 | 5,755 | (28) | 6,523 | 768 | 6,523 | 6,523 | 6,523 | 6,523 | 38,370 |
| Workers Compensation | 5% | 562 | 1,125 | 1,143 | 1,143 | - | 1,200 | 57 | 1,260 | 1,323 | 1,389 | 1,459 | 7,776 |
| Other Employee Benefits (6) | | 1,529 | 2,070 | 2,544 | 2,888 | 344 | 2,888 | - | 2,888 | 2,888 | 2,888 | 2,888 | 17,325 |
| Subtotal, Employee Costs | | 142,670 | 109,726 | 151,545 | 129,758 | (21,786) | 159,291 | 29,533 | 161,431 | 163,719 | 166,165 | 168,782 | 949,146 |
| Employee Appreciation | | 65 | 388 | 150 | 150 | - | 150 | - | 150 | 150 | 150 | 150 | 900 |
| EE Screening | | - | 15 | 300 | 300 | - | 300 | - | 300 | 300 | 300 | 300 | 1,800 |
| Bad Debt Expense | | - | - | 600 | 600 | - | 600 | - | 600 | 600 | 600 | 600 | 3,600 |
| Janitorial | | - | 2,600 | 5,100 | 5,100 | - | 5,100 | - | 5,100 | 5,100 | 5,100 | 5,100 | 30,600 |
| Laundry | | 95 | 171 | 707 | 707 | - | 707 | - | 707 | 707 | 707 | 707 | 4,242 |
| R&M Vehicle Maintenance | | - | 239 | 1,500 | 1,500 | - | 1,500 | - | 1,500 | 1,500 | 1,500 | 1,500 | 9,000 |
| Facility Expenses (Includes Rent) | | 10,033 | 9,720 | 9,920 | 9,920 | - | 9,920 | - | 9,920 | 9,920 | 9,920 | 9,920 | 59,520 |
| Communications | | 1,078 | 1,078 | 1,078 | 1,078 | - | 1,078 | - | 1,078 | 1,078 | 1,078 | 1,078 | 6,469 |
| Internet Services | | 1,383 | 1,383 | 1,458 | 1,458 | - | 1,458 | - | 1,458 | 1,458 | 1,458 | 1,458 | 8,750 |
| Dues, Fees & Licenses | | 113 | 40 | 1,020 | 1,020 | - | 1,020 | - | 1,020 | 1,020 | 1,020 | 1,020 | 6,120 |
| Travel, Education & Training (7) | | 185 | 543 | 1,260 | 1,260 | - | 1,400 | 140 | 1,400 | 1,400 | 1,400 | 1,400 | 8,260 |
| Nurse Consultant | | 675 | 375 | 480 | 480 | - | 480 | - | 480 | 480 | 480 | 480 | 2,880 |
| Special Activities | | 6,009 | 2,536 | 5,950 | 5,950 | - | 5,950 | - | 5,950 | 5,950 | 5,950 | 5,950 | 35,700 |
| General Supplies & Materials | | 2,129 | 2,724 | 1,972 | 1,972 | - | 1,972 | - | 1,972 | 1,972 | 1,972 | 1,972 | 11,832 |
| Office Supplies | | - | - | 500 | 500 | - | 500 | - | 500 | 500 | 500 | 500 | 3,000 |
| Fundraising Expense | | - | 18 | - | - | - | - | - | - | - | - | - | - |
| Food - Snacks | | 384 | 184 | 747 | 747 | - | 747 | - | 747 | 747 | 747 | 747 | 4,481 |
| Utilities- Electricity | | 1,788 | 1,766 | 2,173 | 1,788 | (385) | 1,788 | - | 1,788 | 1,788 | 1,788 | 1,788 | 10,728 |
| Scholarship | | 9,519 | 11,595 | 8,000 | 8,000 | - | 2,000 | (6,000) | 8,000 | 8,000 | 8,000 | 8,000 | 42,000 |
| Toys-Learning Tools | | 70 | - | 500 | 500 | - | 500 | - | 500 | 500 | 500 | 500 | 3,000 |
| Marketing Expense | | - | - | - | - | - | 1,000 | 1,000 | - | - | - | - | 1,000 |
| Capital | | | | | | | | | | | | | |
| Playground/Landscaping | | 9,240 | - | - | - | - | - | - | - | - | - | - | - |
| Total Preschool Expense | | 185,437 | 145,100 | 194,960 | 172,789 | (22,171) | 197,462 | 24,673 | 204,601 | 206,889 | 209,336 | 211,952 | 1,203,028 |
| Less Revenues | | 187,621 | 189,056 | 182,015 | 199,975 | (17,960) | 189,975 | 10,000 | 199,975 | 199,975 | 199,975 | 199,975 | 1,189,850 |
| Net Surplus (Deficit) | | 2,184 | 43,956 | (12,945) | 27,186 | 40,131 | (7,487) | 34,673 | (4,626) | (6,914) | (9,361) | (11,977) | 2,392,878 |

Notes

1. Plan assumes the following staffing level

| | Actual 2014 | Actual 2015 | Original 2016 | Revised 2016 | Variance | Proposed 2017 | Variance | Projected 2018 | Projected 2019 | Projected 2020 | Projected 2021 |
|--------------------|-------------|-------------|---------------|--------------|-------------|---------------|-------------|----------------|----------------|----------------|----------------|
| Director | 0.20 | 0.30 | 0.30 | 0.30 | 0.00 | 0.30 | 0.00 | 0.30 | 0.30 | 0.30 | 0.30 |
| Manager | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | 1.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Full Time Staff | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | 1.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Part Time Staff | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Staff | 2.20 | 2.30 | 2.30 | 2.30 | 0.00 | 2.30 | 0.00 | 2.30 | 2.30 | 2.30 | 2.30 |

2. PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.68%.

3. Retirement benefits consists of matching employee 401k contributions from 1% to 9%.

4. Projected health care costs in 2017 are \$13,172 annually per FTE and are anticipated to increase at a rate of 7% annually. FTE rates are affected by dependent health care options.

5. Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.

6. Plan assumes ski pass cost to be \$875 per FTE for the 2016-2017 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$815.

**TOWN OF MOUNTAIN VILLAGE
2017 BUDGET
PLAZA SERVICES AND ENVIRONMENTAL SERVICES PROGRAM NARRATIVE**

Plaza Services is responsible for: the sustainable upkeep of the Town’s plazas, lawns, irrigation systems, flower beds, flower pots and hanging baskets; snow and ice removal throughout public plazas; permitting and overseeing plaza vehicle access; providing plaza assistance for fee; performing public trash and recycling collection; special event permitting and management; executing and managing plaza license agreements; Market on the Plaza production and management; assisting with environmental programs and projects, while providing high quality guest service at all times.

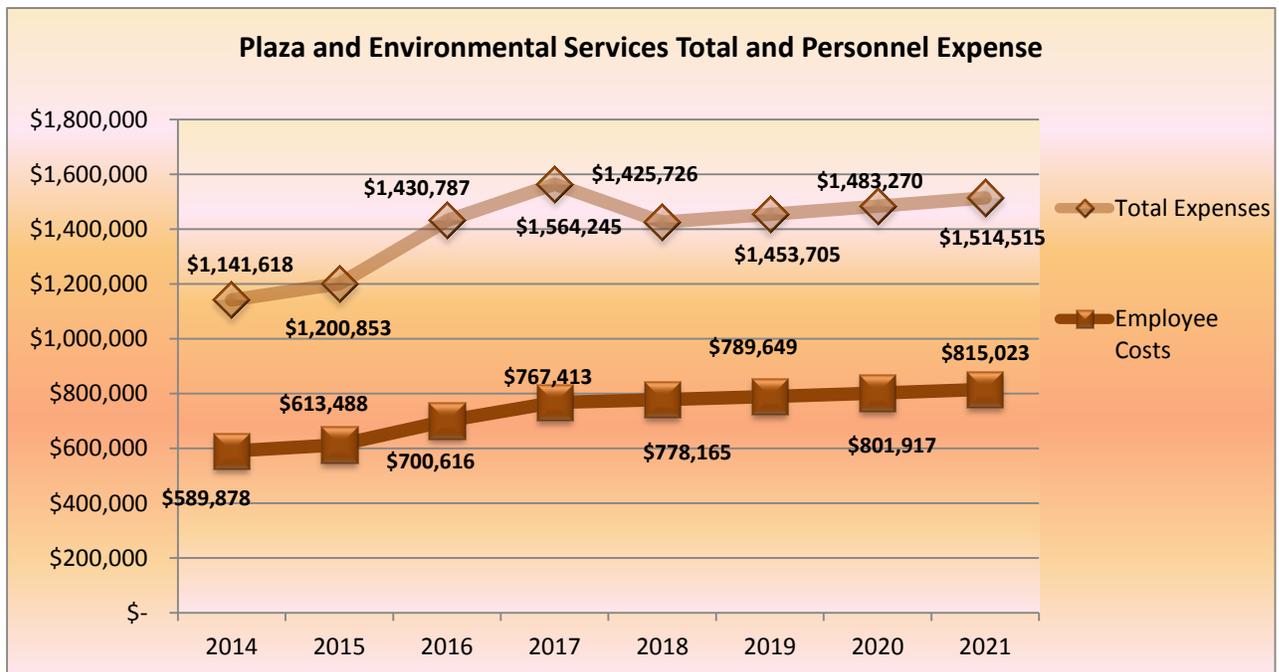
Environmental Services is responsible for: educating, planning and implementing projects to help minimize the government and community’s impact on the natural environment; tracking and reporting government energy use; supporting and participating in regional environmental organizations, partnerships and initiatives.

2017 DEPARTMENT GOALS

1. Maintain the town's public plazas, lawns and gardens to a high standard of care, safety and guest service in a manner least destructive to the environment.
2. Manage third party public plaza uses including Plaza Vehicle Access Permits, Plaza Motorized Cart Permits, Plaza Special Event Permits, Plaza License Agreements and various Plaza HOA and merchant activities with great attention to detail and a high level of customer service.
3. Educate and assist the staff and community concerning responsible and sustainable use and practices regarding energy, waste, and natural resources to minimize the town’s impact on the environment.
4. Seek financial support for departmental programs and projects.
5. Operate department within adopted budget.

2017 DEPARTMENT PERFORMANCE MEASURES

1. Work within existing budget to identify opportunities and implement projects that improve the guest experience in the public plazas. Report on improvements made.
2. Permit and manage all special events in a timely and efficient manner; track and report hours of special event assistance provided to community.
3. Implement environmental programs to engage and educate the staff and community concerning the responsible use and management of natural resources. Measure and report on success of programs.
4. Obtain greater than \$5,000 in financial assistance for departmental projects.
5. Operate department at or below adopted budget while continuing to improve services.



| Percentage Change in Expenditures | | | | | | |
|-----------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2018-2019 | 2019-2020 | 2020-2021 |
| 5.19% | 19.15% | 9.33% | -8.86% | 1.96% | 2.03% | 2.11% |



2016 ACCOMPLISHMENTS

GOAL 1: Maintain the town's public plazas, lawns and gardens to a high standard of care, safety and guest service in a manner least destructive to the environment;

- Completed **6,000 sf. of paver and stone repair** and improvement projects in Village Center including Blue Mesa and **Sunset Plaza snowmelt** and repair project
- Logged approximately 877 labor hours performing **manual snow and ice removal** in Sunset Plaza due to current legal restrictions on de-icers and heavy equipment.
- Assisting Marketing/Business Development department with new **wayfinding program** for upgraded signage and lights in plaza
- Selected and installed new and improved vertical **banners in Conference Center plaza**
- Logged approximately **500 labor hours maintaining the grounds of See Forever Village** throughout the year for a cost of approximately \$10,000.
- Treated approximately **25 acres of noxious weeds** on town-owned parcels in partnership with San Miguel County
- Installing **3 smart irrigation controls** on town-owned parcels to test new weather control options and improve irrigation efficiency
- Assisted Public Works with **Meadows Improvements** including additional landscaping and new Meadows Park
- Fabricated an improved **fire pit for Heritage Plaza** with maintenance shop staff and purchased additional bike racks and furniture for the plazas.
- Logged approximately 1,550 labor hours installing and removing **Town holiday decorations**.
- Assisted Recreation Department with improvement of **Village Pond as a free ice-skating** amenity for the community.
- Hosted the annual **town spring clean-up day** and employee appreciation picnic in May.

GOAL 2: Manage third party public plaza uses, as well as various Plaza HOA and merchant activities with great attention to detail and a high level of customer service.

- Actively managing **25 Plaza License Agreements** for merchant use of public property in the plazas including vending carts, food and beverage patios, sponsor cars, ski valets
- Permitted and managed **45 special events** in plazas during 2016 while providing approximately **400** hours of complimentary special event labor assistance (does not include event permitting and mgmt..) including TMVOA Holiday Prelude activities.
- Provided complimentary after hours trash/recycling services to **12 TMVOA Sunset Concerts**, requiring **7** hours of overtime each week from staff at a labor cost of about \$3,000
- Produced **10 Market on the Plaza events with 38 approved vendors** this summer. Each market takes approximately **12** Plaza Services staff hours to manage on day of event not counting management and production for a total approximate cost of \$10,000 per year to produce this town event.
- Issued and managed **115 plaza vehicle access permits** during 2016
- Implemented and managed improved vending cart regulations and new winter vendors for public plazas
- With Bruin Waste Management, implemented **new trash hauling system** in Village Center to alleviate financial concerns of land-locked merchants

GOAL 3: Educate and assist the staff and community regarding responsible and sustainable use and practices regarding energy, waste, and natural resources.

- Offered third and **final round of Relight Mountain Village** LED discount program, which this year sold **2753 light bulbs to 80 customers** (44 from one hotel alone) for a total electricity savings of about 63,509 kwh per year with a 1.26 year payback period
- Worked with Building Department to launch new **heat trace** incentive program to encourage safe and efficient installation of rooftop heat trace systems. The program succeed in creating awareness about the issue, however homeowners are having difficulty engaging electricians to proceed with installation of the heat trace controllers.
- Have not awarded a **Solar Energy rebate** in 2016 however program continues with roll-over funds from original 2014 budget allocation.
- Treated **48 residential properties and 10 large TSG open space parcels** in second year of **Community Weed Control** incentive program using reimbursable state grant funds. Working closely with TSG for improved weed control on golf course and TSG open spaces
- Launched new **Wildfire Mitigation/Defensible Space incentive program** for community in 2016 in conjunction with Town Forester and TMVOA. So far Dave Bangert has engaged **47 residential property owners, marked 29 properties, and completed DS treatments on 15 lots.** \$50,000 allocated in budget to run program again in 2017

- Recently launched new **smart irrigation controls** incentive program for residential water conservation. \$20,000 allocated in water budget for program in 2017
- With Dave Bangert, TSG, USFS, SMC, TOT, and others, we are participating in regional **Forest Health stakeholders partnership**, with intent to collaborate in 2017 on a regional **landscape scale forest health assessment** to direct future forest health efforts
- Working with TSG, San Miguel County, and USFS to host a **scientific Fen symposium and field trip in 2017** and highlight the collaborative fen studies that took place in **Prospect Basin** and are now being showcased around the world by Dr. David Cooper of **Colorado State University**.
- Performed ongoing participation and collaboration on EcoAction Partners' **Sneffels Energy Board** to collaborate on regional energy programs and initiatives
- Participate on Board of **San Miguel Watershed Coalition** to oversee regional water quality monitoring, watershed restoration planning and projects on the San Miguel River
- Reviewed and re-bid the 3-year **contract for residential trash and recycling services** throughout the community
- Assisted VCA with the installation of two **bat nesting boxes** on property.

GOAL 4: Seek financial support for departmental programs and projects.

- Obtained **\$50,000 from partners at TMVOA** as matching funds for Defensible Space/Wildfire Mitigation incentives to residential community.
- Awarded **\$7,500 grant from Colorado Department of Agriculture** for noxious weed incentives to property owners
- Awarded residents over **\$30,000 in LED rebates** from San Miguel Power Association (SMPA), our partner in the Relight Mountain Village program
- Banked **\$14,500 in energy efficiency rebates** in 2016. These funds are earmarked for installation of solar panels on gondola terminals or other public facilities
- Building department collected **\$54,406 in renewable energy mitigation fees** in 2016. These funds are earmarked for installation of solar panels on gondola terminals or other public facilities
- Installed **80 additional solar panels** (approx. 20KW) on the gondola terminals using Green Gondola Project donations, energy rebates and green building fees.
- Working with Telluride Ski Resort to promote Green Gondola efforts **on winter trail map**.

GOAL 5: Operate department within adopted budget.

- We predict ending the 2017 year on budget target.

Town of Mountain Village
 2016 Revised/2017 Proposed Budget and Long Term Financial Plan
 General Fund
 Schedule K - Plaza & Environmental Services Expenditures

| | Ann. Inc. | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|----------------------------------------------------------|-----------|------------------|------------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|-----------------------|------------------|------------------|------------------|------------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Employee Costs | | | | | | | | | | | | | |
| Salaries & Wages (1) | | 404,285 | 416,176 | 464,212 | 464,212 | - | 507,686 | 43,474 | 507,686 | 507,686 | 507,686 | 507,686 | 3,002,642 |
| Offset Labor | | (900) | (700) | (4,000) | (4,000) | - | (4,000) | - | (4,000) | (4,000) | (4,000) | (4,000) | (24,000) |
| Health Benefits (4) | 7.00% | 89,831 | 99,885 | 126,523 | 126,523 | - | 139,695 | 13,172 | 149,474 | 159,937 | 171,132 | 183,112 | 929,872 |
| Dependent Health Benefit Reimbursement (5) | | (5,188) | (5,732) | (3,426) | (3,426) | - | (3,426) | - | (3,426) | (3,426) | (3,426) | (3,426) | (20,556) |
| Payroll taxes (2) | | 61,111 | 63,090 | 71,396 | 71,396 | - | 78,082 | 6,686 | 78,082 | 78,082 | 78,082 | 78,082 | 461,806 |
| Retirement Benefits (3) | 3.83% | 17,105 | 15,920 | 16,765 | 17,758 | 993 | 19,421 | 1,663 | 19,421 | 19,421 | 19,421 | 19,421 | 114,861 |
| Workmen's comp | 5% | 16,484 | 17,424 | 18,529 | 18,529 | - | 19,456 | 926 | 20,428 | 21,450 | 22,522 | 23,648 | 126,034 |
| Other Employee Benefits (6) | 0% | 7,150 | 7,425 | 8,348 | 9,625 | 1,278 | 10,500 | 875 | 10,500 | 10,500 | 10,500 | 10,500 | 62,125 |
| Subtotal, Employee Costs | | 589,878 | 613,488 | 698,346 | 700,616 | 2,270 | 767,413 | 66,797 | 778,165 | 789,649 | 801,917 | 815,023 | 4,652,784 |
| Uniforms | | 1,964 | 1,780 | 2,000 | 2,000 | - | 2,000 | - | 2,000 | 2,000 | 2,000 | 2,000 | 12,000 |
| Consultant Services | 0% | 2,485 | - | 10,000 | 10,000 | - | 10,000 | - | 10,000 | 10,000 | 10,000 | 10,000 | 60,000 |
| Janitorial | | 16,199 | 15,543 | 20,267 | 20,267 | - | 20,267 | 201 | 20,267 | 20,267 | 20,267 | 20,267 | 121,603 |
| Maintenance-Vehicles | | 4,367 | 2,577 | 9,262 | 9,262 | - | 9,262 | - | 9,262 | 9,262 | 9,262 | 9,262 | 55,572 |
| Maintenance-Equipment | | 1,022 | 1,513 | 3,937 | 3,937 | - | 3,937 | - | 3,937 | 3,937 | 3,937 | 3,937 | 23,625 |
| R&M, Landscape, Irrigation, Plaza, Bldg | | 21,253 | 24,830 | 33,996 | 28,996 | (5,000) | 28,996 | - | 28,996 | 28,996 | 28,996 | 28,996 | 173,976 |
| Facility Expenses | | 2,624 | 2,057 | 5,054 | 5,054 | - | 5,054 | - | 5,054 | 5,054 | 5,054 | 5,054 | 30,324 |
| Communications | | 5,576 | 5,852 | 6,793 | 6,793 | - | 6,793 | - | 6,793 | 6,793 | 6,793 | 6,793 | 40,758 |
| Public Noticing | | - | 90 | 302 | 302 | - | 302 | - | 302 | 302 | 302 | 302 | 1,812 |
| Dues & Fees | | 25 | 100 | 200 | 200 | - | 2,700 | 2,500 | 2,700 | 2,700 | 2,700 | 2,700 | 13,700 |
| Travel, Education & Training | | 2,185 | 150 | 2,100 | 2,100 | - | 2,100 | - | 2,100 | 2,100 | 2,100 | 2,100 | 12,600 |
| Licenses- Vehicle Registration | | - | - | 36 | 36 | - | 36 | - | 36 | 36 | 36 | 36 | 218 |
| Contract Labor | | 4,002 | 3,362 | 10,000 | 10,000 | - | 10,000 | - | 10,000 | 10,000 | 10,000 | 10,000 | 60,000 |
| Weed Control (9) | | 5,662 | 12,129 | 16,240 | 13,740 | (2,500) | 12,500 | (1,240) | 12,500 | 12,500 | 12,500 | 12,500 | 76,240 |
| Postage & Freight | | - | 75 | 210 | 210 | - | 210 | - | 210 | 210 | 210 | 210 | 1,260 |
| General Supplies & Materials | | 18,904 | 16,206 | 30,000 | 25,000 | (5,000) | 25,000 | - | 25,000 | 25,000 | 25,000 | 25,000 | 150,000 |
| Office Supplies | | 847 | 603 | 831 | 831 | - | 831 | - | 831 | 831 | 831 | 831 | 4,987 |
| Business Meals | | - | 564 | 600 | 600 | - | 1,000 | 400 | 1,000 | 1,000 | 1,000 | 1,000 | 5,600 |
| Employee Appreciation | | 649 | 731 | 525 | 600 | 75 | 600 | - | 600 | 600 | 600 | 600 | 3,600 |
| Pots & Hanging Baskets | | 8,963 | 9,180 | 10,000 | 10,000 | - | 10,000 | - | 10,000 | 10,000 | 10,000 | 10,000 | 60,000 |
| Paver-Planter Repair | | 90,105 | 84,938 | 100,000 | 100,000 | - | 100,000 | - | 100,000 | 100,000 | 100,000 | 100,000 | 600,000 |
| Plaza Beautification - Non-Capital | | - | - | - | 10,000 | 10,000 | 10,000 | - | 10,000 | 10,000 | 10,000 | 10,000 | 60,000 |
| Christmas Decorations | | 33,089 | 31,057 | 25,000 | 25,000 | - | 30,000 | 5,000 | 30,000 | 30,000 | 30,000 | 30,000 | 175,000 |
| Utilities: Water/Sewer | 2% | 23,498 | 17,520 | 25,280 | 25,280 | - | 25,786 | 506 | 26,301 | 26,827 | 27,364 | 27,911 | 159,470 |
| Utilities: Natural Gas | 5% | 173,991 | 194,896 | 231,525 | 220,525 | (11,000) | 231,551 | 11,026 | 243,129 | 255,285 | 268,050 | 281,452 | 1,499,992 |
| Utilities: Electric | 5% | 46,863 | 44,523 | 71,800 | 63,300 | (8,500) | 66,465 | 3,165 | 69,788 | 73,277 | 76,941 | 80,788 | 430,559 |
| Utilities: Gasoline | 3% | 12,948 | 8,701 | 22,137 | 10,137 | (12,000) | 10,441 | 304 | 10,754 | 11,077 | 11,409 | 11,751 | 65,569 |
| Wetlands Study | | - | - | 3,000 | 3,000 | - | 3,000 | - | 3,000 | 3,000 | 3,000 | 3,000 | 18,000 |
| Green Gondola (Town Expense) | | 1,882 | - | - | - | - | - | - | - | - | - | - | - |
| Green Gondola (Contributions Expense) (7) | | 7,570 | 4,265 | - | - | - | - | - | - | - | - | - | - |
| Environmental Materials | | 667 | 193 | 3,000 | 3,000 | - | 3,000 | - | 3,000 | 3,000 | 3,000 | 3,000 | 18,000 |
| Energy Rebate Expense (8) | | 6,596 | 32,377 | 10,000 | - | (10,000) | 15,000 | 15,000 | - | - | - | - | 15,000 |
| Community Environmental Incentives (10) | | 40,000 | 30,000 | 70,000 | 120,000 | 50,000 | 100,000 | (20,000) | - | - | - | - | 220,000 |
| Energy Mitigation Expense (8) | | 17,803 | 41,554 | 30,000 | - | (30,000) | 50,000 | 50,000 | - | - | - | - | 50,000 |
| Total Plaza Services & Environmental Services | | 1,141,618 | 1,200,853 | 1,452,442 | 1,430,787 | (21,655) | 1,564,245 | 83,659 | 1,425,726 | 1,453,705 | 1,483,270 | 1,514,515 | 8,822,249 |

Notes

1. Plan assumes the following staffing level

| | Actual 2014 | Actual 2015 | Original 2016 | Revised 2016 | Variance | Proposed 2017 | Variance | Projected 2018 | Projected 2019 | Projected 2020 | Projected 2021 |
|--------------------------------------|-------------|--------------|---------------|--------------|-------------|---------------|-------------|----------------|----------------|----------------|----------------|
| Director | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | 1.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Manager | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | 1.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Assistant Manager | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Supervisor | 0.00 | 2.00 | 2.00 | 2.00 | 0.00 | 2.00 | 0.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Field Crew FTYR | 5.00 | 5.00 | 5.00 | 6.00 | 1.00 | 6.00 | 0.00 | 6.00 | 6.00 | 6.00 | 6.00 |
| Public Refuse Removal Field Crew FTE | -0.50 | -0.70 | -0.70 | -0.70 | 0.00 | -0.70 | 0.00 | -0.70 | -0.70 | -0.70 | -0.70 |
| Seasonal Field Crew FTE's | 2.00 | 2.00 | 2.00 | 1.00 | -1.00 | 2.00 | 1.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Total Staff | 9.50 | 10.30 | 10.30 | 10.30 | 0.00 | 11.30 | 1.00 | 11.30 | 11.30 | 11.30 | 11.30 |

- Please note: Certain staffing related to trash removal can be found on that department schedule.
- PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.68%.
 - Retirement benefits consists of matching employee 401k contributions from 1% to 9%.
 - Projected health care costs in 2017 are \$13,172 annually per FTE and are anticipated to increase at a rate of 7% annually. FTE rates are affected by dependent health care options.
 - Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.
 - Plan assumes ski pass cost to be \$875 per FTE for the 2016-2017 season. Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$815.
 - These expenses are wholly dependent on the monies contributed for the green gondola campaign and will never exceed the revenues collected, which are budgeted on the revenue summary page.
 - Energy Mitigation and Energy Rebate fees collected in 2016 to be saved and added to 2017 collected funds for public facility energy projects.
 - 2015 Revised/2016 is offset by a \$7,500 CDA grant. Another \$5,000 grant is expected for 2017.
 - \$50,000 Wildfire mitigation incentives for 2016/2017. TMVOA additional contributions of \$50,000 each year. Terminate Relight Mountain Village Program after three years.
 - Continue other incentives using existing unused program funds.

**TOWN OF MOUNTAIN VILLAGE
2017 BUDGET
PUBLIC AREA TRASH AND RECYCLE REMOVAL NARRATIVE**

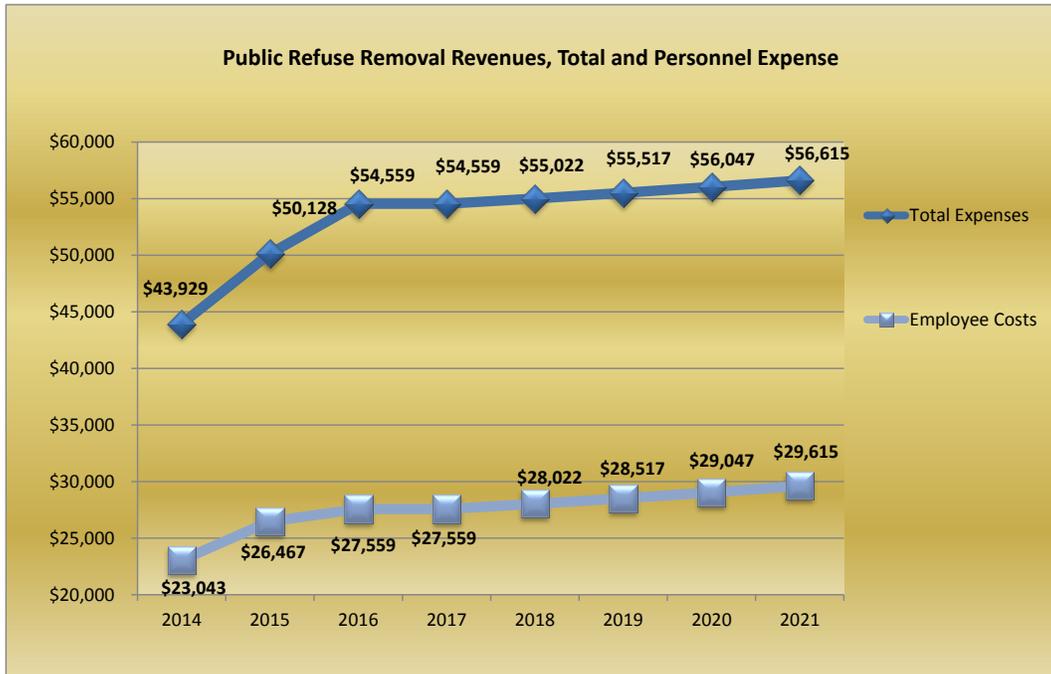
The Plaza Services department is responsible for the collection of trash and recycling in Town common areas (not including recreation trails) and the management of hauling and disposal/processing contracts for those materials.

DEPARTMENT GOALS

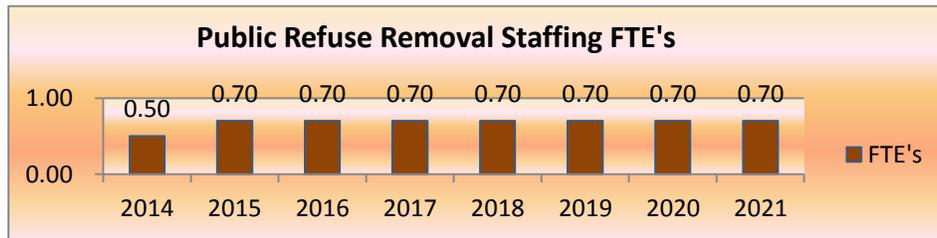
1. Manage daily public trash and recycling collection and disposal/processing efforts in a timely and efficient manner.
2. Ensure a safe waste handling program for the employees.
3. Department shall manage public trash contracts and monitor trash expenses to operate within approved budget.

DEPARTMENT PERFORMANCE MEASURES

1. Ensure 100% public facilities have adequate trash and recycling stations.
2. Accurately monitor labor hours spent collecting waste and recyclables from public facilities to reduce time spent where possible and identify safety and labor efficiency measures where necessary.
3. Department year end expenditure totals do not exceed the adopted budget year. Analyze program costs and contract obligations to improve efficiencies where possible.



| Percentage Change in Expenditures | | | | | | |
|-----------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2018-2019 | 2019-2020 | 2020-2021 |
| 14.11% | 8.84% | 0.00% | 0.85% | 0.90% | 0.95% | 1.01% |



2016 Accomplishments:

1. Worked closely with waste hauler and affected HOAs to implement new trash/recycling hauling system in Village Center.
2. Ongoing dialogue with Plaza HOA and TSG to address inadequate trash storage facilities and repeated bear and cleanliness violations.

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
General Fund
Schedule K-1 -Public Refuse Removal

| | Ann. Inc. | Actual | | Annual Budgets | | | | | Long Term Projections | | | | | |
|------------------------------------------|--------------|---------------|---------------|----------------------------|---------------------------|------------------------------------|----------------------------|-------------------------------------|-----------------------|---------------|---------------|---------------|--------------------|----------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 | |
| Employee Costs | | | | | | | | | | | | | | |
| Salaries & Wages (1) | | 17,754 | 20,204 | 20,752 | 20,752 | - | 20,752 | - | 20,752 | 20,752 | 20,752 | 20,752 | 20,752 | 124,512 |
| Offset Labor | | - | - | (3,000) | (3,000) | - | (3,000) | - | (3,000) | (3,000) | (3,000) | (3,000) | (3,000) | (18,000) |
| Health Benefits (3) | 7.00% | 2,848 | 3,222 | 6,615 | 6,615 | - | 6,615 | - | 7,078 | 7,574 | 8,104 | 8,671 | 44,656 | |
| Payroll Taxes (2) | | 2,709 | 3,041 | 3,192 | 3,192 | - | 3,192 | - | 3,192 | 3,192 | 3,192 | 3,192 | 19,150 | |
| Workers Compensation | 5% | (268) | - | 440 | - | (440) | - | - | - | - | - | - | 440 | |
| Other Employee Benefits (4) | 4% | - | - | - | - | - | - | - | - | - | - | - | - | |
| Subtotal, Employee Costs | | 23,043 | 26,467 | 27,999 | 27,559 | (440) | 27,559 | - | 28,022 | 28,517 | 29,047 | 29,615 | 170,758 | |
| Refuse Removal Cost | | 16,692 | 18,549 | 20,000 | 20,000 | - | 20,000 | - | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 120,000 |
| General Supplies | | 396 | 150 | 2,000 | 2,000 | - | 2,000 | - | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 12,000 |
| Annual Spring Clean-up/Employee Picnic | | 3,798 | 4,962 | 5,000 | 5,000 | - | 5,000 | - | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 30,000 |
| Total Refuse Removal Expenditures | | 43,929 | 50,128 | 54,999 | 54,559 | (440) | 54,559 | - | 55,022 | 55,517 | 56,047 | 56,615 | 332,758 | |

Notes

1. Plan assumes the following staffing level

| | Actual 2014 | Actual 2015 | Original 2016 | Revised 2016 | Variance | Proposed 2017 | Variance | Projected 2018 | Projected 2019 | Projected 2020 | Projected 2021 |
|--------------------|----------------|----------------|------------------|-----------------|-------------|------------------|-------------|-------------------|-------------------|-------------------|-------------------|
| Field Crew FTE | 0.50 | 0.70 | 0.70 | 0.70 | 0.00 | 0.70 | 0.00 | 0.70 | 0.70 | 0.70 | 0.70 |
| Total Staff | 0.50 | 0.70 | 0.70 | 0.70 | 0.00 | 0.70 | 0.00 | 0.70 | 0.70 | 0.70 | 0.70 |

2. PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.68%.

3. Projected health care costs in 2017 are \$13,172 annually per FTE and are anticipated to increase at a rate of 7% annually. FTE rates are affected by dependent health care options.

4. Plan assumes ski pass cost to be \$875 per FTE for the 2016-2017 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$815.

**TOWN OF MOUNTAIN VILLAGE
2017 BUDGET
BROADBAND DEPARTMENT PROGRAM NARRATIVE**

Mountain Village Broadband supplies telecommunications services and products to customers in Mountain Village.

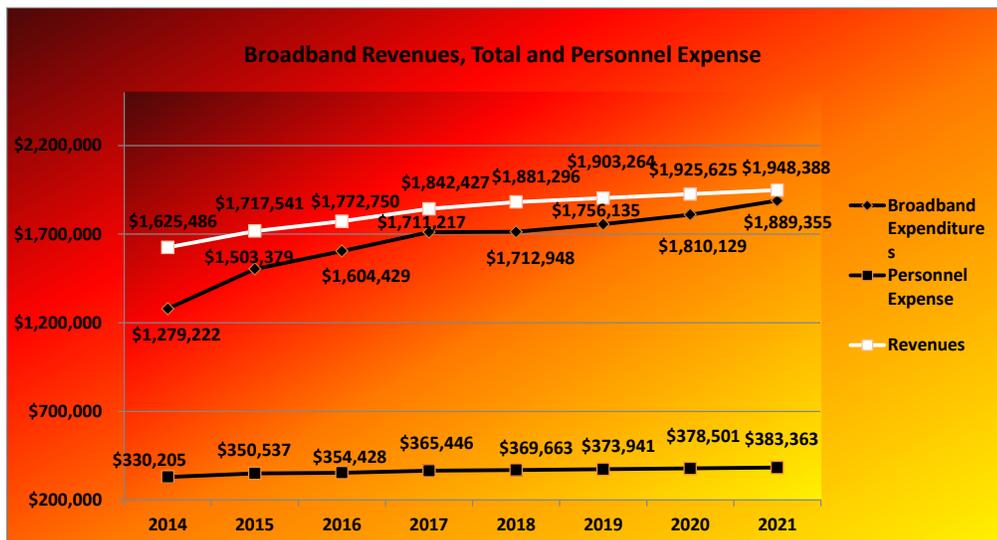
DEPARTMENT GOALS

1. Service the community with the newest technologies available for video services.
2. Service the community with the newest technologies available for Internet services
3. Full compliance with FCC guidelines and reporting requirements.
4. Provide Mountain Village the highest level of customer service.
5. Service the community with the newest technologies available for Phone services
6. Operating the enterprise does not require general tax subsidy.

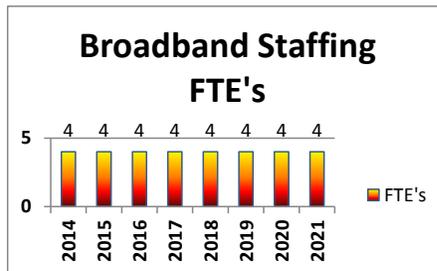
DEPARTMENT PERFORMANCE MEASURES

1. Maintain 75% of units in Mountain Village as video customers.
2. Maintain 75% of units in Mountain Village as data customers.
3. Complete all FCC reports on time
4. Average number of service calls per month with all calls being completed within 24 hours.
5. Average down time of phone customers to be .05% or less
6. The enterprise operates without transfers from the General Fund or other funds of the Town
7. Log all outages respond less than 1 hr.

Decrease air conditioning costs for the head end by utilizing fan and monitoring thermostat



| Year Range | Percentage Change |
|------------|-------------------|
| 2014-2015 | 17.52% |
| 2015-2016 | 6.72% |
| 2016-2017 | 6.66% |
| 2017-2018 | 0.10% |
| 2018-2019 | 2.52% |
| 2019-2020 | 3.07% |
| 2020-2021 | 4.38% |



2016 Goals meet

Maintained 79.19 % video subs
 Maintained 83.1% data subs
 Completed 99.7% service calls within 24hours
 Phone down time 0.0005%

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
Broadband Fund
Summary

| Sch. | Actual | | Annual Budgets | | | | | Long Term Projections | | | | | |
|----------------------------------------------------------------|--------|------------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|-----------------------|------------------|------------------|------------------|------------------|-------------------|
| | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 | |
| Revenues | | | | | | | | | | | | | |
| Cable Service Fees | A | 793,941 | 825,982 | 865,368 | 856,800 | (8,568) | 917,150 | 60,349 | 940,206 | 946,045 | 951,954 | 957,935 | 5,578,658 |
| Broadband Service Fees | A | 708,974 | 787,572 | 776,597 | 818,597 | 42,000 | 827,232 | 8,635 | 842,339 | 857,748 | 873,467 | 889,500 | 5,066,882 |
| Phone Service Fees | A | 35,742 | 35,413 | 34,589 | 34,589 | - | 35,281 | 692 | 35,987 | 36,706 | 37,440 | 38,189 | 218,192 |
| Other Revenues | A | 86,829 | 68,575 | 98,524 | 62,764 | (35,760) | 62,764 | - | 62,764 | 62,764 | 62,764 | 62,764 | 412,345 |
| Total Revenues | | 1,625,486 | 1,717,541 | 1,775,078 | 1,772,750 | (2,328) | 1,842,427 | 69,676 | 1,881,296 | 1,903,264 | 1,925,625 | 1,948,388 | 11,276,078 |
| Direct Costs | | | | | | | | | | | | | |
| Cable Television | B | 572,187 | 651,234 | 689,247 | 694,267 | 5,019 | 753,800 | 59,533 | 829,475 | 891,800 | 959,038 | 1,031,588 | 5,154,948 |
| Broadband | B | 108,000 | 167,783 | 228,000 | 236,400 | 8,400 | 236,400 | - | 236,400 | 236,400 | 236,400 | 236,400 | 1,410,000 |
| Phone Service | B | 24,505 | 26,745 | 29,700 | 29,700 | - | 29,700 | - | 29,970 | 30,243 | 30,518 | 30,796 | 180,927 |
| Total Direct Costs | | 704,692 | 845,762 | 946,947 | 960,367 | 13,419 | 1,019,900 | 59,533 | 1,095,845 | 1,158,443 | 1,225,956 | 1,298,784 | 6,745,875 |
| Gross Margin | | 920,794 | 871,779 | 828,131 | 812,384 | (15,747) | 822,527 | 10,143 | 785,451 | 744,821 | 699,669 | 649,604 | 4,530,203 |
| Expenditures | | | | | | | | | | | | | |
| Operating | C | 532,434 | 530,962 | 579,318 | 581,062 | 1,744 | 576,818 | (4,244) | 584,103 | 589,693 | 576,173 | 582,571 | 3,488,675 |
| Contingency | | - | - | 3,000 | 3,000 | - | 3,000 | - | 3,000 | 3,000 | 3,000 | 3,000 | 18,000 |
| Total Operating Expenditures | | 532,434 | 530,962 | 582,318 | 584,062 | 1,744 | 579,818 | (4,244) | 587,103 | 592,693 | 579,173 | 585,571 | 3,506,675 |
| Operating Surplus/(Deficit) | | 388,360 | 340,817 | 245,813 | 228,322 | (17,491) | 242,709 | 14,388 | 198,348 | 152,128 | 120,496 | 64,033 | 1,023,527 |
| Capital Outlay | D | 42,096 | 126,654 | 60,000 | 60,000 | - | 111,500 | 51,500 | 30,000 | 5,000 | 5,000 | 5,000 | 216,500 |
| Surplus / (Deficit) Before Other Sources / (Uses) | | 346,264 | 214,163 | 185,813 | 168,322 | (17,491) | 131,209 | (37,112) | 168,348 | 147,128 | 115,496 | 59,033 | 807,027 |
| Other Financing Sources/(Uses) | | | | | | | | | | | | | |
| Transfer (To)/From General Fund | | (179,928) | (147,145) | - | - | - | - | - | - | - | - | - | - |
| Transfer to GF-Allocation of Administrative Staff | | (116,336) | (117,017) | (127,195) | (128,924) | (1,729) | (143,168) | (14,244) | (143,964) | (159,387) | (163,988) | (167,225) | (904,927) |
| Total Other Financing Sources/(Uses), net | | (296,264) | (264,162) | (127,195) | (128,924) | (1,729) | (143,168) | (14,244) | (143,964) | (159,387) | (163,988) | (167,225) | (904,927) |
| Surplus/(Deficit), after Other Financing Sources/(Uses) | | 50,000 | (50,000) | 58,618 | 39,397 | (19,220) | (11,959) | (51,356) | 24,385 | (12,259) | (48,492) | (108,192) | (97,900) |
| Beginning Balance | | 60,000 | 110,000 | 60,000 | 60,000 | - | 99,397 | 39,397 | 87,438 | 111,823 | 99,564 | 51,072 | |
| Ending Fund Balance | | 110,000 | 60,000 | 118,618 | 99,397 | (19,220) | 87,438 | (11,959) | 111,823 | 99,564 | 51,072 | (57,121) | |

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
Broadband Fund
Schedule A - Broadband Fund Revenue Summary

| | Ann Sch. | Inc | Actual | | Annual Budgets | | | | Long Term Projections | | | | Total 2016-2021 | |
|----------------------------------------------|-------------|-----|------------------|------------------|----------------------------|---------------------------|------------------------------------|----------------------------|-------------------------------------|------------------|------------------|------------------|--------------------|-------------------|
| | | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | | 2021 |
| Service Fee Revenues | | | | | | | | | | | | | | |
| Basic Service | | | | | | | | | | | | | | |
| Residential | A-1 | | 341,177 | 366,636 | 362,019 | 379,019 | 17,000 | 396,914 | 17,895 | 414,809 | 414,809 | 414,809 | 414,809 | 2,435,170 |
| Bulk | A-1 | | 145,248 | 148,912 | 189,898 | 169,792 | (20,106) | 209,792 | 40,000 | 211,890 | 214,009 | 216,149 | 218,310 | 1,239,942 |
| Total Basic Revenues | | | 486,425 | 515,548 | 551,917 | 548,811 | (3,106) | 606,706 | 57,895 | 626,699 | 628,818 | 630,958 | 633,120 | 3,675,112 |
| Premium Service | | | | | | | | | | | | | | |
| Premium | A-1 | | 54,939 | 50,304 | 50,500 | 50,500 | - | 51,005 | 505 | 51,515 | 52,030 | 52,551 | 53,076 | 310,677 |
| Premium Bulk | A-1 | | 28,645 | 29,422 | 30,014 | 30,014 | - | 30,315 | 300 | 30,618 | 30,924 | 31,233 | 31,545 | 184,649 |
| Total Premium Revenues | | | 83,584 | 79,726 | 80,514 | 80,514 | - | 81,320 | 805 | 82,133 | 82,954 | 83,784 | 84,621 | 495,326 |
| Digital | | | | | | | | | | | | | | |
| HDTV | A-1 | | 82,007 | 79,646 | 78,884 | 73,921 | (4,962) | 74,620 | 698 | 75,325 | 76,663 | 78,026 | 79,416 | 457,971 |
| | A-1 | | 140,658 | 150,174 | 152,974 | 152,974 | - | 154,504 | 1,530 | 156,049 | 157,610 | 159,186 | 160,778 | 941,101 |
| Pay Per View | A-1 | | 1,267 | 888 | 1,079 | 579 | (500) | - | (579) | - | - | - | - | 579 |
| Total Cable Service Fee Revenues | | | 793,941 | 825,982 | 865,368 | 856,800 | (8,568) | 917,150 | 60,349 | 940,206 | 946,045 | 951,954 | 957,935 | 5,570,090 |
| Broadband | | | | | | | | | | | | | | |
| High Speed Internet | A-2 | | 510,215 | 586,708 | 601,860 | 629,860 | 28,000 | 636,158 | 6,299 | 648,881 | 661,859 | 675,096 | 688,598 | 3,940,453 |
| Bulk Internet | A-2 | | 141,277 | 141,512 | 142,806 | 142,806 | - | 145,138 | 2,332 | 147,517 | 149,943 | 152,418 | 154,943 | 892,766 |
| Ancillary Services | A-2 | | 57,482 | 59,352 | 31,931 | 45,931 | 14,000 | 45,935 | 5 | 45,941 | 45,946 | 45,952 | 45,959 | 275,664 |
| Total Broadband | | | 708,974 | 787,572 | 776,597 | 818,597 | 42,000 | 827,232 | 8,635 | 842,339 | 857,748 | 873,467 | 889,500 | 5,108,882 |
| Phone Revenues | A-2 | | 35,742 | 35,413 | 34,589 | 34,589 | - | 35,281 | 692 | 35,987 | 36,706 | 37,440 | 38,189 | 218,192 |
| Other Revenues | | | | | | | | | | | | | | |
| Advertising | | | 3,155 | 3,120 | - | - | - | - | - | - | - | - | - | - |
| Parts & Labor | | | 13,760 | 8,304 | 21,855 | 8,500 | (13,355) | 8,500 | - | 8,500 | 8,500 | 8,500 | 8,500 | 51,000 |
| Connection Fees | | | 25,919 | 21,420 | 27,319 | 20,000 | (7,319) | 20,000 | - | 20,000 | 20,000 | 20,000 | 20,000 | 120,000 |
| Cable Equipment Rental- Second Digital Boxes | | | 16,163 | 14,631 | 24,834 | 16,000 | (8,834) | 16,000 | - | 16,000 | 16,000 | 16,000 | 16,000 | 96,000 |
| Channel Revenues | | | 234 | 312 | 424 | 424 | - | 424 | - | 424 | 424 | 424 | 424 | 2,545 |
| Leased Access | | | 10,680 | 6,794 | 10,800 | 5,340 | (5,460) | 5,340 | - | 5,340 | 5,340 | 5,340 | 5,340 | 32,040 |
| Miscellaneous Income | | | 6,249 | 1,854 | - | - | - | - | - | - | - | - | - | - |
| Late Fees | | | 10,670 | 12,140 | 13,292 | 12,500 | (792) | 12,500 | - | 12,500 | 12,500 | 12,500 | 12,500 | 75,000 |
| Total Other Revenues | | | 86,829 | 68,575 | 98,524 | 62,764 | (35,760) | 62,764 | - | 62,764 | 62,764 | 62,764 | 62,764 | 376,585 |
| Total Revenues | | | 1,589,744 | 1,717,541 | 1,775,078 | 1,772,750 | (2,328) | 1,842,427 | 68,985 | 1,881,296 | 1,903,264 | 1,925,625 | 1,948,388 | 11,273,750 |

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
Broadband Fund
Schedule A1- Broadband Fund Cable TV Revenues

| | Rate Code | Ann. Inc. | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|------------------------------------------------|-----------|-----------|----------------|----------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|-----------------------|----------------|----------------|----------------|------------------|
| | | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Service Fee Rates (Monthly) | | | | | | | | | | | | | | |
| Basic-Residential | | | 46.95 | 49.95 | 52.95 | 52.95 | - | 55.45 | 2.50 | 57.95 | 57.95 | 57.95 | 57.95 | |
| Basic-Bulk (1) | | | - | - | - | - | - | - | - | - | - | - | - | |
| Service Fee Revenues | | | | | | | | | | | | | | |
| Basic-Residential | | | 341,177 | 366,636 | 362,019 | 379,019 | 17,000 | 396,914 | 17,895 | 414,809 | 414,809 | 414,809 | 414,809 | 2,435,170 |
| Basic-Bulk | | | 145,248 | 148,912 | 189,898 | 169,792 | (20,106) | 209,792 | 40,000 | 211,890 | 214,009 | 216,149 | 218,310 | 1,239,942 |
| Total Basic Revenues | | | 486,425 | 515,548 | 551,917 | 548,811 | (3,106) | 606,706 | 57,895 | 626,699 | 628,818 | 630,958 | 633,120 | 3,675,112 |
| Premium Service Fee Rates | | | | | | | | | | | | | | |
| One Pay | | | 12.75 | 12.75 | 13.00 | 13.00 | - | 13.00 | - | 13.00 | 13.00 | 13.00 | 13.00 | |
| Two Pay | | | 20.95 | 20.95 | 21.45 | 21.45 | - | 21.45 | - | 21.45 | 21.45 | 21.45 | 21.45 | |
| Three Pay | | | 29.45 | 29.45 | 29.95 | 29.95 | - | 29.95 | - | 29.95 | 29.95 | 29.95 | 29.95 | |
| Four Pay | | | 36.45 | 36.45 | 36.95 | 36.95 | - | 36.95 | - | 36.95 | 36.95 | 36.95 | 36.95 | |
| Premium Service Fee Revenues | | | | | | | | | | | | | | |
| One Pay | | | 27,469 | 25,152 | 25,250 | 25,250 | - | 25,503 | 253 | 25,758 | 26,015 | 26,275 | 26,538 | 155,338 |
| Two Pay | | | 13,735 | 12,576 | 12,625 | 12,625 | - | 12,751 | 126 | 12,879 | 13,008 | 13,138 | 13,269 | 77,669 |
| Three Pay | | | 5,494 | 5,030 | 5,050 | 5,050 | - | 5,101 | 51 | 5,152 | 5,203 | 5,255 | 5,308 | 31,068 |
| Four Pay | | | 8,241 | 7,546 | 7,575 | 7,575 | - | 7,651 | 76 | 7,727 | 7,805 | 7,883 | 7,961 | 46,602 |
| Total Premium Service Fee Revenues | | | 54,939 | 50,304 | 50,500 | 50,500 | - | 51,005 | 505 | 51,515 | 52,030 | 52,551 | 53,076 | 310,677 |
| Bulk Premium Service Fee Rates | | | | | | | | | | | | | | |
| Bulk HBO | | | 8.25 | 8.25 | 8.25 | 8.25 | - | 8.25 | - | 8.25 | 8.25 | 8.25 | 8.25 | |
| Bulk Cinemax | | | 8.25 | 8.25 | 8.25 | 8.25 | - | 8.25 | - | 8.25 | 8.25 | 8.25 | 8.25 | |
| Bulk Premium Service Fee Revenues | | | | | | | | | | | | | | |
| Bulk HBO | | | 12,927 | 28,201 | 24,185 | 24,185 | - | 24,427 | 242 | 24,671 | 24,918 | 25,167 | 25,419 | 148,786 |
| Bulk Cinemax/Showtime | | | 15,718 | 1,220 | 5,830 | 5,830 | - | 5,888 | 58 | 5,947 | 6,006 | 6,066 | 6,127 | 35,864 |
| Total Bulk Premium Service Fee Revenues | | | 28,645 | 29,422 | 30,014 | 30,014 | - | 30,315 | 300 | 30,618 | 30,924 | 31,233 | 31,545 | 184,649 |
| Digital Service Fee Rates | | | | | | | | | | | | | | |
| Digital Plus | DIG | | 18.95 | 18.95 | 18.95 | 18.95 | - | 18.95 | - | 18.95 | 18.95 | 18.95 | 18.95 | |
| Digital Starter | DIG1 | | 7.75 | 7.75 | 7.75 | 7.75 | - | 7.75 | - | 7.75 | 7.75 | 7.75 | 7.75 | |
| Extra Digital Box | DCT | | 8.25 | 8.25 | 8.25 | 8.25 | - | 8.25 | - | 8.25 | 8.25 | 8.25 | 8.25 | |
| Inactive Digital Box | IDIG | | 8.25 | 8.25 | 8.25 | 8.25 | - | 8.25 | - | 8.25 | 8.25 | 8.25 | 8.25 | |
| DMX Music | DMX | | 40.00 | 40.00 | 40.00 | 40.00 | - | 40.00 | - | 40.00 | 40.00 | 40.00 | 40.00 | |
| High Definition TV | HDTV | | 21.95 | 21.95 | 21.95 | 21.95 | - | 21.95 | - | 21.95 | 21.95 | 21.95 | 21.95 | |
| Pay Per View | PPV | | 3.99 | 3.99 | 3.99 | 3.99 | - | 3.99 | - | 3.99 | 3.99 | 3.99 | 3.99 | |
| Digital Service Fee Revenues | | | | | | | | | | | | | | |
| Digital Plus | DIG | | 65,956 | 63,787 | 62,975 | 60,413 | (2,562) | 61,017 | 604 | 61,627 | 62,860 | 64,117 | 65,399 | 375,434 |
| Digital Starter | DIG1 | | 1,333 | 735 | 3,274 | 874 | (2,400) | 883 | 9 | 892 | 909 | 928 | 946 | 5,431 |
| Inactive Digital Box | IDIG | | 10,639 | 11,044 | 8,554 | 8,554 | - | 8,640 | 86 | 8,726 | 8,814 | 8,902 | 8,991 | 52,626 |
| DMX Music | DMX | | 4,080 | 4,080 | 4,080 | 4,080 | - | 4,080 | - | 4,080 | 4,080 | 4,080 | 4,080 | 24,480 |
| High Definition TV | HDTV | | 140,658 | 150,174 | 152,974 | 152,974 | - | 154,504 | 1,530 | 156,049 | 157,610 | 159,186 | 160,778 | 941,101 |
| Total Digital Service Fee Revenues | | | 222,665 | 229,821 | 231,858 | 226,896 | (4,962) | 229,124 | 2,228 | 231,374 | 234,273 | 237,212 | 240,194 | 1,399,073 |
| Pay Per View | | | | | | | | | | | | | | |
| Total Pay Per View Revenues | | | 1,267 | 888 | 1,079 | 579 | (500) | - | (579) | - | - | - | - | 1,079 |

1. Bulk basic rates vary by number of subscribers per account.

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
Broadband Fund
Schedule A2- Broadband Fund Internet Revenues

| | Rate Code | Ann. Inc. | Actual | | Annual Budgets | | | | Long Term Projections | | | | | |
|-------------------------------------------|-------------|-----------|----------------|----------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|----------------|----------------|----------------|----------------|------------------|
| | | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Bulk Internet Rates | | | | | | | | | | | | | | |
| Bulk Internet 2-5 Units | 2M | | 33.25 | 33.25 | 33.25 | 33.25 | - | 33.25 | - | 33.25 | 33.25 | 33.25 | 33.25 | |
| Bulk Internet 6-10 Units | 6M | | 20.95 | 20.95 | 20.95 | 20.95 | - | 20.95 | - | 20.95 | 20.95 | 20.95 | 20.95 | |
| Bulk Internet 11-49 Units | 11M | | 19.45 | 19.45 | 19.45 | 19.45 | - | 19.45 | - | 19.45 | 19.45 | 19.45 | 19.45 | |
| Bulk Internet 50+ Units | 50+M | | 15.95 | 15.95 | 15.95 | 15.95 | - | 15.95 | - | 15.95 | 15.95 | 15.95 | 15.95 | |
| Internet Rates | | | | | | | | | | | | | | |
| Limited Internet | NET1 | | 28.25 | 28.35 | 28.35 | 28.35 | - | 28.35 | - | 28.35 | 28.35 | 28.35 | 28.35 | |
| Enhanced Internet - 12 | NET2 | | 50.00 | 50.00 | 50.00 | 50.00 | - | 50.00 | - | 50.00 | 50.00 | 50.00 | 50.00 | |
| Enhanced Internet - 20 | NET5 | | 79.95 | 79.95 | 79.95 | 79.95 | - | 79.95 | - | 79.95 | 79.95 | 79.95 | 79.95 | |
| Enhanced Internet - 30 | NET6 | | 109.95 | 109.95 | 109.95 | 109.95 | - | 109.95 | - | 109.95 | 109.95 | 109.95 | 109.95 | |
| Enhanced Internet-Non-Cable Subscriber | NSN2 | | 60.00 | 60.00 | 60.00 | 60.00 | - | 60.00 | - | 60.00 | 60.00 | 60.00 | 60.00 | |
| Inactive Modem Subscriber | IMOD | | 8.25 | 8.25 | 8.25 | 8.25 | - | 8.25 | - | 8.25 | 8.25 | 8.25 | 8.25 | |
| 2nd Modem Subscriber | 2MOD | | 19.00 | 19.00 | 19.00 | 19.00 | - | 19.00 | - | 19.00 | 19.00 | 19.00 | 19.00 | |
| Static IP Address Subscriber | STIP | | 10.00 | 10.00 | 10.00 | 10.00 | - | 10.00 | - | 10.00 | 10.00 | 10.00 | 10.00 | |
| Bulk Internet Revenues | | | | | | | | | | | | | | |
| Town Internet Services | | | 21,139 | 26,144 | 22,000 | 26,200 | 4,200 | 26,200 | - | 26,200 | 26,200 | 26,200 | 26,200 | 157,200 |
| Bulk Internet 2-5 modems | 2M | | 7,722 | 6,873 | 12,317 | 12,317 | - | 12,564 | 246 | 12,815 | 13,071 | 13,333 | 13,599 | 77,700 |
| Bulk Internet 6-10 modems | 6M | | 28,932 | 2,264 | 2,535 | 2,535 | - | 2,586 | 51 | 2,637 | 2,690 | 2,744 | 2,799 | 15,990 |
| Bulk Internet 11-49 modems | 11M | | 22,513 | 24,120 | 38,037 | 33,837 | (4,200) | 34,513 | 677 | 35,204 | 35,908 | 36,626 | 37,358 | 213,446 |
| Bulk Internet 50+ modems | 50+M | | 60,972 | 82,111 | 67,917 | 67,917 | - | 69,276 | 1,358 | 70,661 | 72,074 | 73,516 | 74,986 | 428,430 |
| Total Bulk Internet Revenues | | | 141,277 | 141,512 | 142,806 | 142,806 | - | 145,138 | 2,332 | 147,517 | 149,943 | 152,418 | 154,943 | 892,766 |
| Internet Revenues | | | | | | | | | | | | | | |
| Limited Internet | NET1 | | 4,081 | 2,786 | 7,969 | 7,969 | - | 8,049 | 80 | 8,210 | 8,374 | 8,541 | 8,712 | 49,854 |
| Enhanced Internet | NET 2, 5, 6 | | 378,581 | 420,503 | 439,524 | 439,524 | - | 443,919 | 4,395 | 452,797 | 461,853 | 471,090 | 480,512 | 2,749,695 |
| Internet-Non Subscriber | NSN2 | | 127,552 | 163,420 | 154,367 | 182,367 | 28,000 | 184,191 | 1,824 | 187,875 | 191,632 | 195,465 | 199,374 | 1,140,904 |
| | | | 510,215 | 586,708 | 601,860 | 629,860 | 28,000 | 636,158 | 6,299 | 648,881 | 661,859 | 675,096 | 688,598 | 3,940,453 |
| Phone Revenues | | | | | | | | | | | | | | |
| Phone Service | | | 35,742 | 35,413 | 34,589 | 34,589 | - | 35,281 | 692 | 35,987 | 36,706 | 37,440 | 38,189 | 218,192 |
| Ancillary Services | | | | | | | | | | | | | | |
| Inactive Modem Subscriber | IMOD | | 8,204 | 8,790 | 6,489 | 6,489 | - | 6,489 | - | 6,489 | 6,489 | 6,489 | 6,489 | 38,933 |
| 2nd Modem Subscriber | 2MOD | 1% | 770 | 622 | 46 | 46 | - | 50 | 5 | 55 | 61 | 67 | 74 | 352 |
| Business Net/Static IP Address Subscriber | STIP | | 48,508 | 49,940 | 25,396 | 39,396 | 14,000 | 39,396 | - | 39,396 | 39,396 | 39,396 | 39,396 | 236,379 |
| Total Ancillary Services | | | 57,482 | 59,352 | 31,931 | 45,931 | 14,000 | 45,935 | 5 | 45,941 | 45,946 | 45,952 | 45,959 | 275,664 |
| WIFI | | 3% | - | - | - | - | - | - | - | - | - | - | - | - |

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
Broadband Fund
Schedule B- Broadband Fund Direct Costs

| | Ann. Inc. | Actual | | Annual Budgets | | | | Long Term Projections | | | | | |
|----------------------------------------------------|-----------|----------------|----------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|----------------|----------------|----------------|------------------|------------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Cable TV Services | | | | | | | | | | | | | |
| Programming Costs- Monthly (Per Subscriber) | | | | | | | | | | | | | |
| Basic - Monthly Rate per Subscriber | 8.5% | 38.45 | 44.31 | 47.01 | 48.56 | 1.55 | 52.69 | 4.13 | 57.17 | 62.03 | 67.30 | 73.02 | |
| Basic- HBO Residential | 5.0% | 13.79 | 14.76 | 15.10 | 14.96 | (0.14) | 15.71 | 0.75 | 16.49 | 17.32 | 18.18 | 19.09 | |
| Basic- HBO Bulk | 1.0% | 3.31 | 3.31 | 3.34 | 3.31 | (0.03) | 3.34 | 0.03 | 3.38 | 3.41 | 3.44 | 3.48 | |
| Basic- Cinemax Residential | 1.0% | 8.86 | 9.30 | 9.39 | 9.77 | 0.38 | 9.87 | 0.10 | 9.97 | 10.07 | 10.17 | 10.27 | |
| Digital- Showtime Residential | 1.0% | 9.93 | 10.75 | 10.46 | 10.86 | 0.40 | 10.97 | 0.11 | 11.08 | 11.19 | 11.30 | 11.41 | |
| Digital- Showtime Bulk | 1.0% | 3.75 | 3.75 | 3.79 | 3.75 | (0.04) | 3.79 | 0.04 | 3.83 | 3.86 | 3.90 | 3.94 | |
| Digital -Starz/Encore | 3.0% | 9.93 | 8.21 | 8.44 | 8.20 | (0.24) | 8.45 | 0.25 | 8.70 | 8.96 | 9.23 | 9.51 | |
| Digital-Basic | 5.0% | 10.13 | 9.02 | 9.05 | 7.75 | (1.30) | 8.14 | 0.39 | 8.54 | 8.97 | 9.42 | 9.89 | |
| Digital - DMX Music | 0.5% | 0.27 | 0.27 | 0.28 | 0.27 | (0.01) | 0.27 | 0.00 | 0.27 | 0.27 | 0.28 | 0.28 | |
| Digital- HDTV | 2.0% | 1.13 | 0.65 | 1.17 | 0.67 | (0.50) | 0.68 | 0.01 | 0.70 | 0.71 | 0.73 | 0.74 | |
| Annual Programming Costs | | | | | | | | | | | | | |
| Basic - Monthly Rate per Subscriber | 8.5% | 404,834 | 467,344 | 485,123 | 485,123 | - | 541,717 | 56,593 | 607,103 | 658,707 | 714,697 | 775,447 | 3,782,795 |
| Basic - Program Fee Promotions | | - | - | - | - | - | - | - | - | - | - | - | - |
| Premium Channels - HBO, Cinemax, Starz, Showtime | 5% | 88,783 | 91,978 | 96,810 | 96,810 | - | 101,651 | 4,841 | 106,733 | 112,070 | 117,673 | 123,557 | 658,493 |
| Digital- Latino | 0% | - | - | - | - | - | - | - | - | - | - | - | - |
| Digital- Basic | 5% | 53,511 | 71,876 | 83,643 | 83,643 | - | 87,825 | 4,182 | 92,216 | 96,827 | 101,669 | 106,752 | 568,932 |
| Digital - DMX Music | 1% | - | - | - | - | - | - | - | - | - | - | - | - |
| Digital- HDTV | 2% | 6,582 | 5,863 | 7,977 | 7,977 | - | 8,136 | 160 | 8,299 | 8,465 | 8,634 | 8,807 | 50,317 |
| Pay Per View Fees | 5% | 4,298 | 4,363 | 6,996 | 6,996 | - | 7,345 | 350 | 7,713 | 8,098 | 8,503 | 8,928 | 47,583 |
| Copyright Royalties | 0% | 7,684 | 3,287 | 1,781 | 6,800 | 5,019 | - | (6,800) | - | - | - | - | 6,800 |
| TV Guide Fees | 3% | 6,496 | 6,523 | 6,918 | 6,918 | - | 7,126 | 208 | 7,411 | 7,633 | 7,862 | 8,098 | 45,046 |
| Total Programming Costs | | 572,187 | 651,234 | 689,247 | 694,267 | 5,019 | 753,800 | 59,533 | 829,475 | 891,800 | 959,038 | 1,031,588 | 5,159,967 |
| Phone Costs | | | | | | | | | | | | | |
| Phone Service Costs | 1% | 24,505 | 26,745 | 27,000 | 27,000 | - | 27,000 | - | 27,270 | 27,543 | 27,818 | 28,096 | 164,727 |
| Connection Fees | 0% | - | - | 2,700 | 2,700 | - | 2,700 | - | 2,700 | 2,700 | 2,700 | 2,700 | 16,200 |
| Total Phone Costs | | 24,505 | 26,745 | 29,700 | 29,700 | - | 29,700 | - | 29,970 | 30,243 | 30,518 | 30,796 | 180,927 |
| Broadband Costs | | | | | | | | | | | | | |
| Fixed - T1 Connection Service | 0% | 108,000 | 167,783 | 228,000 | 236,400 | 8,400 | 236,400 | - | 236,400 | 236,400 | 236,400 | 236,400 | 1,418,400 |
| E-mail Hosting | 1% | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Broadband Costs | | 108,000 | 167,783 | 228,000 | 236,400 | 8,400 | 236,400 | - | 236,400 | 236,400 | 236,400 | 236,400 | 1,418,400 |

Town of Mountain Village
 2016 Revised/2017 Proposed Budget and Long Term Financial Plan
 Broadband Fund
 Schedule C- Broadband Fund Operating Expenditures

| | Ann. Inc. | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|-------------------------------------|-----------|----------------|----------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|-----------------------|----------------|----------------|----------------|------------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| | | | | | | | | | | | | | |
| Employee Costs | | | | | | | | | | | | | |
| Salaries & Wages (1) | | 216,254 | 233,403 | 236,037 | 236,037 | - | 244,831 | 8,794 | 244,831 | 244,831 | 244,831 | 244,831 | 1,460,190 |
| Housing Allowance | 2% | 12,301 | 11,759 | 12,212 | 12,212 | - | 12,457 | 244 | 12,706 | 12,960 | 13,219 | 13,483 | 77,037 |
| Health Benefits (4) | 7.00% | 49,854 | 51,553 | 51,774 | 51,774 | - | 51,774 | - | 55,398 | 59,276 | 63,425 | 67,865 | 349,513 |
| Dependent Health Reimbursement (5) | | (4,292) | (3,614) | (4,356) | (4,356) | - | (4,356) | - | (4,356) | (4,356) | (4,356) | (4,356) | (26,133) |
| Payroll Taxes (2) | | 32,878 | 35,675 | 36,302 | 36,302 | - | 37,655 | 1,353 | 37,655 | 37,655 | 37,655 | 37,655 | 224,577 |
| Retirement Benefits (3) | 6.08% | 13,902 | 14,198 | 15,174 | 14,358 | (816) | 14,893 | 535 | 14,893 | 14,893 | 14,893 | 14,893 | 88,822 |
| Workers Compensation | 5% | 6,528 | 4,463 | 4,884 | 4,600 | (284) | 4,692 | 92 | 4,897 | 4,897 | 4,897 | 4,897 | 28,878 |
| Other Employee Benefits (6) | 4% | 2,780 | 3,100 | 3,180 | 3,500 | 320 | 3,500 | - | 3,640 | 3,786 | 3,937 | 4,095 | 22,457 |
| Subtotal, Employee Costs | | 330,205 | 350,537 | 355,208 | 354,428 | (780) | 365,446 | 11,018 | 369,663 | 373,941 | 378,501 | 383,363 | 2,225,341 |
| Uniforms | | 525 | - | 500 | 500 | - | 500 | - | 500 | 500 | 500 | 500 | 3,000 |
| Bad Debt Expense | | 4,766 | 7,601 | 5,000 | - | (5,000) | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 25,000 |
| Technical-Computer Support | | 29,103 | 28,911 | 30,476 | 37,000 | 6,524 | 37,000 | - | 37,000 | 37,000 | 37,000 | 37,000 | 222,000 |
| Call Center Support | | 1,298 | 1,416 | 1,573 | 1,573 | - | 1,573 | - | 1,573 | 1,573 | 1,573 | 1,573 | 9,438 |
| Janitorial | | 1,327 | 1,329 | 1,586 | 1,586 | - | 1,586 | - | 1,586 | 1,586 | 1,586 | 1,586 | 9,516 |
| R&M - Head End | | 8,630 | 5,640 | 15,000 | 15,000 | - | 15,000 | - | 15,000 | 15,000 | 15,000 | 15,000 | 90,000 |
| R&M - Plant (7) | | 27,315 | 7,922 | 20,000 | 20,000 | - | 20,000 | - | 20,000 | 20,000 | 20,000 | 20,000 | 120,000 |
| R&M - Vehicles and Equipment | | 3,813 | 6,462 | 2,500 | 2,500 | - | 2,500 | - | 2,500 | 2,500 | 2,500 | 2,500 | 15,000 |
| Facility Expenses | | 1,111 | 2,117 | 520 | 2,000 | 1,480 | 2,000 | - | 2,000 | 2,000 | 2,000 | 2,000 | 12,000 |
| Insurance | | 8,242 | 5,972 | 6,000 | 3,500 | (2,500) | 3,675 | 175 | 3,675 | 3,675 | 3,675 | 3,675 | 21,875 |
| Communications | | 6,534 | 6,581 | 5,578 | 5,578 | - | 5,578 | - | 5,578 | 5,578 | 5,578 | 5,578 | 33,470 |
| Marketing & Advertising | | 717 | 13,037 | 25,000 | 25,000 | - | 7,500 | (17,500) | 7,500 | 7,500 | 7,500 | 7,500 | 62,500 |
| TCTV 12 Support | | 25,750 | 22,500 | 12,000 | 12,000 | - | 12,000 | - | 12,000 | 12,000 | 12,000 | 12,000 | 72,000 |
| Dues, Fees, Licenses | | 661 | 1,149 | 500 | 500 | - | 500 | - | 500 | 250 | 500 | 250 | 2,500 |
| Travel, Education, Conferences | | 4,135 | 7,670 | 7,000 | 5,000 | (2,000) | 6,000 | 1,000 | 6,000 | 6,000 | 6,000 | 6,000 | 35,000 |
| Contract Labor | | - | 570 | 2,500 | 2,500 | - | 2,500 | - | 2,500 | 2,500 | 2,500 | 2,500 | 15,000 |
| Utility Locates | | 277 | 245 | 520 | 520 | - | 520 | - | 520 | 520 | 520 | 520 | 3,120 |
| Invoice Processing | | 3,449 | 3,582 | 3,600 | 3,600 | - | 3,600 | - | 3,600 | 3,600 | 3,600 | 3,600 | 21,600 |
| Online Payment Fees | | 5,822 | 7,332 | 4,200 | 13,220 | 9,020 | 13,220 | - | 13,220 | 13,220 | 13,220 | 13,220 | 79,320 |
| Postage & Freight | | 4,285 | 4,285 | 5,200 | 5,200 | - | 5,200 | - | 5,200 | 5,200 | 5,200 | 5,200 | 31,200 |
| General Supplies & Materials | | 1,490 | 2,877 | 7,000 | 7,000 | - | 7,000 | - | 7,000 | 7,000 | 7,000 | 7,000 | 42,000 |
| Office Supplies | | 1,585 | 1,276 | 2,550 | 2,550 | - | 2,550 | - | 2,550 | 2,550 | 2,550 | 2,550 | 15,300 |
| DVR's (2) | | 31,056 | 17,021 | 30,000 | 30,000 | - | 25,000 | (5,000) | 25,000 | 25,000 | 5,000 | 5,000 | 115,000 |
| Cable Modems (2) | | 4,725 | 4,404 | 4,000 | 4,000 | - | 4,000 | - | 5,000 | 5,000 | 5,000 | 5,000 | 28,000 |
| Phone Terminals (8) | | 2,199 | - | 2,000 | 2,000 | - | 1,500 | (500) | 2,000 | 2,000 | 2,000 | 2,000 | 11,500 |
| Business Meals | | 298 | 323 | 300 | 300 | - | 300 | - | 300 | 300 | 300 | 300 | 1,800 |
| Employee Appreciation | | 1,629 | 423 | 300 | 300 | - | 300 | - | 200 | 200 | 200 | 200 | 1,400 |
| Utilities: Natural Gas | 5% | 560 | 542 | 894 | 894 | - | 939 | 45 | 986 | 1,035 | 1,087 | 1,141 | 6,082 |
| Utilities: Electricity | 7% | 17,019 | 16,801 | 23,874 | 18,874 | (5,000) | 20,195 | 1,321 | 21,608 | 23,121 | 24,739 | 26,471 | 135,009 |
| Utilities: Gasoline | 5% | 3,908 | 2,439 | 3,939 | 3,939 | - | 4,136 | 197 | 4,343 | 4,343 | 4,343 | 4,343 | 25,449 |
| Total Operating Expenditures | | 532,434 | 530,962 | 579,318 | 581,062 | 1,744 | 576,818 | (4,244) | 584,103 | 589,693 | 576,173 | 582,571 | 3,490,420 |

Notes:

1. Plan assumes the following staffing

| | Actual 2014 | Actual 2015 | Original 2016 | Revised 2016 | Variance | Proposed 2017 | Variance | Projected 2018 | Projected 2019 | Projected 2020 | Projected 2021 |
|------------------------------|-------------|-------------|---------------|--------------|-------------|---------------|-------------|----------------|----------------|----------------|----------------|
| Broadband Department Manager | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | 1.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| IT Technician | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Field Staff | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 | 2.00 | 0.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Administrative Support | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | 1.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Staff | 4.00 | 4.00 | 4.00 | 4.00 | 0.00 | 4.00 | 0.00 | 4.00 | 4.00 | 4.00 | 4.00 |

- PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.68%.
- Retirement benefits consists of matching employee 401k contributions from 1% to 9%.
- Projected health care costs in 2017 are \$13,172 annually per FTE and are anticipated to increase at a rate of 7% annually. FTE rates are affected by dependent health care options.
- Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.
- Plan assumes ski pass cost to be \$875 per FTE for the 2016-2017 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$815.
- Plan assumes that \$20,000 will be spent each year on cable replacement after 2011.
- Plan assumes the purchase of phone terminals at \$75 each.

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
Broadband Fund
Schedule D- Broadband Fund Capital Expenditures

| | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|-----------------------------|---------------|----------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|-----------------------|--------------|--------------|--------------|-----------------|
| | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Capital Outlay | | | | | | | | | | | | |
| Head End | | | | | | | | | | | | |
| Analog Receivers | - | - | - | - | - | - | - | - | - | - | - | - |
| Digital Receivers | - | - | 2,500 | 2,500 | - | - | (2,500) | - | - | - | - | 2,500 |
| HDTV Receivers | - | - | 7,500 | 7,500 | - | 7,500 | - | 5,000 | 5,000 | 5,000 | 5,000 | 35,000 |
| System Upgrades | | | | | | | | | | | | |
| System Upgrades (2) | 50 | 86,593 | - | - | - | 100,000 | 100,000 | - | - | - | - | 100,000 |
| CMTS Upgrade | - | 679 | - | - | - | - | - | - | - | - | - | - |
| Equipment | 8,523 | - | - | - | - | - | - | - | - | - | - | - |
| Other Capital Outlay | | | | | | | | | | | | |
| Software Upgrades (3) | - | 39,383 | 50,000 | 50,000 | - | - | (50,000) | - | - | - | - | 50,000 |
| AC for the Headend | - | - | - | - | - | - | - | - | - | - | - | - |
| Test Equipment | 4,731 | - | - | - | - | 4,000 | 4,000 | - | - | - | - | 4,000 |
| New Plotter (CAD) | - | - | - | - | - | - | - | - | - | - | - | - |
| Vehicles (1) | 28,791 | - | - | - | - | - | - | 25,000 | - | - | - | 25,000 |
| Total Capital Outlay | 42,096 | 126,654 | 60,000 | 60,000 | - | 111,500 | 51,500 | 30,000 | 5,000 | 5,000 | 5,000 | 216,500 |

Notes:

1. Replace truck
2. Upgrade existing fiber.
3. New programming/billing software

**TOWN OF MOUNTAIN VILLAGE
2017 BUDGET
BUILDING MAINTENANCE DIVISION PROGRAM NARRATIVE**

The Building Maintenance Division has the following primary maintenance and repair responsibilities:

1. All town owned boilers (Post Office, Blue Mesa, Conference Center, See Forever I and II, Heritage Plaza, Le Chamonix Plaza, Oak Street, Gondola Plaza Building, Heritage Crossing).
2. Gas fire pits in Heritage Plaza ,Reflection Plaza and at See Forever.
3. All street lights (streets and plazas).
4. All town owned and managed buildings (Town Hall, Town Shops, town departments in Fire Station, Gondola Parking Garage, Telluride Conference Center (as needed), Heritage Parking Garage, Gondola terminals and Post Office buildings).
5. All lighting in plazas.
6. Review utility locates for projects in close proximity to all street lights.
7. Repair and maintain public bathrooms-cleaning performed by contract services.
8. Repair signs in plazas and street signs.

BUILDING MAINTENANCE DIVISION GOALS

1. All building/facility issue that are identified as a potential life-safety threat shall be addressed immediately.
2. Address all maintenance issues such as street lights, and minor facility repairs in a timely fashion.
3. Prioritize the completion of work orders based on safety, short and long-term cost savings, and timing of request.
4. Operate the department in an environmentally sustainable and sensitive manner including the responsible use of electricity, natural gas, fuel, paper, water, and chemicals.
5. Operate within Town Council adopted budget.

BUILDING MAINTENANCE DIVISION PERFORMANCE MEASURES

1. All building/facility issue that are identified as a potential life-safety threat shall be addressed within one (1) hour.
2. Address all maintenance issues such as street lights, and minor facility repairs within 24 hours.
3. Prioritize the completion of work orders based on safety within 24 hours, short and long-term cost savings, and timing of request.
4. Wherever possible, reduce the use of electricity, natural gas, fuel, paper, water, and chemicals.
5. Throughout 2017, operate within Town Council adopted budget.



Percentage Change in Expenditures

| 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2018-2019 | 2019-2020 | 2020-2021 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| 70.75% | 21.33% | -2.64% | 1.04% | 1.10% | 1.16% | 1.23% |



2016 BUILDING MAINTENANCE DIVISION ACHIEVEMENTS

1. All building/facility issue that are identified as a potential life-safety threat shall be addressed immediately (within one hour) with lock-out/tag out where appropriate or other safety measures and within twenty-four hours initiate corrective measures. *This goal was met.*
2. Address all maintenance issues such as street lights, and minor facility repairs within 24 hours of notification. *This goal was met.*
3. Prioritize the completion of work orders based on safety within 24 hours and short and long-term cost savings within five days of request. *This goal was met.*
4. Throughout 2016, operate within Town Council adopted budget. *This goal was met.*
5. Complete all energy projects as directed 2016

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
General Fund
Schedule L - Building Maintenance

| | Ann. Inc. | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|------------------------------------------------|-----------|----------------|----------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|-----------------------|----------------|----------------|----------------|------------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Employee Costs | | | | | | | | | | | | | |
| Salaries & Wages (1) | | 42,401 | 77,342 | 82,886 | 82,886 | - | 85,641 | 2,755 | 85,641 | 85,641 | 85,641 | 85,641 | 511,090 |
| Offset Labor | | - | (161) | - | - | - | - | - | - | - | - | - | - |
| Health Benefits (3) | 7.00% | 12,463 | 24,654 | 25,831 | 26,344 | 513 | 26,344 | - | 28,188 | 30,161 | 32,272 | 34,531 | 177,838 |
| Dependent Health Benefit Reimbursement (6) | | (722) | (1,274) | (720) | (720) | - | (720) | - | (720) | (720) | (720) | (720) | (4,320) |
| Payroll Taxes (2) | | 6,380 | 11,697 | 12,748 | 12,748 | - | 13,172 | 424 | 13,172 | 13,172 | 13,172 | 13,172 | 78,606 |
| Retirement Benefits (5) | 3% | 1,953 | 2,016 | 3,819 | 2,160 | (1,658) | 2,232 | 72 | 2,232 | 2,232 | 2,232 | 2,232 | 13,321 |
| Workers Compensation | 5% | 869 | 3,072 | 3,390 | 3,390 | - | 3,559 | 169 | 3,737 | 3,924 | 4,120 | 4,326 | 23,057 |
| Other Employee Benefits (4) | | 1,390 | 1,550 | 2,480 | 1,750 | (730) | 1,750 | - | 1,750 | 1,750 | 1,750 | 1,750 | 10,500 |
| Subtotal, Employee Costs | | 64,735 | 118,896 | 130,433 | 128,557 | (1,876) | 131,977 | 3,420 | 133,999 | 136,159 | 138,467 | 140,932 | 810,092 |
| Uniforms | | 196 | 314 | 350 | 350 | - | 350 | - | 350 | 350 | 350 | 350 | 2,100 |
| Maintenance - Boilers | | 26,577 | 38,784 | 45,000 | 45,000 | - | 45,000 | - | 45,000 | 45,000 | 45,000 | 45,000 | 270,000 |
| Vehicle Maintenance | | 193 | 1,323 | 500 | 500 | - | 500 | - | 500 | 500 | 500 | 500 | 3,000 |
| Street Light Repair and Maintenance (7) | | 1,622 | 2,052 | 17,000 | 17,000 | - | 9,000 | (8,000) | 9,000 | 9,000 | 9,000 | 9,000 | 62,000 |
| Maintenance - Facility | | 3,360 | 4,711 | 9,500 | 9,500 | - | 9,500 | - | 9,500 | 9,500 | 9,500 | 9,500 | 57,000 |
| Communications | | 297 | 1,272 | 700 | 1,212 | 512 | 1,212 | - | 1,212 | 1,212 | 1,212 | 1,212 | 6,760 |
| Postage and Freight | | - | 123 | - | - | - | - | - | - | - | - | - | - |
| General Supplies and Materials | | 1,860 | 2,084 | 3,000 | 3,000 | - | 2,000 | (1,000) | 2,000 | 2,000 | 2,000 | 2,000 | 13,000 |
| Utilities - Gasoline | 3% | 1,619 | 1,978 | 4,200 | 3,000 | (1,200) | 3,090 | 90 | 3,183 | 3,278 | 3,377 | 3,478 | 20,605 |
| Total Building Maintenance Expenditures | | 100,459 | 171,537 | 210,683 | 208,119 | (2,564) | 202,629 | (5,490) | 204,744 | 206,999 | 209,405 | 211,972 | 1,244,557 |

Notes

1. Plan assumes the following staffing level

| | Actual 2014 | Actual 2015 | Original 2016 | Revised 2016 | Variance | Proposed 2017 | Variance | Projected 2018 | Projected 2019 | Projected 2020 | Projected 2021 |
|---------------------------------|-------------|-------------|---------------|--------------|-------------|---------------|-------------|----------------|----------------|----------------|----------------|
| Manager | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Building Maintenance Technician | 1.00 | 2.00 | 2.00 | 2.00 | 0.00 | 2.00 | 0.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Total Staff | 1.00 | 2.00 | 2.00 | 2.00 | 0.00 | 2.00 | 0.00 | 2.00 | 2.00 | 2.00 | 2.00 |

- PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.68%.
- Projected health care costs in 2017 are \$13,172 annually per FTE and are anticipated to increase at a rate of 7% annually. FTE rates are affected by dependent health care options.
- Plan assumes ski pass cost to be \$875 per FTE for the 2016-2017 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$815.
- Retirement benefits consists of matching employee 401k contributions from 1% to 9%.
- Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.
- For LED bulb replacement for street lights over several years and conference center plaza lights repair (2016).

**TOWN OF MOUNTAIN VILLAGE
2017 BUDGET
ROAD AND BRIDGE DEPARTMENT PROGRAM NARRATIVE**

The Road and Bridge Department is responsible for the care and maintenance of 20 miles of road, 20 bridges and 8 parking areas as well as inspecting and maintaining 9 miles of sewer main, 232 manholes and 3 lift stations.

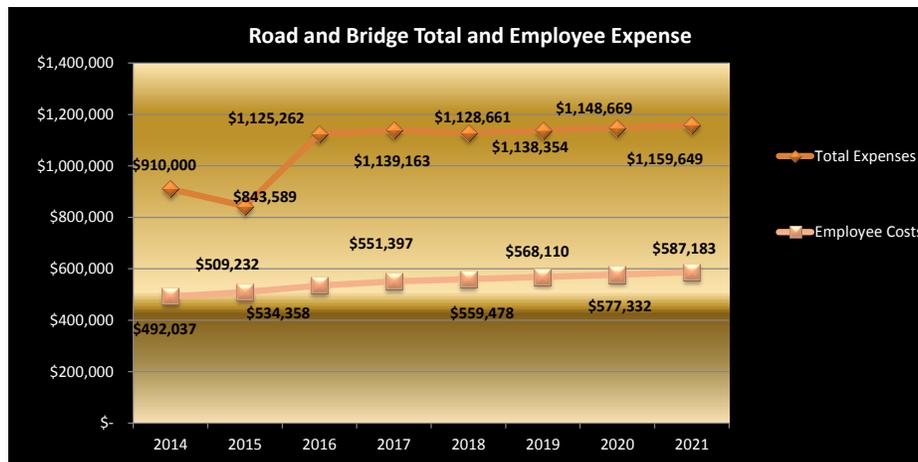
The Road and Bridge staff performs all in-house pavement repairs. They provide a significant amount of full depth asphalt patching at a considerable savings to the Town. The process involves all grinding, prep and paving operations as well as traffic control. The staff performs all other phases of roadway repair and maintenance. Road and Bridge has also undertaken numerous repairs of the main line sewer system identified by video inspection of the lines. In the winter the R&B staff provides seven day coverage for snow removal and all other required maintenance with three operators on the day shift and one operator at night until midnight. Snow removal includes all roads and parking areas owned by the Town. Along with these primary duties R&B performs wetland or sensitive area mitigation, sign repair, tree removal, road striping, culvert and drainage maintenance and routine maintenance of the sewer system.

DEPARTMENT GOALS

1. Provide snow and ice removal for all the Town’s roadways and parking areas to ensure the safest conditions possible in all weather conditions.
2. Complete the initial plow routes within proscribed time limits; the grader route within 3 hours on light to normal snow days (<6”) and 3.25 hours on heavy days (>6”); the snowplow/sand truck route within 1 3/4 hours on light to normal days and 2 hours on heavy days.
3. Provide safe roadways by maintaining quality pavements, shoulders and drainage at a cost advantageous to the Town.
4. Provide quality cost effective repair and maintenance to all Town facilities as directed.
5. Perform all tasks in the safest possible manner.
6. Perform snow removal procedures and sensitive area mitigation as per the Wetlands Protection Plan.
7. Operate the department within budget.

DEPARTMENT PERFORMANCE MEASURES

1. Track man hours for snow removal compared to snow fall total.
2. Track the number of snow days that meet or exceed the initial road opening goals with the target of 80% or better.
3. Track the cost of asphalt patching and pavement repair with the goal of keeping costs below commercial prices.
4. Track the cost for facility maintenance with the goal of keeping costs below commercial prices.
5. Track work time lost to injury with zero injuries the goal.
6. Annually inspect and document improvement of wetland protection systems as per the Wetlands Protection Plan.
7. Department year end expenditure totals do not exceed the adopted budget.



| Year Range | Percentage Change |
|------------|-------------------|
| 2014-2015 | -7.30% |
| 2015-2016 | 33.39% |
| 2016-2017 | 1.24% |
| 2017-2018 | -0.92% |
| 2018-2019 | 0.86% |
| 2019-2020 | 0.91% |
| 2020-2021 | 0.96% |



SPRING 2016 PERFORMANCE MEASURE ACHIEVEMENT

1. We used 3832 man hours for snow removal of 281 inches of snow fall.
2. Snow route completion times met; 91% on light to normal and 92% on heavy days for the grader route and 86% on light to normal and 90% on heavy days for the plow truck.
3. Crack filling operations consisted of sealing cracks in the road throughout the Village; 106.50hrs. with our labor costs at \$2789.35 compared to \$6212.50 in contractor prices.
4. Sweeping costs were \$8468.78 compared \$9,690 in potential contractor costs.
5. There were 0 hours lost due to on the job injuries.
6. Mitigation of snow storage and wetland areas has started with debris cleanup and drainage check dams cleaned out. Because of the higher snowfall total most of the snow storage sites have not yet melted out this year.
7. Department year end expenditures to be calculated in the fall.

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
General Fund
Schedule G- Road & Bridge Expenditures

| | Ann. Inc. | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|------------------------------------------|-----------|----------------|----------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|-----------------------|------------------|------------------|------------------|------------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Employee Costs | | | | | | | | | | | | | |
| Salaries & Wages (1) | | 327,715 | 338,227 | 348,147 | 348,147 | - | 361,969 | 13,821 | 361,969 | 361,969 | 361,969 | 361,969 | 2,157,992 |
| Offset Salaries & Wages | | (730) | - | - | - | - | - | - | - | - | - | - | - |
| Health Benefits (4) | 7.00% | 97,605 | 102,601 | 99,976 | 105,344 | 5,368 | 105,344 | - | 112,718 | 120,608 | 129,051 | 138,084 | 711,150 |
| Dependent Health Reimbursement (5) | | (5,567) | (6,965) | (3,280) | (3,280) | - | (3,280) | - | (3,280) | (3,280) | (3,280) | (3,280) | (19,679) |
| Payroll Taxes (2) | | 49,728 | 51,573 | 53,545 | 53,545 | - | 55,671 | 2,126 | 55,671 | 55,671 | 55,671 | 55,671 | 331,899 |
| Retirement Benefits (3) | 3.04% | 8,771 | 8,587 | 11,058 | 10,580 | (478) | 11,000 | 420 | 11,000 | 11,000 | 11,000 | 11,000 | 65,580 |
| Workers Compensation | 5% | 9,302 | 9,195 | 13,458 | 13,458 | - | 14,131 | 673 | 14,838 | 15,580 | 16,359 | 17,176 | 91,542 |
| Other Employee Benefits (6) | 0% | 5,213 | 6,013 | 5,963 | 6,563 | 600 | 6,563 | - | 6,563 | 6,563 | 6,563 | 6,563 | 39,375 |
| Subtotal, Employee Costs | | 492,037 | 509,232 | 528,868 | 534,358 | 5,490 | 551,397 | 17,040 | 559,478 | 568,110 | 577,332 | 587,183 | 3,377,859 |
| Uniforms | | 490 | 681 | 1,200 | 1,200 | - | 1,200 | - | 1,200 | 1,200 | 1,200 | 1,200 | 7,200 |
| Janitorial | | 1,327 | 1,329 | 3,035 | 1,500 | (1,535) | 1,500 | - | 1,500 | 1,500 | 1,500 | 1,500 | 9,000 |
| Vehicle & Equipment Repair & Maintenance | | 31,221 | 42,064 | 45,968 | 45,968 | - | 45,968 | - | 45,968 | 45,968 | 45,968 | 45,968 | 275,808 |
| Facility Expenses | | 1,742 | 1,552 | 731 | 731 | - | 731 | - | 731 | 731 | 731 | 731 | 4,386 |
| Communications | | 4,376 | 3,986 | 4,829 | 4,829 | - | 4,829 | - | 4,829 | 4,829 | 4,829 | 4,829 | 28,974 |
| Public Noticing | | 279 | 411 | 281 | 281 | - | 281 | - | 281 | 281 | 281 | 281 | 1,686 |
| Dues, Fees & Licenses | | 236 | 251 | 250 | 250 | - | 250 | - | 250 | 250 | 250 | 250 | 1,500 |
| Travel, Education, Conferences | | 1,389 | 1,369 | 2,260 | 2,260 | - | 2,260 | - | 2,260 | 2,260 | 2,260 | 2,260 | 13,560 |
| Contract labor | | 1,517 | - | 2,500 | 2,500 | - | 2,500 | - | 2,500 | 2,500 | 2,500 | 2,500 | 15,000 |
| Street Repair & Paving Allowance (7) | | 296,060 | 182,806 | 400,000 | 400,000 | - | 400,000 | - | 400,000 | 400,000 | 400,000 | 400,000 | 2,400,000 |
| Striping and Painting Roads | | 2,976 | 8,972 | 12,480 | 12,480 | - | 12,480 | - | 12,480 | 12,480 | 12,480 | 12,480 | 74,880 |
| Guardrail Replacement & Maintenance | | - | 15,125 | 20,000 | 20,000 | - | 18,000 | (2,000) | 500 | 500 | 500 | 500 | 40,000 |
| Bridge Repair and Maintenance | | 3,686 | 9,605 | 18,000 | 18,000 | - | 18,000 | - | 18,000 | 18,000 | 18,000 | 18,000 | 108,000 |
| Postage & Freight | | 42 | - | 225 | 225 | - | 200 | (25) | 200 | 200 | 200 | 200 | 1,225 |
| General Supplies & Materials | | 8,510 | 8,314 | 12,194 | 12,194 | - | 10,083 | (2,111) | 7,972 | 7,972 | 7,972 | 7,972 | 54,166 |
| Supplies- Office | | 1,041 | 1,155 | 1,406 | 1,406 | - | 1,406 | - | 1,406 | 1,406 | 1,406 | 1,406 | 8,436 |
| Supplies- Sand / Deicer | | 21,228 | 24,026 | 28,000 | 28,000 | - | 28,000 | - | 28,000 | 28,000 | 28,000 | 28,000 | 168,000 |
| Traffic Signs & Safety Control | | 5,288 | 4,198 | 6,200 | 6,200 | - | 6,200 | - | 6,200 | 6,200 | 6,200 | 6,200 | 37,200 |
| Business Meals | 0% | - | 22 | 200 | 200 | - | 200 | - | 200 | 200 | 200 | 200 | 1,200 |
| Employee Appreciation | | 138 | 114 | 375 | 375 | - | 375 | - | 375 | 375 | 375 | 375 | 2,250 |
| Utilities- Electricity | 5% | 934 | 1,105 | 1,786 | 1,386 | (400) | 1,455 | 69 | 1,528 | 1,605 | 1,685 | 1,769 | 9,428 |
| Utilities - Gasoline | 3% | 35,485 | 27,270 | 47,919 | 30,919 | (17,000) | 31,847 | 928 | 32,802 | 33,786 | 34,800 | 35,844 | 199,999 |
| Total Operating Expenditures | | 910,000 | 843,589 | 1,138,707 | 1,125,262 | (13,445) | 1,139,163 | 13,901 | 1,128,661 | 1,138,354 | 1,148,669 | 1,159,649 | 6,839,757 |

Notes

1. Plan assumes the following staffing level

| | Actual 2014 | Actual 2015 | Original 2016 | Revised 2016 | Variance | Proposed 2017 | Variance | Projected 2018 | Projected 2019 | Projected 2020 | Projected 2021 |
|------------------------|-------------|-------------|---------------|--------------|-------------|---------------|-------------|----------------|----------------|----------------|----------------|
| Public Works Director | 0.50 | 0.50 | 0.50 | 0.50 | 0.00 | 0.50 | 0.00 | 0.50 | 0.50 | 0.50 | 0.50 |
| Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | 1.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| CAD/GIS Operator | 0.50 | 0.50 | 0.50 | 0.50 | 0.00 | 0.50 | 0.00 | 0.50 | 0.50 | 0.50 | 0.50 |
| Administrative Support | 0.50 | 0.50 | 0.50 | 0.50 | 0.00 | 0.50 | 0.00 | 0.50 | 0.50 | 0.50 | 0.50 |
| Operators | 5.00 | 5.00 | 5.00 | 5.00 | 0.00 | 5.00 | 0.00 | 5.00 | 5.00 | 5.00 | 5.00 |
| Total Staff | 7.50 | 7.50 | 7.50 | 7.50 | 0.00 | 7.50 | 0.00 | 7.50 | 7.50 | 7.50 | 7.50 |

2. PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.68%.

3. Retirement benefits consists of matching employee 401k contributions from 1% to 9%.

4. Projected health care costs in 2017 are \$13,172 annually per FTE and are anticipated to increase at a rate of 7% annually. FTE rates are affected by dependent health care options.

5. Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.

6. Plan assumes ski pass cost to be \$875 per FTE for the 2016-2017 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$815.

7. Road maintenance repairs are included as outlined in the Public Works 2012 Long Term Paving Plan. Copies of the plan can be obtained from the Public Works office.

**TOWN OF MOUNTAIN VILLAGE
2017 BUDGET
VEHICLE MAINTENANCE DEPARTMENT PROGRAM NARRATIVE**

The Vehicle Maintenance Department provides repair and preventative maintenance on all town vehicles and equipment. They also do fabrication and provide assistance to other departments on special projects. Vehicle Maintenance staff are responsible for keeping the sidewalk in the Meadows clear of snow for the winter season.

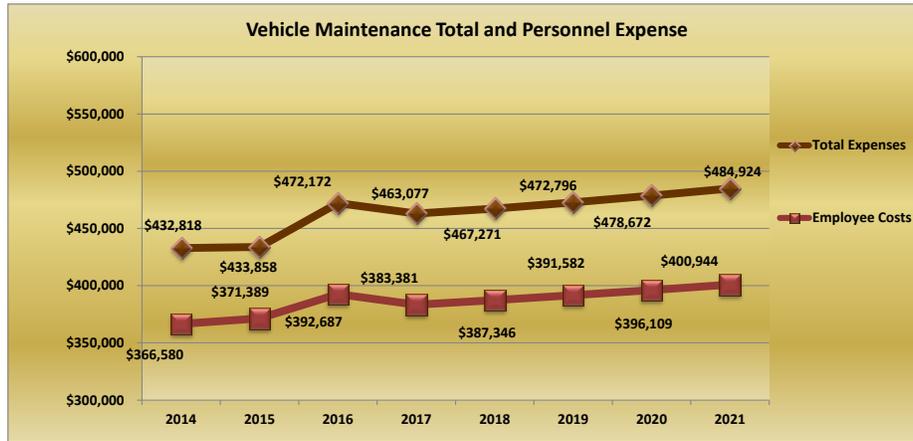
The vehicle maintenance staff is on a seven day a week schedule providing full service to all departments during the winter season and a five day schedule with one less staff member the rest of the year. They also have extra duties above and beyond vehicle repair and maintenance; fabrication of special materials and equipment for all departments, biannually changing all the plaza directory maps, servicing the backup generators for the Gondola, annual painting and maintenance of Gondola Parking Garage and Heritage Parking Garage, as well as providing a significant amount of the labor and support required to install and remove the Christmas decorations each year. One day a week in winter a mechanic is a snow plow operator to fill out the schedule.

DEPARTMENT GOALS

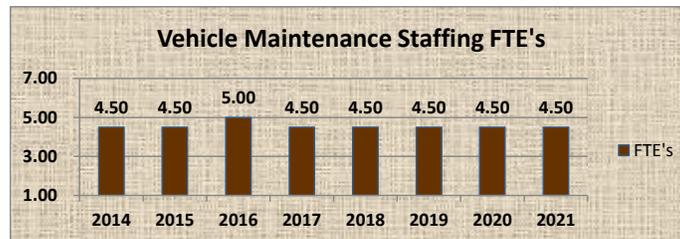
1. Provide high level, cost effective service to all departments for their vehicle and equipment maintenance needs while managing expenses to a level below commercial prices.
2. Provide support to all departments on special projects in a timely and cost effective manner.
3. Perform all tasks in the safest manner possible.
4. Operate the budget within budget.
5. Maintain or reduce natural gas consumption at maintenance shop.

DEPARTMENT PERFORMANCE MEASURES

1. A. Track cost of shop operations and compare to outside shop rates.
B. Track the number of preventative maintenance work orders including safety checks and fluid levels completed within 30 minutes for vehicles; with a goal of 80% or better.
2. Special projects completed at a cost compared to any outside source.
3. Track the number of work related injuries with a goal of zero injuries.
4. Department year end expenditures totals do not exceed the adopted budget.
5. Compare current year natural gas usage to year 2013. 2013 Total Natural Gas Therms 5621



| Year Range | Percentage Change |
|------------|-------------------|
| 2014-2015 | 0.24% |
| 2015-2016 | 8.83% |
| 2016-2017 | -1.93% |
| 2017-2018 | 0.91% |
| 2018-2019 | 1.18% |
| 2019-2020 | 1.24% |
| 2020-2021 | 1.31% |



SPRING 2016 PERFORMANCE MEASURE ACHIEVEMENT

1. A. Maintenance costs will be tracked annually. Costs comparisons will be available in November.
B. There were 53 of 59 vehicle work orders completed within 30 minutes, a 90% success rate
2. One of the Vehicle Maintenance's strong suits is metal fabrication and welding. The Town labor costs for metal fabrication projects were 2667.50 compared to \$4728.75 average contractor prices.
3. Vehicle maintenance had 0 hours of time lost to work related injuries.
4. Yearend expenditures to be calculated in the fall.
5. In 2013 the maintenance shop used 5621 therms. And in 2015 the maintenance shop used 5506 therms a 2% reduction. Vehicle Maintenance will need to continue to work on energy efficiencies in the coming year.

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
General Fund
Schedule H - Vehicle Maintenance Expenditures

| | Ann. Inc. | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|------------------------------------------|-----------|----------------|----------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|-----------------------|----------------|----------------|----------------|------------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Employee Costs | | | | | | | | | | | | | |
| Salaries & Wages (Note 1) | | 254,630 | 256,156 | 270,965 | 270,965 | - | 263,188 | (7,777) | 263,188 | 263,188 | 263,188 | 263,188 | 1,586,904 |
| Health Benefits (Note 4) | 7.00% | 49,854 | 51,553 | 52,024 | 52,024 | - | 52,024 | - | 55,666 | 59,562 | 63,732 | 68,193 | 351,200 |
| Dependent Health Reimbursement (Note 5) | | (5,014) | (4,901) | (4,839) | (4,839) | - | (4,839) | - | (4,839) | (4,839) | (4,839) | (4,839) | (29,034) |
| Payroll Taxes (Note 2) | | 38,591 | 38,807 | 41,674 | 41,674 | - | 40,478 | (1,196) | 40,478 | 40,478 | 40,478 | 40,478 | 244,066 |
| Retirement Benefits (Note 3) | 8.24% | 20,841 | 21,103 | 22,178 | 22,323 | 145 | 21,682 | (641) | 21,682 | 21,682 | 21,682 | 21,682 | 130,733 |
| Workers Compensation | 5% | 4,899 | 5,571 | 6,164 | 6,164 | - | 6,473 | 308 | 6,796 | 7,136 | 7,493 | 7,867 | 41,929 |
| Other Employee Benefits (Note 6) | 0% | 2,780 | 3,100 | 3,180 | 4,375 | 1,195 | 4,375 | - | 4,375 | 4,375 | 4,375 | 4,375 | 26,250 |
| Subtotal, Employee Costs | | 366,580 | 371,389 | 391,347 | 392,687 | 1,340 | 383,381 | (9,306) | 387,346 | 391,582 | 396,109 | 400,944 | 2,352,049 |
| Uniforms | | - | 592 | 600 | 600 | - | 600 | - | 600 | 600 | 600 | 600 | 3,600 |
| Janitorial | | 5,909 | 6,102 | 7,000 | 7,000 | - | 7,000 | - | 7,000 | 7,000 | 7,000 | 7,000 | 42,000 |
| Vehicle & Equipment Repair & Maintenance | | 1,343 | 2,405 | 2,250 | 2,250 | - | 2,250 | - | 2,250 | 2,250 | 2,250 | 2,250 | 13,498 |
| Communications | | 2,302 | 1,323 | 1,366 | 1,366 | - | 1,366 | - | 1,366 | 1,366 | 1,366 | 1,366 | 8,198 |
| Dues, Fees & Licenses | | 106 | 256 | 670 | 670 | - | 670 | - | 670 | 670 | 670 | 670 | 4,020 |
| Travel, Education & Training | | - | 1,719 | 1,000 | 2,500 | 1,500 | 3,000 | 500 | 2,000 | 2,000 | 2,000 | 2,000 | 13,500 |
| Postage & Freight | | 53 | - | 200 | 200 | - | 200 | - | 200 | 200 | 200 | 200 | 1,200 |
| Trash / Waste Removal | | 5,307 | 4,813 | 6,000 | 6,000 | - | 5,000 | (1,000) | 5,000 | 5,000 | 5,000 | 5,000 | 31,000 |
| General Supplies & Materials | | 21,233 | 22,385 | 28,000 | 28,000 | - | 28,000 | - | 28,000 | 28,000 | 28,000 | 28,000 | 168,000 |
| Office Supplies | | 142 | 206 | 200 | 200 | - | 300 | 100 | 300 | 300 | 300 | 300 | 1,700 |
| Supplies- Building Maintenance | | 1,880 | 760 | 1,854 | 1,854 | - | 1,854 | - | 1,854 | 1,854 | 1,854 | 1,854 | 11,124 |
| Supplies- Safety | | 403 | 271 | 914 | 914 | - | 914 | - | 914 | 914 | 914 | 914 | 5,484 |
| Supplies- Fuel Depot | | 1,753 | 2,350 | 3,060 | 3,060 | - | 2,500 | (560) | 2,500 | 2,500 | 2,500 | 2,500 | 15,560 |
| Employee Appreciation | | 81 | 158 | 225 | 225 | - | 225 | - | 225 | 225 | 225 | 225 | 1,350 |
| Utilities- Natural Gas | 5% | 3,508 | 3,012 | 3,722 | 3,722 | - | 3,908 | 186 | 4,104 | 4,309 | 4,524 | 4,751 | 25,318 |
| Utilities- Electricity | 5% | 8,123 | 6,254 | 8,774 | 7,274 | (1,500) | 7,638 | 364 | 8,020 | 8,421 | 8,842 | 9,284 | 49,477 |
| Utilities- Gasoline | 3% | 3,259 | 2,508 | 4,528 | 3,028 | (1,500) | 3,119 | 91 | 3,213 | 3,309 | 3,408 | 3,510 | 19,587 |
| Utilities- Oil | 5% | 10,836 | 7,355 | 11,721 | 10,621 | (1,100) | 11,153 | 531 | 11,710 | 12,296 | 12,910 | 13,556 | 72,246 |
| Vehicle Repair Department Chargebacks | | 119,893 | 105,621 | 112,042 | 109,042 | (3,000) | 112,042 | 3,000 | 112,042 | 112,042 | 112,042 | 112,042 | 669,253 |
| Reimbursement for Chargebacks | | (119,893) | (105,621) | (112,042) | (109,042) | 3,000 | (112,042) | (3,000) | (112,042) | (112,042) | (112,042) | (112,042) | (669,253) |
| Total Operating Expenditures | | 432,818 | 433,858 | 473,432 | 472,172 | (1,260) | 463,077 | (9,094) | 467,271 | 472,796 | 478,672 | 484,924 | 2,838,913 |

Notes

1. Plan assumes the following staffing level

| | Actual 2014 | Actual 2015 | Original 2016 | Revised 2016 | Variance | Proposed 2017 | Variance | Projected 2018 | Projected 2019 | Projected 2020 | Projected 2021 |
|------------------------|-------------|-------------|---------------|--------------|-------------|---------------|-------------|----------------|----------------|----------------|----------------|
| Chief Mechanic/Manager | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | 1.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Mechanics | 3.50 | 3.50 | 3.50 | 3.50 | 0.00 | 3.50 | 0.00 | 3.50 | 3.50 | 3.50 | 3.50 |
| Total Staff | 4.50 | 4.50 | 4.50 | 4.50 | 0.00 | 4.50 | 0.00 | 4.50 | 4.50 | 4.50 | 4.50 |

- PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.68%.
- Retirement benefits consists of matching employee 401k contributions from 1% to 9%.
- Projected health care costs in 2017 are \$13,172 annually per FTE and are anticipated to increase at a rate of 7% annually. FTE rates are affected by dependent health care options.
- Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.
- Plan assumes ski pass cost to be \$875 per FTE for the 2016-2017 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$815.

**TOWN OF MOUNTAIN VILLAGE
2017 BUDGET
WATER AND SEWER DEPARTMENT PROGRAM NARRATIVE**

The Water Department is responsible for the operation and maintenance of the water systems of Mountain Village. Systems include: Mountain Village, Ski Ranches, and West Meadows. Water Department staff serves as operators of the Elk Run development system as well. The department is also responsible for the snow removal at the Gondola Parking Garage and the trail from Town Hall to Blue Mesa Parking lot.

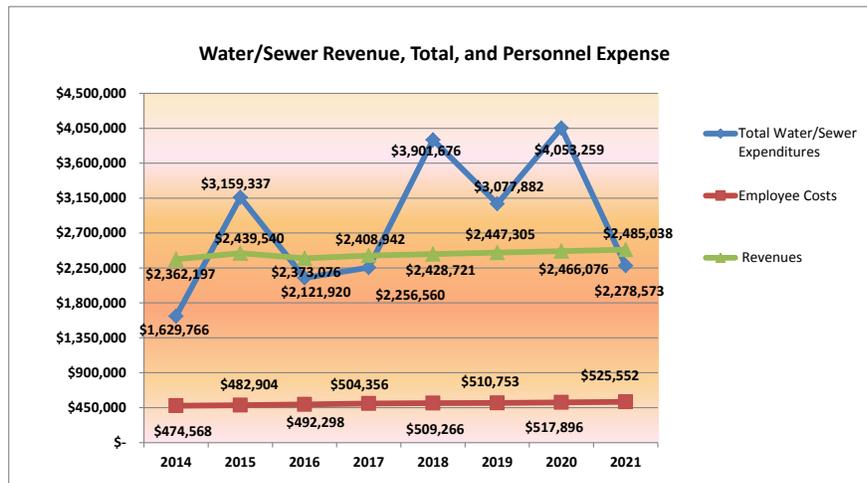
The water department staff operates on a seven day a week schedule in the winter and provides seven day twenty-four hour emergency on call coverage year round. The staff also plays a significant part in the winter operating plan as they provide all the manpower for the snow removal at the Gondola Parking Garage and the trail to the Village Center.

DEPARTMENT GOALS

1. Provide clean and safe drinking water to the customers of the Mountain Village water system.
2. Provide prompt and courteous service to all customers, timely locates and inspections on water or sewer system installations and response to system problems.
3. Maintain the system to a higher level than industry standard of less 10% loss due to leakage.
4. Maintain regulatory compliance according to all applicable rules and laws that pertain to public water systems.
5. Perform an effective maintenance program to reduce costs and lessen the severity of breakdowns.
6. Provide service to the residents and guests by the timely and cost effective removal of snow from GPG and walkways.
7. Operating the enterprise does not require general tax subsidy.

DEPARTMENT PERFORMANCE MEASURES

1. 100% of water consumption reports and water sample test results are without deficiencies.
2. A. Track time for response and resolution of customer service issues, and contractor requests with the objective of same day service. B. Track time for response to emergency situations with the goal of one to two hour response.
3. Perform monthly water audit tracking percent of water loss with the objective of less than 10% loss.
4. 100% regulatory compliance.
5. A. Track maintenance costs on hydrants, valves and PRVs and compare with industry average. B. Reduce down time due to system failures; compared with industry standard of no customers without water.
6. Performing snow removal tasks at GPG by 8AM on light snow days (<3”) and by 9AM on medium to heavy (>3”) snow days with a goal of 90% or better.
7. Department year end expenditures do not exceed the adopted budget.



| 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2018-2019 | 2019-2020 | 2020-2021 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| 93.85% | -32.84% | 6.35% | 72.90% | -21.11% | 31.69% | -43.78% |



SPRING 2016 PERFORMANCE MEASURE ACHIEVEMENT

1. Water consumption was 136.3 million gallons (Nov.-April) with zero deficiencies for the system.
2. A. There was 100% response time to customer issues, and contractor requests and system emergencies within 24 hours. B. There was 100% response time to emergency situations within 2 hours.
3. The water audits indicated 4.19% of water loss.
4. We had one regulatory violation.
5. a. Maintenance costs will be tracked annually. Cost comparison will be available in November. b. We had no incidents with customers out of water.
6. Snow removal goals at GPG were met on 47 of 50 days, a 94% success rate.
7. Department year end expenditures will be calculated in the fall.

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
Water & Sewer Fund
Summary

| | Ann Inc | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|------------------------------------------------------------------|------------|------------------|------------------|----------------------------|---------------------------|------------------------------------|----------------------------|-------------------------------------|-----------------------|------------------|--------------------|--------------------|--------------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Revenues | | | | | | | | | | | | | |
| Water & Sewer Service Fees | A | 2,352,861 | 2,429,414 | 2,294,160 | 2,349,026 | 54,866 | 2,384,892 | 35,866 | 2,404,671 | 2,423,255 | 2,442,026 | 2,460,988 | 14,464,857 |
| Other Revenue | A | 9,336 | 10,126 | 24,050 | 24,050 | - | 24,050 | - | 24,050 | 24,050 | 24,050 | 24,050 | 144,300 |
| Total Revenues | | 2,362,197 | 2,439,540 | 2,318,210 | 2,373,076 | 54,866 | 2,408,942 | 35,866 | 2,428,721 | 2,447,305 | 2,466,076 | 2,485,038 | 14,609,157 |
| Expenditures | | | | | | | | | | | | | |
| Water Operating Costs | B | 884,530 | 961,759 | 1,084,763 | 1,068,952 | (15,811) | 1,094,290 | 25,338 | 1,174,015 | 1,110,026 | 1,137,105 | 1,165,628 | 6,750,015 |
| Sewer Operating Costs | C | 414,305 | 455,206 | 535,453 | 531,410 | (4,043) | 523,783 | (7,627) | 524,981 | 526,255 | 527,610 | 529,052 | 3,163,092 |
| Contingency (2% of Expenditures) | | - | - | 32,404 | 32,007 | (397) | 32,361 | 354 | 33,980 | 32,726 | 33,294 | 33,894 | 198,262 |
| Total Expenditures | | 1,298,835 | 1,416,965 | 1,652,621 | 1,632,370 | (20,251) | 1,650,435 | 18,065 | 1,732,976 | 1,669,007 | 1,698,009 | 1,728,573 | 10,111,369 |
| Operating Surplus | | 1,063,363 | 1,022,574 | 665,589 | 740,706 | 75,117 | 758,507 | 17,801 | 695,745 | 778,298 | 768,067 | 756,465 | 4,497,788 |
| Capital Outlay | E | 330,931 | 1,742,372 | 489,550 | 489,550 | - | 606,125 | 116,575 | 2,168,700 | 1,408,875 | 2,355,250 | 550,000 | 7,578,500 |
| Surplus / (Deficit) Before Non-Operating Income / Expense | | 732,432 | (719,797) | 176,039 | 251,156 | 75,117 | 152,382 | (98,774) | (1,472,955) | (630,577) | (1,587,183) | 206,465 | (3,080,712) |
| Non-Operating Income/Expense | | | | | | | | | | | | | |
| Tap Fees | A | 37,761 | 105,228 | 42,000 | 42,000 | - | 42,000 | - | 42,000 | 42,000 | 42,000 | 42,000 | 252,000 |
| Tap Fee Refunds | | - | - | - | - | - | - | - | - | - | - | - | - |
| Telski Water/Tap Fee Credit | 4% | (116,762) | - | - | - | - | - | - | - | - | - | - | - |
| Grant Revenue | | - | 67,774 | - | - | - | - | - | - | - | - | - | - |
| Transfer to GF-Allocation of Administrative Staff | | (134,455) | (127,164) | (137,455) | (136,266) | 1,189 | (147,707) | (11,442) | (148,243) | (151,912) | (154,257) | (153,401) | (891,785) |
| Transfers (To) / From General Fund | | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Non-Operating Income/Expense | | (213,456) | 45,838 | (95,455) | (94,266) | 1,189 | (105,707) | (11,442) | (106,243) | (109,912) | (112,257) | (111,401) | (639,785) |
| Surplus/(Deficit), after Other Financing Sources/(Uses) | | 518,976 | (673,959) | 80,584 | 156,891 | 76,307 | 46,675 | (110,215) | (1,579,198) | (740,489) | (1,699,440) | 95,064 | |
| Beginning (Reserve) Fund Balance | | 2,125,038 | 2,644,014 | 1,021,197 | 1,970,055 | 948,858 | 2,126,946 | 156,891 | 2,173,621 | 594,424 | (146,066) | (1,845,505) | |
| Ending (Reserve) Fund Balance | | 2,644,014 | 1,970,055 | 1,101,781 | 2,126,946 | 1,025,165 | 2,173,621 | 46,675 | 594,424 | (146,066) | (1,845,505) | (1,750,441) | |

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
Water & Sewer Fund
Schedule A - Water / Sewer Fund Revenues and Other Sources

| | Ann Inc | Actual | | Annual Budgets | | | | Long Term Projections | | | | Total 2016-2021 | |
|--------------------------------------|------------|------------------|------------------|----------------------------|---------------------------|------------------------------------|----------------------------|-------------------------------------|------------------|------------------|------------------|--------------------|-------------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | | 2021 |
| Mountain Village | | | | | | | | | | | | | |
| Base Fees-Water | | 788,460 | 804,259 | 820,330 | 823,763 | 3,433 | 840,238 | 16,475 | 848,641 | 857,127 | 865,698 | 874,355 | 5,106,389 |
| Base Fees-Sewer | | 788,460 | 804,259 | 820,330 | 823,763 | 3,433 | 840,238 | 16,475 | 848,641 | 857,127 | 865,698 | 874,355 | 5,106,389 |
| Excess Charges | | 348,896 | 292,842 | 268,288 | 298,288 | 30,000 | 298,288 | - | 298,288 | 298,288 | 298,288 | 298,288 | 1,759,728 |
| Irrigation | | 63,250 | 53,550 | 46,524 | 56,524 | 10,000 | 56,524 | - | 56,524 | 56,524 | 56,524 | 56,524 | 329,146 |
| Construction | | 1,707 | 2,738 | 1,577 | 1,577 | - | 1,577 | - | 1,577 | 1,577 | 1,577 | 1,577 | 9,459 |
| Snowmaking | | 207,098 | 318,662 | 188,942 | 188,942 | - | 188,942 | - | 188,942 | 188,942 | 188,942 | 188,942 | 1,133,650 |
| Total Mountain Village | | 2,197,870 | 2,276,311 | 2,145,990 | 2,192,856 | 46,866 | 2,225,807 | 32,951 | 2,242,612 | 2,259,584 | 2,276,727 | 2,294,041 | 13,444,761 |
| Ski Ranches | | | | | | | | | | | | | |
| Base Fees-Water | | 120,681 | 124,937 | 118,519 | 126,519 | 8,000 | 129,050 | 2,530 | 131,631 | 132,947 | 134,277 | 135,619 | 782,043 |
| Excess Usage Fees | | 9,876 | 6,030 | 10,186 | 10,186 | - | 10,389 | 204 | 10,597 | 10,703 | 10,810 | 10,918 | 63,603 |
| Irrigation Fees | | 265 | 258 | 175 | 175 | - | 175 | - | 175 | 175 | 175 | 175 | 1,050 |
| Construction Fees | | 42 | 5 | 342 | 342 | - | 342 | - | 342 | 342 | 342 | 342 | 2,052 |
| Total Ski Ranches | | 130,865 | 131,230 | 129,222 | 137,222 | 8,000 | 139,956 | 2,734 | 142,745 | 144,167 | 145,604 | 147,055 | 848,749 |
| Skyfield | | | | | | | | | | | | | |
| Stand By Fees | A-1 | 8,768 | 8,400 | 9,086 | 9,086 | - | 9,086 | - | 9,086 | 9,086 | 9,086 | 9,086 | 54,518 |
| Single Family Base User Fees | A-1 | 6,599 | 7,321 | 5,886 | 5,886 | - | 6,004 | 118 | 6,124 | 6,247 | 6,372 | 6,499 | 37,132 |
| Excess Usage Fees | | 8,760 | 6,153 | 3,190 | 3,190 | - | 3,254 | 64 | 3,319 | 3,385 | 3,453 | 3,522 | 20,121 |
| Irrigation / Construction | | - | - | 785 | 785 | - | 785 | - | 785 | 785 | 785 | 785 | 4,710 |
| Total Skyfield | | 24,127 | 21,874 | 18,948 | 18,948 | - | 19,129 | 182 | 19,314 | 19,503 | 19,696 | 19,892 | 61,964 |
| Total Water / Sewer User Fees | | 2,352,861 | 2,429,414 | 2,294,160 | 2,349,026 | 54,866 | 2,384,892 | 35,866 | 2,404,671 | 2,423,255 | 2,442,026 | 2,460,988 | 14,355,473 |
| Other Revenues | | | | | | | | | | | | | |
| W&S Connection / Inspection Fees | | 1,050 | 1,950 | 4,500 | 4,500 | - | 4,500 | - | 4,500 | 4,500 | 4,500 | 4,500 | 27,000 |
| Maintenance Revenue | | 3,506 | 3,893 | 4,600 | 4,600 | - | 4,600 | - | 4,600 | 4,600 | 4,600 | 4,600 | 27,600 |
| System Repair Charges | | - | - | - | - | - | - | - | - | - | - | - | - |
| Water Meter Sales | | - | - | 8,000 | 8,000 | - | 8,000 | - | 8,000 | 8,000 | 8,000 | 8,000 | 48,000 |
| Late Fees & Penalties | | 4,580 | 4,283 | 6,500 | 6,500 | - | 6,500 | - | 6,500 | 6,500 | 6,500 | 6,500 | 39,000 |
| Water Fines | | 200 | - | 450 | 450 | - | 450 | - | 450 | 450 | 450 | 450 | 2,700 |
| Total Other Revenue | | 9,336 | 10,126 | 24,050 | 24,050 | - | 24,050 | - | 24,050 | 24,050 | 24,050 | 24,050 | 144,300 |
| Total Revenue | | 2,362,197 | 2,439,540 | 2,318,210 | 2,373,076 | 54,866 | 2,408,942 | 35,866 | 2,428,721 | 2,447,305 | 2,466,076 | 2,485,038 | 14,499,773 |
| Tap Fees | | | | | | | | | | | | | |
| Mountain Village Tap Fees | | 27,043 | 105,228 | 35,000 | 35,000 | - | 35,000 | - | 35,000 | 35,000 | 35,000 | 35,000 | 210,000 |
| Ski Ranches Tap Fees | | 10,718 | - | 5,000 | 5,000 | - | 5,000 | - | 5,000 | 5,000 | 5,000 | 5,000 | 30,000 |
| Skyfield Tap Fees | | - | - | 2,000 | 2,000 | - | 2,000 | - | 2,000 | 2,000 | 2,000 | 2,000 | 12,000 |
| Total Tap Fees | | 37,761 | 105,228 | 42,000 | 42,000 | - | 42,000 | - | 42,000 | 42,000 | 42,000 | 42,000 | 252,000 |

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
Water & Sewer Fund
Schedule B- Water Operating Costs

| Ann Inc | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|------------------------------------|---------|---------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|-----------------------|-----------|-----------|-----------|-----------------|
| | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Employee Costs | | | | | | | | | | | | |
| | 264,674 | 269,385 | 277,919 | 277,919 | - | 284,987 | 7,068 | 284,824 | 280,328 | 280,114 | 279,896 | 1,688,066 |
| | (665) | - | (5,000) | (5,000) | - | (5,000) | - | (5,000) | (5,000) | (5,000) | (5,000) | (30,000) |
| | 8,967 | 8,594 | 8,970 | 8,970 | - | 8,970 | - | 8,970 | 8,970 | 8,970 | 8,970 | 53,820 |
| 7.00% | 61,694 | 63,254 | 64,084 | 64,084 | - | 64,084 | - | 68,570 | 73,370 | 78,506 | 84,001 | 432,614 |
| | (5,415) | (5,207) | (7,809) | (7,809) | - | (7,809) | - | (7,809) | (7,809) | (7,809) | (7,809) | (46,856) |
| | 40,425 | 41,153 | 42,744 | 42,744 | - | 43,831 | 1,087 | 43,806 | 43,114 | 43,082 | 43,048 | 259,625 |
| 5.43% | 14,158 | 14,624 | 16,832 | 15,087 | (1,745) | 16,832 | 1,745 | 15,462 | 15,218 | 15,206 | 15,194 | 92,999 |
| 5.00% | 5,018 | 5,178 | 5,616 | 5,616 | - | 5,616 | - | 5,897 | 6,192 | 6,501 | 6,826 | 36,648 |
| | 3,823 | 4,263 | 4,547 | 4,813 | 265 | 4,813 | - | 5,294 | 5,823 | 6,405 | 7,046 | 34,193 |
| Subtotal, Employee Costs | | | | | | | | | | | | |
| | 392,680 | 401,243 | 407,903 | 406,423 | (1,480) | 416,323 | 9,900 | 420,013 | 420,205 | 425,975 | 432,172 | 2,521,110 |
| | 11 | - | 275 | 275 | - | 275 | - | 275 | 275 | 275 | 275 | 1,650 |
| | 902 | 845 | 1,170 | 1,170 | - | 1,170 | - | 1,170 | 1,170 | 1,170 | 1,170 | 7,019 |
| | 8,084 | 4,385 | 40,000 | 40,000 | - | 40,000 | - | 40,000 | 40,000 | 40,000 | 40,000 | 240,000 |
| | 13,130 | 9,927 | 15,000 | 15,000 | - | 15,000 | - | 15,000 | 15,000 | 15,000 | 15,000 | 90,000 |
| | 16,041 | 80,727 | 30,000 | 30,000 | - | 30,000 | - | 30,000 | 30,000 | 30,000 | 30,000 | 180,000 |
| | 360 | - | - | - | - | - | - | - | - | - | - | - |
| | 1,328 | 1,329 | 1,586 | 1,586 | - | 1,586 | - | 1,586 | 1,586 | 1,586 | 1,586 | 9,516 |
| 3% | 25,520 | 29,825 | 26,589 | 26,589 | - | 26,589 | - | 27,387 | 28,208 | 29,055 | 29,926 | 167,754 |
| | 2,690 | 3,813 | 3,510 | 3,510 | - | 3,510 | - | 3,510 | 3,510 | 3,510 | 3,510 | 21,057 |
| | 2,518 | 1,248 | 2,500 | 2,500 | - | 2,500 | - | 2,500 | 2,500 | 2,500 | 2,500 | 15,000 |
| | 547 | 1,541 | 1,170 | 1,170 | - | 1,170 | - | 1,170 | 1,170 | 1,170 | 1,170 | 7,019 |
| | 12,644 | 19,954 | 20,000 | 20,000 | - | 20,000 | - | 20,000 | 20,000 | 20,000 | 20,000 | 120,000 |
| | 4,540 | 4,078 | 4,329 | 4,329 | - | 4,329 | - | 4,329 | 4,329 | 4,329 | 4,329 | 25,976 |
| | 2,011 | 2,011 | 2,208 | 2,208 | - | 2,208 | - | 2,208 | 2,208 | 2,208 | 2,208 | 13,248 |
| | 1,615 | 4,808 | 2,500 | 2,500 | - | 2,500 | - | 2,500 | 2,500 | 2,500 | 2,500 | 15,000 |
| | 2,334 | 1,325 | 5,500 | 5,500 | - | 5,500 | - | 5,000 | 5,000 | 5,000 | 5,000 | 31,000 |
| | 3,527 | 3,895 | 3,500 | 3,500 | - | 3,500 | - | 3,500 | 3,500 | 3,500 | 3,500 | 21,000 |
| | 6,423 | 6,472 | 7,000 | 18,000 | 11,000 | 18,000 | - | 18,000 | 18,000 | 18,000 | 18,000 | 108,000 |
| | 5,736 | 5,176 | 5,772 | 5,772 | - | 5,772 | - | 5,772 | 5,772 | 5,772 | 5,772 | 34,634 |
| 3% | 19,900 | 20,217 | 20,345 | 20,345 | - | 20,345 | - | 20,955 | 21,584 | 22,232 | 22,898 | 128,359 |
| | 10,171 | 12,167 | 9,855 | 9,855 | - | 9,855 | - | 9,855 | 9,855 | 9,855 | 9,855 | 59,129 |
| | 1,110 | 1,374 | 1,714 | 1,714 | - | 1,714 | - | 1,714 | 1,714 | 1,714 | 1,714 | 10,284 |
| | 8,245 | 8,320 | 8,320 | 8,320 | - | 8,320 | - | 8,320 | 1,000 | 1,000 | 1,000 | 27,960 |
| | - | - | 20,000 | 20,000 | - | 20,000 | - | - | - | - | - | 40,000 |
| | 58 | 120 | 150 | 150 | - | 150 | - | 150 | 150 | 150 | 150 | 900 |
| 5% | 1,246 | 1,423 | 2,966 | 2,966 | - | 3,114 | 148 | 3,270 | 3,433 | 3,605 | 3,785 | 20,172 |
| 5% | 265,838 | 288,851 | 338,455 | 318,455 | (20,000) | 334,378 | 15,923 | 351,097 | 368,652 | 387,084 | 406,439 | 2,166,105 |
| 3% | 6,784 | 4,709 | 8,682 | 8,682 | - | 8,943 | 260 | 9,211 | 9,487 | 9,772 | 10,065 | 56,160 |
| | 25,267 | 3,345 | 23,397 | 23,397 | - | 23,397 | - | 23,397 | 23,397 | 23,397 | 23,397 | 140,383 |
| | 22,880 | 12,927 | 22,880 | 22,880 | - | 22,880 | - | 100,000 | 22,800 | 22,800 | 22,800 | 214,160 |
| Total MV Water Expenditures | | | | | | | | | | | | |
| | 864,141 | 936,056 | 1,037,276 | 1,026,796 | (10,480) | 1,053,028 | 26,232 | 1,131,888 | 1,067,006 | 1,093,158 | 1,120,721 | 6,492,596 |

Notes

1. Plan assumes the following staffing level

| | Actual 2014 | Actual 2015 | Original 2016 | Revised 2016 | Variance | Proposed 2017 | Variance | Projected 2018 | Projected 2019 | Projected 2020 | Projected 2021 |
|-----------------------------|-------------|-------------|---------------|--------------|-------------|---------------|-------------|----------------|----------------|----------------|----------------|
| Public Works Director | 0.50 | 0.50 | 0.50 | 0.50 | 0.00 | 0.50 | 0.00 | 0.50 | 0.50 | 0.50 | 0.50 |
| Asst. Public Works Director | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Water Dept Manager | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | 1.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Crew Leader | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Administrative Support | 0.50 | 0.50 | 0.50 | 0.50 | 0.00 | 0.50 | 0.00 | 0.50 | 0.50 | 0.50 | 0.50 |
| CAD Operator | 0.50 | 0.50 | 0.50 | 0.50 | 0.00 | 0.50 | 0.00 | 0.50 | 0.50 | 0.50 | 0.50 |
| Plumbing Inspector | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Water Technicians | 3.00 | 3.00 | 3.00 | 3.00 | 0.00 | 3.00 | 0.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Total Staff | 5.50 | 5.50 | 5.50 | 5.50 | 0.00 | 5.50 | 0.00 | 5.50 | 5.50 | 5.50 | 5.50 |

2. PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.68%.

3. Retirement benefits consists of matching employee 401k contributions from 1% to 9%.

4. Projected health care costs in 2017 are \$13,172 annually per FTE and are anticipated to increase at a rate of 7% annually. FTE rates are affected by dependent health care options.

5. Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.

6. Plan assumes ski pass cost to be \$875 per FTE for the 2016-2017 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$815.

7. Plan assumes meters will be upgraded to MXU units which will allow meters to be read wirelessly from the vehicles and will reduce meter reading time each month by 1 or 2 days.

8. Plan includes relining the wet well on the front hillside 2014, tank inspections 2015, and repainting Double Cabins tank 2018.

9. Plan assumes water lease in Trout Lake from Excel Energy annually

10. Additional water testing per Colorado Department of Health .

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
Water & Sewer Fund
Schedule B-1- Ski Ranches Water Operating Costs

| | Ann Inc | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|---------------------------------------------|------------|---------------|---------------|----------------------------|---------------------------|------------------------------------|----------------------------|-------------------------------------|-----------------------|---------------|---------------|---------------|--------------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Employee Costs (1) | | | | | | | | | | | | | |
| Salaries & Wages | | 6,942 | 6,015 | 8,131 | 8,131 | - | 8,131 | - | 8,294 | 8,460 | 8,629 | 8,801 | 50,445 |
| Health Benefits | 7.00% | 623 | 644 | 708 | 708 | - | 708 | - | 758 | 811 | 867 | 928 | 4,780 |
| Payroll Taxes | | 972 | 852 | 1,251 | 1,251 | - | 1,251 | - | 1,276 | 1,301 | 1,327 | 1,354 | 7,758 |
| Workers Compensation | 5% | - | - | - | - | - | - | - | - | - | - | - | - |
| Retirement Benefits | 5.28% | 361 | 318 | - | 429 | 429 | 429 | - | 438 | 447 | 456 | 465 | 2,664 |
| Other Employee Benefits | 4% | - | - | - | - | - | - | - | - | - | - | - | - |
| Subtotal, Employee Costs | | 8,899 | 7,828 | 10,090 | 10,519 | 429 | 10,519 | - | 10,765 | 11,018 | 11,279 | 11,548 | 65,647 |
| Water Sample Analysis | | 1,510 | 400 | 3,309 | 3,309 | - | 3,309 | - | 3,309 | 3,309 | 3,309 | 3,309 | 19,853 |
| System Repairs & Maintenance | 3% | 309 | 8,919 | 10,431 | 10,431 | - | 10,431 | - | 10,744 | 11,066 | 11,398 | 11,740 | 65,811 |
| Dues, Fees & Licenses | | 345 | 613 | 150 | 150 | - | 150 | - | 150 | 150 | 150 | 150 | 900 |
| General Supplies & Materials | 3% | 946 | 1,157 | 1,471 | 1,471 | - | 1,471 | - | 1,515 | 1,561 | 1,607 | 1,656 | 9,281 |
| Supplies - Chlorine | | 812 | 1,151 | 1,700 | 1,700 | - | 1,700 | - | 1,700 | 1,700 | 1,700 | 1,700 | 10,200 |
| Supplies - Safety | | 204 | 39 | 200 | 200 | - | 200 | - | 200 | 200 | 200 | 200 | 1,200 |
| Meter/Back Flow Preventors | | 2,040 | 1,666 | 2,040 | 2,040 | - | 2,040 | - | 2,040 | 2,040 | 2,040 | 2,040 | 12,240 |
| Utilities- Natural Gas | 5% | 560 | 542 | 1,583 | 1,583 | - | 1,663 | 79 | 1,746 | 1,833 | 1,925 | 2,021 | 10,770 |
| Utilities- Electricity | 5% | 3,278 | 1,551 | 9,760 | 4,000 | (5,760) | 3,000 | (1,000) | 3,150 | 3,308 | 3,473 | 3,647 | 20,577 |
| Utilities- Gasoline | 3% | 377 | 228 | 903 | 903 | - | 930 | 27 | 958 | 987 | 1,016 | 1,047 | 5,841 |
| Tank, Pipe Replacements | | 1,109 | 1,610 | 5,850 | 5,850 | - | 5,850 | - | 5,850 | 5,850 | 5,850 | 5,850 | 35,100 |
| Total Ski Ranches Water Expenditures | | 20,389 | 25,704 | 47,487 | 42,156 | (5,331) | 41,262 | (894) | 42,126 | 43,021 | 43,947 | 44,906 | 257,419 |

Notes

1. Plan assumes historical percentage of water system employee costs will continue be dedicated to the maintenance of the Ski Ranch water system.

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
Water & Sewer Fund
Schedule C- Sewer Operating Costs

| | Ann Inc | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|------------------------------------|------------|----------------|----------------|----------------------------|---------------------------|------------------------------------|----------------------------|-------------------------------------|-----------------------|----------------|----------------|----------------|--------------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| | | | | | | | | | | | | | |
| Employee Costs | | | | | | | | | | | | | |
| Salaries & Wages (1) | | 49,428 | 50,422 | 50,807 | 50,807 | - | 52,583 | 1,776 | 52,583 | 52,583 | 52,583 | 52,583 | 313,721 |
| Health Benefits (4) | 7.00% | 12,463 | 12,888 | 12,915 | 13,172 | 257 | 13,172 | - | 14,094 | 15,081 | 16,136 | 17,266 | 88,921 |
| Dependent Health Reimbursement (5) | | - | (730) | - | - | - | - | - | - | - | - | - | - |
| Payroll Taxes (2) | | 7,627 | 7,697 | 7,814 | 7,814 | - | 8,087 | 273 | 8,087 | 8,087 | 8,087 | 8,087 | 48,250 |
| Retirement Benefits (3) | 3.34% | 1,483 | 1,683 | 1,524 | 1,696 | 172 | 1,755 | 59 | 1,755 | 1,755 | 1,755 | 1,755 | 10,471 |
| Workers Compensation | 5% | 1,293 | 1,097 | 992 | 992 | - | 1,042 | 50 | 1,094 | 1,148 | 1,206 | 1,266 | 6,748 |
| Other Employee Benefits (6) | 0% | 695 | 775 | 795 | 875 | 80 | 875 | - | 875 | 875 | 875 | 875 | 5,250 |
| Subtotal, Employee Costs | | 72,989 | 73,833 | 74,847 | 75,356 | 509 | 77,514 | 2,158 | 78,488 | 79,529 | 80,642 | 81,832 | 473,362 |
| Employee Appreciation | | 41 | - | 50 | 50 | - | 50 | - | 50 | 50 | 50 | 50 | 300 |
| Legal | | 666 | - | - | - | - | - | - | - | - | - | - | - |
| System Repairs & Maintenance (8) | | 10,000 | 8,876 | 20,000 | 20,000 | - | 10,000 | (10,000) | 10,000 | 10,000 | 10,000 | 10,000 | 70,000 |
| Vehicle Repair and Maintenance | | - | - | 1,082 | 1,082 | - | 1,082 | - | 1,082 | 1,082 | 1,082 | 1,082 | 6,490 |
| Sewer Line Checks | | 26,410 | 27,186 | 27,040 | 27,040 | - | 27,040 | - | 27,040 | 27,040 | 27,040 | 27,040 | 162,240 |
| Facility Expenses | | 518 | 1,541 | 1,000 | 1,000 | - | 1,000 | - | 1,000 | 1,000 | 1,000 | 1,000 | 6,000 |
| Communications | | 634 | 697 | 650 | 650 | - | 650 | - | 650 | 650 | 650 | 650 | 3,900 |
| Travel, Education & Training | | 109 | 145 | 1,500 | 1,500 | - | 1,500 | - | 1,500 | 1,500 | 1,500 | 1,500 | 9,000 |
| General Supplies & Materials | | 4,933 | 1,038 | 5,083 | 5,083 | - | 5,083 | - | 5,083 | 5,083 | 5,083 | 5,083 | 30,500 |
| Supplies - Safety Equipment | | 229 | 403 | 877 | 877 | - | 877 | - | 877 | 877 | 877 | 877 | 5,264 |
| Supplies - Office | | 612 | 847 | 800 | 800 | - | 800 | - | 800 | 800 | 800 | 800 | 4,800 |
| Regional Sewer O&M Costs (7) | | 251,514 | 293,155 | 352,356 | 352,356 | - | 352,356 | - | 352,356 | 352,356 | 352,356 | 352,356 | 2,114,136 |
| Regional Sewer O&M Overhead (7) | | 39,916 | 42,790 | 39,916 | 39,916 | - | 39,916 | - | 39,916 | 39,916 | 39,916 | 39,916 | 239,496 |
| Utilities- Electricity | 5% | 2,062 | 2,127 | 4,579 | 2,200 | (2,379) | 2,310 | 110 | 2,426 | 2,547 | 2,674 | 2,808 | 14,964 |
| Utilities- Gasoline | 3% | 3,673 | 2,568 | 5,672 | 3,500 | (2,172) | 3,605 | 105 | 3,713 | 3,825 | 3,939 | 4,057 | 22,639 |
| Total Sewer Expenditures | | 414,305 | 455,206 | 535,453 | 531,410 | (4,043) | 523,783 | (7,627) | 524,981 | 526,255 | 527,610 | 529,052 | 3,162,792 |

Notes

1. Plan assumes the following staffing level

| | Actual 2014 | Actual 2015 | Original 2016 | Revised 2016 | Variance | Proposed 2017 | Variance | Projected 2018 | Projected 2019 | Projected 2020 | Projected 2021 |
|--------------------|----------------|----------------|------------------|-----------------|-------------|------------------|-------------|-------------------|-------------------|-------------------|-------------------|
| Field Crew | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Staff | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | 1.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |

Please note: Staffing Schedules have been modified to follow new organizational chart that is currently being reviewed and considered.

2. PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.68%.

3. Retirement benefits consists of matching employee 401k contributions from 1% to 9%.

4. Projected health care costs in 2017 are \$13,172 annually per FTE and are anticipated to increase at a rate of 7% annually. FTE rates are affected by dependent health care options.

5. Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.

6. Plan assumes ski pass cost to be \$875 per FTE for the 2016-2017 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$815.

7. Amount based upon the Town of Telluride's budget each year. The billed amount is split into three items, overhead (fixed), maintenance, and capital.

8. Includes one time pump replacement in 2016

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
Water & Sewer Fund
Schedule D- Water / Sewer Capital Expenditures

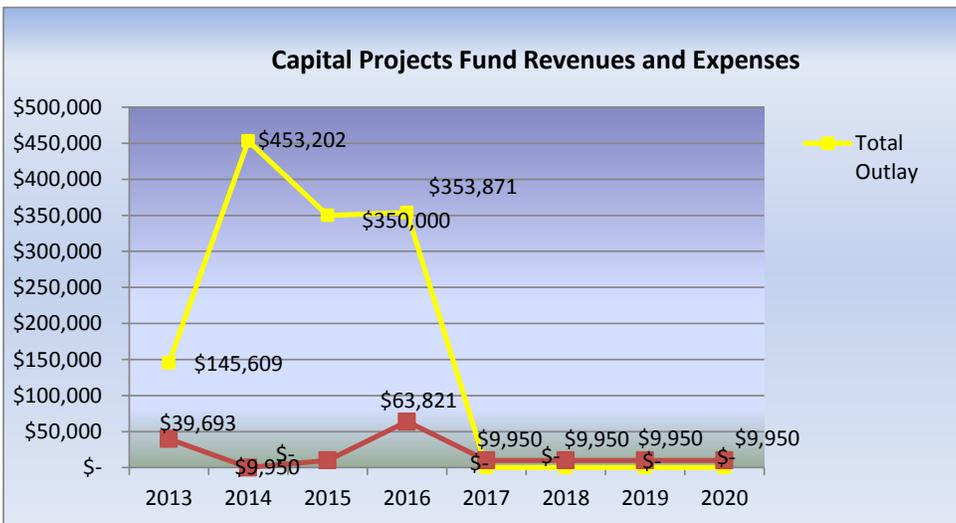
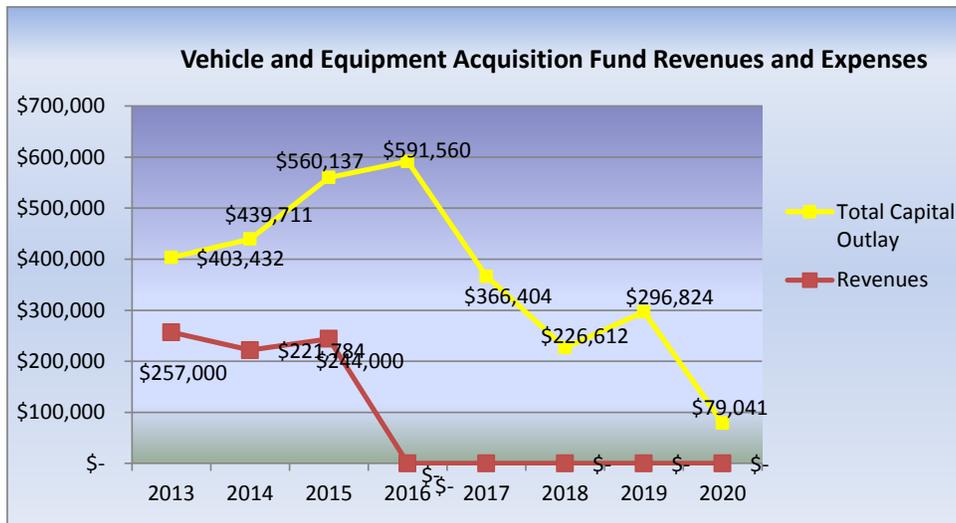
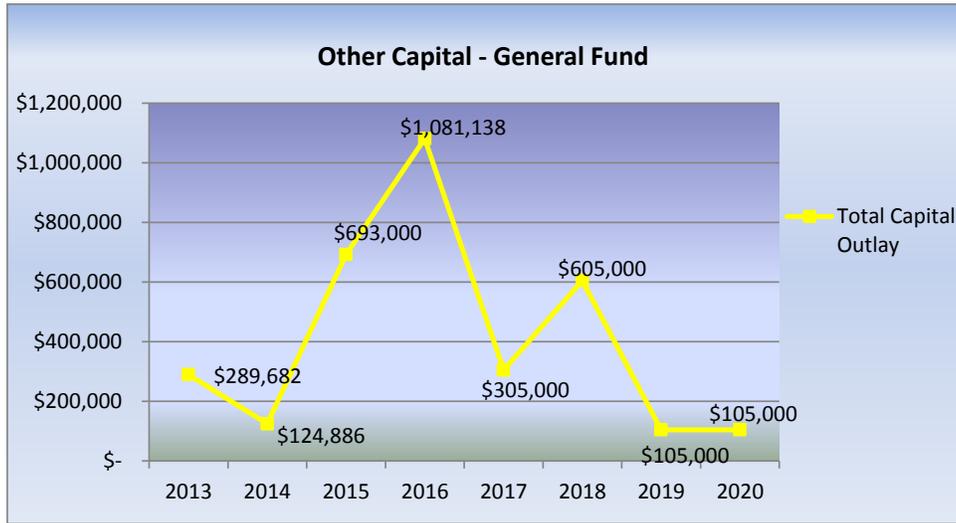
| Ann Inc | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|--------------------------------------------|----------------|------------------|----------------------------|---------------------------|------------------------------------|----------------------------|-------------------------------------|-----------------------|------------------|------------------|----------------|--------------------|
| | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| General Capital Outlay- Water | | | | | | | | | | | | |
| Arizona Water Line Bore | - | - | 50,000 | 50,000 | - | - | (50,000) | - | - | - | - | 50,000 |
| Water Well Power Generators (5) | 49,707 | 60,786 | 150,000 | 150,000 | - | - | (150,000) | 150,000 | 150,000 | - | - | 450,000 |
| Vehicles (1) | - | 28,774 | 5,000 | 5,000 | - | 43,500 | 38,500 | 28,000 | - | - | - | 76,500 |
| Ski Ranches Infrastructure Replacement (8) | - | - | - | - | - | 50,000 | 50,000 | 250,000 | 250,000 | 250,000 | 250,000 | 1,050,000 |
| Water Rights Acquisition (2) | 31,515 | 29,557 | 35,000 | 35,000 | - | 15,000 | (20,000) | 15,000 | - | - | - | 65,000 |
| Wapiti Water Line (6) | 42,880 | 1,509,000 | - | - | - | - | - | - | - | - | - | - |
| Skyfield Water Meter | 1,561 | - | - | - | - | - | - | - | - | - | - | - |
| Leak Detection Equipment | 19,150 | - | - | - | - | - | - | - | - | - | - | - |
| Miscellaneous FF&E / Improvements (7) | - | - | - | - | - | 250,000 | 250,000 | - | - | - | - | 250,000 |
| Total General Capital Outlay- Water | 144,813 | 1,628,118 | 240,000 | 240,000 | - | 358,500 | 118,500 | 443,000 | 400,000 | 250,000 | 250,000 | 1,941,500 |
| Capital Outlay- Water System | | | | | | | | | | | | |
| San Miguel Pump | (798) | - | - | - | - | - | - | 150,000 | - | - | - | 150,000 |
| San Joaquin Well | 89,938 | - | - | - | - | - | - | - | - | - | - | - |
| Total Capital Outlay- Water System | 89,140 | - | - | - | - | - | - | 150,000 | - | - | - | 150,000 |
| General Capital Outlay- Sewer | | | | | | | | | | | | |
| Sewer Lift Station Pump (3) | - | - | - | - | - | - | - | - | - | - | - | - |
| Regional Sewer Capital (4) | 96,978 | 114,254 | 249,550 | 249,550 | - | 247,625 | (1,925) | 1,575,700 | 1,008,875 | 2,105,250 | 300,000 | 5,487,000 |
| Total General Capital Outlay- Sewer | 96,978 | 114,254 | 249,550 | 249,550 | - | 247,625 | (1,925) | 1,575,700 | 1,008,875 | 2,105,250 | 300,000 | 5,487,000 |
| Total Capital Outlay | 330,931 | 1,742,372 | 489,550 | 489,550 | - | 606,125 | 116,575 | 2,168,700 | 1,408,875 | 2,355,250 | 550,000 | 7,578,500 |

Notes:

- 2013: Super Sucker Machine for cleaning valve boxes was renovated, 2015: F350 will be replaced, a new super sucker motor in 2016, 2017-new snowmobile and truck, and new 3/4 ton pickup in 2018.
- Design and install monitoring flume on Prospect Creek required by water right 10CW206.
- General allowance to purchase a spare sewer lift station pump for Adams Ranch.
- The billed amount is split into three items, overhead (fixed), maintenance, and capital. 2017 and beyond budget is based on the information provided by TOT.
- General allowance to install emergency power generators to the water wells and tanks.
- Part of the long range water infrastructure replacement plan.
- Replace water lines at Wapiti tank with solid steel due to ground movement.
- Replace chlorine building in the Ski Ranches.

**TOWN OF MOUNTAIN VILLAGE
2017 BUDGET
CAPITAL EXPENDITURES**

Capital Expenditures for the Town are found in the General Fund, the Vehicle Acquisition Fund, and the Capital Projects Fund. Other capital for special revenue and enterprise funds are contained within their own fund.



Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
Vehicle and Equipment Acquisition Fund

| Ann. Inc. | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|---------------------------------------------------|----------------|----------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|-----------------------|----------------|----------------|----------------|------------------|
| | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Revenues | | | | | | | | | | | | |
| CMAQ Grant | 124,000 | 165,784 | 244,000 | 244,000 | - | - | (244,000) | - | - | - | - | 244,000 |
| CASTA Grant - Shuttles | 100,000 | 56,000 | - | - | - | - | - | - | - | - | - | - |
| CASTA Grant - Buses | - | - | - | - | - | 56,000 | 56,000 | - | - | - | - | 56,000 |
| Insurance Proceeds | - | - | - | - | - | - | - | - | - | - | - | - |
| Sale of Assets | 33,000 | - | - | - | - | - | - | - | - | - | - | - |
| Grant Success Fees | (3,360) | - | (14,640) | (14,640) | - | (3,360) | 11,280 | - | - | - | - | (18,000) |
| Total Revenues | 253,640 | 221,784 | 229,360 | 229,360 | - | 52,640 | (244,000) | - | - | - | - | 244,000 |
| Vehicle and Equipment Acquisitions | | | | | | | | | | | | |
| Vehicles | | | | | | | | | | | | |
| Road & Bridge Vehicles (1) | 194,165 | 146,051 | 15,000 | 15,000 | - | - | (15,000) | - | 40,000 | - | - | 55,000 |
| Vehicle Maintenance (Shop) Vehicles (11) | - | - | - | - | - | 28,000 | 28,000 | - | - | - | - | 28,000 |
| Trail Vehicles and Equipment (2) | 8,700 | 15,194 | 15,000 | 15,000 | - | 215,000 | 200,000 | 15,000 | 15,000 | - | - | 260,000 |
| Employee Shuttle Vehicles (3) | 136,163 | - | 80,000 | 60,000 | (20,000) | - | (60,000) | 30,000 | 120,000 | 90,000 | - | 300,000 |
| Municipal Bus Vehicles (4) | - | 150,258 | - | - | - | 85,000 | 85,000 | - | - | 90,000 | - | 175,000 |
| Plaza Services Vehicles (5) | 23,743 | - | 25,000 | 25,000 | - | - | (25,000) | 40,000 | - | - | 25,000 | 90,000 |
| Building and Facility Maintenance Vehicles (6) | - | 17,792 | - | - | - | 35,000 | 35,000 | - | - | 35,000 | - | 70,000 |
| Police Vehicles (7) | - | 36,936 | 39,000 | 39,000 | - | 41,000 | 2,000 | 41,000 | 41,000 | 41,000 | 43,000 | 246,000 |
| Bobcat Lease Exchange (13) | 2% 6,698 | 7,200 | 37,997 | 37,997 | - | 10,200 | (27,797) | 10,404 | 10,612 | 10,824 | 11,041 | 91,078 |
| Community Services Vehicles (8) | - | - | - | - | - | - | - | - | - | 30,000 | - | 30,000 |
| Heavy Equipment | | | | | | | | | | | | |
| Road & Bridge Heavy Equipment (9) | 22,704 | 66,280 | 305,000 | 305,000 | - | 172,500 | (132,500) | 150,000 | - | - | - | 627,500 |
| Shop Equipment (11) | - | - | 8,500 | 8,500 | - | 1,500 | (7,000) | 5,000 | - | - | - | 15,000 |
| Parks & Rec Equipment (12) | - | - | - | - | - | - | - | 75,000 | - | - | - | 75,000 |
| Plaza Services Equipment (10) | 7,900 | - | 40,000 | 40,000 | - | - | (40,000) | - | - | - | - | 40,000 |
| Other F,F & E | | | | | | | | | | | | |
| PD - Equipment (14) | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Vehicle & Equipment Acquisitions | 400,072 | 439,711 | 565,497 | 545,497 | (20,000) | 588,200 | 42,703 | 366,404 | 226,612 | 296,824 | 79,041 | 2,102,578 |
| Beginning Fund Balance | 20,347 | 59,909 | 110,318 | 125,287 | 14,969 | 205,488 | 80,201 | 362,796 | 472,717 | 540,701 | 629,748 | 125,287 |
| Transfer from GF | 185,994 | 283,305 | 422,338 | 396,338 | (26,000) | 692,868 | 296,530 | 476,325 | 294,596 | 385,872 | 102,753 | 2,374,752 |
| Ending Fund Balance | 59,909 | 125,287 | 196,519 | 205,488 | 8,969 | 362,796 | | 472,717 | 540,701 | 629,748 | 653,460 | |

- Notes:**
*This item requires additional Council approval before moving forward with this budget authorization.
- R&B vehicles to be replaced include: 2014: Combo Snowplow 80% grant match on \$155,000. 2015: Combo Snowplow 83% grant match on \$160,000. 2017: Pick-up truck 2016.
 - Rec & Trails: 2014 - ATV; 2015 - Polaris Ranger; 2016 - snowmobile; 2017 - snowcat; 2018 - trail ATV; 2019 - snowmobile
 - Shuttle vehicles: 2014 - 5 vans with \$100,000 grant offset; 2016 - 2 fuel efficient vehicles w/ \$0 grant; 2018 - 5 vans with 80% grant offset; 2019 - 2 fuel efficient vehicles w/ \$0 grant offset
 - Buses: 2014: 1 \$76,000 bus with \$56,000 grant offset - paid for in 2015; 2015: 1 \$79,000 bus w/ \$0 grant; 2017 - 1 hybrid bus with partial grant offset
 - Property Maintenance vehicles to be replaced are: 2014: Workman utility vehicle; 2016 Cushman utility vehicle; 2018 one ton flatbed truck; 2021 pick-up.
 - Building and facility maintenance vehicle replacement.
 - Plan assumes one police department vehicle will be replaced each year to allow a five year usage period out of each of the vehicles (7) in the department. 2014 no vehicle replacement
 - CSO vehicle - 10 year replacement plan
 - R&B heavy equipment replacement includes: 2015: New snowblower and broom attachments and scrubber/sweeper.
2017: Replace excavator and a new snow blower attachment. 2018: Replace Backhoe / tilt deck trailer. CMAQ grant funded Sweeper, 2016.
 - Plan assumes the following equipment will be replaced: 2014: a four wheeler, 2016: a Toro 3500D riding mower.
 - Replace 3/4 Pick-up. New welder, \$5,000, tire pressure sensor scanner, \$1,700, Snap On analyzer upgrade, \$1,800. 2017 Replace metal band saw. 2018 Replace Snap On analyzer
 - 2018 Mini-ex.
 - Purchase of a new skid-steer loader, then it will be in the lease exchange program.

**TOWN OF MOUNTAIN VILLAGE
2017 BUDGET
POLICE DEPARTMENT PROGRAM NARRATIVE**

The Mountain Village Police Department is staffed by 6 sworn officers and a civilian office manager. All staff works a 4 day/10 hour schedule. This allows patrol staff to cover 19 ½ hours per day on duty and 4 ½ hours per day in an “on-call” capacity. During the on-call time, calls for service are less than 3% of the total call load. The schedule has a ½ hour overlap to provide briefing and pass on of information to the next shift. The investigator generally works a 10 am to 8 pm shift Friday – Monday. This allows additional coverage as well as direct supervision over the weekend when the Chief and Deputy Chief are off duty, but both are on-call 24/7. All officers are subject to recall to duty unless they are out-of-state.

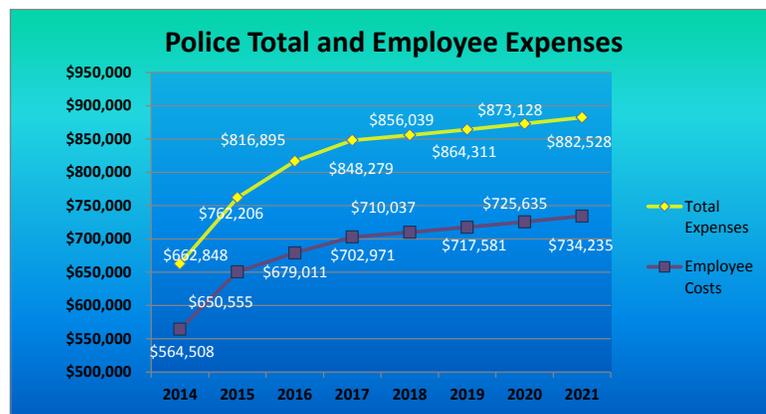
MISSION : The delivery of quality service, both timely and courteous, shall be the mandate that guides the members of the Mountain Village Police Department, always with the intent of solving problems for those who ask for assistance. The Mountain Village Police pledge is to embrace all the citizens in solving problems, both routine to law enforcement and those unique to the community. Mountain Village Police will solicit citizen input, ideas and guidance, for it is only through this relationship that we truly meet or exceed their needs.

DEPARTMENT GOALS

1. Maintain a high level of public confidence with the community.
2. Maintain a high level of visibility while on vehicle patrol.
3. Respond to calls for service in a courteous, professional and timely manner.
4. Maintain a high level of community policing by conducting quality foot patrols in the business sector and high density complexes.
5. Operate the department within budget
6. Environmental Stewardship

DEPARTMENT PERFORMANCE MEASURES

1. Community engagement events to receive direct feedback (i.e. National Night out, Coffee with a cop)
2. Officers are to patrol all roads at least once during the shift.
3. Calls for service are to be handled within 8 minutes of the call being received and with generation of minimal complaints.
4. Officers should patrol the business areas and high density complexes on foot an average of 2 hours per shift.
5. Department year end expenditure totals do not exceed the adopted budget.
6. Reduce paper usage by going “paperless” as much as possible for case reports.



| Year Range | Percentage Change |
|------------|-------------------|
| 2014-2015 | 14.99% |
| 2015-2016 | 7.18% |
| 2016-2017 | 3.84% |
| 2017-2018 | 0.91% |
| 2018-2019 | 0.97% |
| 2019-2020 | 1.02% |
| 2020-2021 | 1.08% |



2016 PERFORMANCE MEASURES ACHIEVEMENTS

1. Regularly scheduled community surveys
 - a. No survey done – see new measure above
2. Patrol no less than 30 miles per shift
 - a. Maintained an average of 65 patrol miles per shift.
3. Calls for service, within 8 minutes, little or no complaints
 - a. The average response time is 6 minutes 14 seconds from the time an officer receives the call from dispatch until the officer arrives on scene. For last year’s same reporting period this was 6 minutes 34 seconds. This reported response time is for criminal activity / priority response calls. Other calls for service response may be up to 20 minutes depending on officer availability and type of call.
 - b. The police department did not receive any significant complaints over this reporting period.

4. Patrol on foot as average of 2 hours per shift
 - a. Foot patrols in the core areas averaged 29 minutes 58 seconds hours per shift.
5. Year End Expenditure totals do not exceed the adopted budget
 - a. Police Department is on track for year-end budget
6. Environmental goal
 - a. Reduced paper usage in 2016

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
General Fund
Schedule E-1- Public Safety - Police

| | Ann. Inc. | Actual | | Annual Budgets | | | | Long Term Projections | | | | | |
|-----------------------------------------|--------------|----------------|----------------|----------------------------|---------------------------|------------------------------------|----------------------------|-------------------------------------|----------------|----------------|----------------|----------------|--------------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Employee Costs | | | | | | | | | | | | | |
| Salaries & Wages (Note 1) | | 360,984 | 403,687 | 419,493 | 419,493 | - | 433,313 | 13,820 | 433,313 | 433,313 | 433,313 | 433,313 | 2,586,060 |
| Offset Labor | | (1,600) | - | - | - | - | - | - | - | - | - | - | - |
| Housing Allowance | | 50,664 | 58,364 | 62,309 | 65,065 | 2,756 | 65,065 | - | 65,065 | 65,065 | 65,065 | 65,065 | 390,390 |
| Health Benefits (Note 4) | 7.00% | 66,137 | 85,874 | 87,208 | 82,408 | (4,800) | 88,911 | 6,503 | 95,135 | 101,794 | 108,920 | 116,544 | 593,712 |
| Dependent Health Reimbursement (Note 5) | | (7,456) | (6,286) | (9,272) | (9,272) | - | (9,272) | - | (9,272) | (9,272) | (9,272) | (9,272) | (55,632) |
| Payroll Taxes (Note 2) | | 55,195 | 61,336 | 66,007 | 66,384 | 378 | 68,278 | 1,893 | 68,278 | 68,278 | 68,278 | 68,278 | 407,774 |
| Death & Disability | 1.90% | 6,223 | 7,335 | 9,154 | 9,207 | 52 | 9,469 | 263 | 9,469 | 9,469 | 9,469 | 9,469 | 56,553 |
| Retirement Benefits (Note 3) | 4.91% | 21,437 | 22,669 | 25,091 | 23,774 | (1,317) | 24,452 | 678 | 24,452 | 24,452 | 24,452 | 24,452 | 146,032 |
| Workers Compensation | 5% | 8,233 | 12,471 | 12,746 | 16,046 | 3,300 | 16,848 | 802 | 17,691 | 18,575 | 19,504 | 20,479 | 109,144 |
| Other Employee Benefits (Note 6) | 0% | 4,691 | 5,105 | 5,366 | 5,906 | 540 | 5,906 | - | 5,906 | 5,906 | 5,906 | 5,906 | 35,438 |
| Subtotal, Employee Costs | | 564,508 | 650,555 | 678,102 | 679,011 | 909 | 702,971 | 23,959 | 710,037 | 717,581 | 725,635 | 734,235 | 4,269,469 |
| Janitorial | | 4,930 | 4,807 | 6,636 | 6,636 | - | 6,636 | - | 6,636 | 6,636 | 6,636 | 6,636 | 39,816 |
| Vehicle - R & M | | 4,757 | 5,149 | 5,000 | 5,000 | - | 5,000 | - | 5,000 | 5,000 | 5,000 | 5,000 | 30,000 |
| Vehicle Equipment- R&M (10) | | 2 | - | 500 | 500 | - | 500 | - | 500 | 500 | 500 | 500 | 3,000 |
| Equipment Rental | | 1,220 | 1,071 | 1,622 | 1,622 | - | 1,622 | - | 1,622 | 1,622 | 1,622 | 1,622 | 9,732 |
| Facility Expenses | | 7,598 | 10,796 | 3,500 | 3,500 | - | 3,500 | - | 3,500 | 3,500 | 3,500 | 3,500 | 21,000 |
| Camera Maintenance and Repair | | - | 108 | 2,500 | 2,500 | - | 2,500 | - | 2,500 | 2,500 | 2,500 | 2,500 | 15,000 |
| Communications | | 4,529 | 4,370 | 10,186 | 4,686 | (5,500) | 5,100 | 414 | 5,100 | 5,100 | 5,100 | 5,100 | 30,186 |
| Cell Phone (Note 8) | | 5,257 | 5,210 | 7,000 | 7,000 | - | 6,000 | (1,000) | 6,000 | 6,000 | 6,000 | 6,000 | 37,000 |
| Phone Equipment | | - | - | 100 | 100 | - | 100 | - | 100 | 100 | 100 | 100 | 600 |
| Communication Dispatch (Note 7) | | 25,271 | 36,340 | 50,330 | 50,330 | - | 61,929 | 11,599 | 61,929 | 61,929 | 61,929 | 61,929 | 359,975 |
| Dues & Fees | | 790 | 894 | 800 | 800 | - | 900 | 100 | 900 | 900 | 900 | 900 | 5,300 |
| Travel, Education & Conferences | | 8,412 | 8,082 | 8,500 | 8,500 | - | 8,500 | - | 8,500 | 8,500 | 8,500 | 8,500 | 51,000 |
| Emergency Medical Services | | 831 | 164 | 1,000 | 1,000 | - | 1,000 | - | 1,000 | 1,000 | 1,000 | 1,000 | 6,000 |
| Contract Labor | | 255 | 2,625 | - | - | - | - | - | - | - | - | - | - |
| Evidence Processing | | 1,502 | 557 | 1,500 | 1,500 | - | 1,500 | - | 1,500 | 1,500 | 1,500 | 1,500 | 9,000 |
| Medical Clearance | | 400 | 2,200 | 600 | 600 | - | 600 | - | 600 | 600 | 600 | 600 | 3,600 |
| Postage & Freight | | 91 | 260 | 200 | 200 | - | 200 | - | 200 | 200 | 200 | 200 | 1,200 |
| General Supplies & Materials (10) | | 3,885 | 2,230 | 11,000 | 11,000 | - | 6,000 | (5,000) | 6,000 | 6,000 | 6,000 | 6,000 | 41,000 |
| Credit Card Processing Fees | | - | - | - | 700 | 700 | 700 | - | 700 | 700 | 700 | 700 | 4,200 |
| Uniforms | | 2,565 | 645 | 1,700 | 1,700 | - | 1,700 | - | 1,700 | 1,700 | 1,700 | 1,700 | 10,200 |
| Uniforms- Officer Equipment | | 1,036 | - | 1,700 | 1,700 | - | 1,700 | - | 1,700 | 1,700 | 1,700 | 1,700 | 10,200 |
| Vehicle - Equipment | | 106 | 230 | - | - | - | - | - | - | - | - | - | - |
| Evidence Supplies | | 350 | - | 350 | 350 | - | 350 | - | 350 | 350 | 350 | 350 | 2,100 |
| Firearms | | 1,267 | 2,145 | 2,000 | 2,000 | - | 2,000 | - | 2,000 | 2,000 | 2,000 | 2,000 | 12,000 |
| Material & Working Supplies | | 180 | - | 225 | 225 | - | 225 | - | 225 | 225 | 225 | 225 | 1,350 |

Town of Mountain Village
 2016 Revised/2017 Proposed Budget and Long Term Financial Plan
 General Fund
 Schedule E-1- Public Safety - Police

| | Ann. Inc. | Actual | | Annual Budgets | | | | Long Term Projections | | | | | |
|---------------------------------|--------------|----------------|----------------|----------------------------|---------------------------|------------------------------------|----------------------------|-------------------------------------|----------------|----------------|----------------|----------------|------------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total |
| | | | | | | | | | | | | | 2016-2021 |
| Intoxilizer | | 930 | 944 | 1,200 | 1,200 | - | 1,200 | - | 1,200 | 1,200 | 1,200 | 1,200 | 7,200 |
| Detoxification | | 1,008 | 1,945 | 650 | 650 | - | 1,200 | 550 | 1,200 | 1,200 | 1,200 | 1,200 | 6,650 |
| Supplies-Mounted Patrol | | 2,893 | 2,344 | 1,500 | 1,500 | - | 1,500 | - | 1,500 | 1,500 | 1,500 | 1,500 | 9,000 |
| Parking Expenses | | - | - | 250 | 250 | - | 250 | - | 250 | 250 | 250 | 250 | 1,500 |
| Business Meals | | 201 | 621 | 400 | 400 | - | 500 | 100 | 500 | 500 | 500 | 500 | 2,900 |
| Employee Appreciation | | 420 | 374 | 338 | 350 | 12 | 350 | - | 350 | 350 | 350 | 350 | 2,100 |
| Books & Periodicals (Note 9) | | 3,806 | 4,148 | 7,250 | 7,250 | - | 7,250 | - | 7,250 | 7,250 | 7,250 | 7,250 | 43,500 |
| Utilities- Natural Gas | 2% | 1,679 | 1,489 | 2,297 | 1,500 | (797) | 1,530 | 30 | 1,561 | 1,592 | 1,624 | 1,656 | 9,462 |
| Utilities- Electricity | 5% | 3,756 | 3,618 | 4,727 | 4,127 | (600) | 4,333 | 206 | 4,550 | 4,778 | 5,017 | 5,267 | 28,072 |
| Utilities - Gasoline | 5% | 8,415 | 8,285 | 14,294 | 8,507 | (5,787) | 8,933 | 425 | 9,379 | 9,848 | 10,341 | 10,858 | 57,866 |
| Total Police | | 662,848 | 762,206 | 827,958 | 816,895 | (11,063) | 848,279 | 31,384 | 856,039 | 864,311 | 873,128 | 882,528 | 5,141,179 |
| Community Services Costs | | 51,391 | 48,810 | 52,003 | 50,312 | 1,691 | 51,674 | (1,362) | 52,582 | 53,548 | 54,577 | 55,672 | 320,055 |
| Total Public Safety | | 714,239 | 811,016 | 879,961 | 867,207 | (9,373) | 899,953 | 30,022 | 908,621 | 917,859 | 927,705 | 938,199 | 5,461,234 |

Notes:

1. Plan assumes the following staffing level

| | Actual 2014 | Actual 2015 | Original 2016 | Revised 2016 | Variance | Proposed 2017 | Variance | Projected 2018 | Projected 2019 | Projected 2020 | Projected 2021 |
|--------------------------|----------------|----------------|------------------|-----------------|-------------|------------------|-------------|-------------------|-------------------|-------------------|-------------------|
| Police Chief | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | 1.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Lieutenant | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | 1.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Investigator | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Field Officers | 4.00 | 4.00 | 4.00 | 4.00 | 0.00 | 4.00 | 0.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| Administrative Assistant | 0.75 | 0.75 | 0.75 | 0.75 | 0.00 | 0.75 | 0.00 | 0.75 | 0.75 | 0.75 | 0.75 |
| Total Staff | 6.75 | 6.75 | 6.75 | 6.75 | 0.00 | 6.75 | 0.00 | 6.75 | 6.75 | 6.75 | 6.75 |

2. FPPA contribution rate and other applicable taxes are 13.7%.

3. Retirement benefits consists of matching employee 401k contributions from 1% to 9%.

4. Projected health care costs in 2017 are \$13,172 annually per FTE and are anticipated to increase at a rate of 7% annually. FTE rates are affected by dependent health care options.

5. Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.

6. Plan assumes ski pass cost to be \$875 per FTE for the 2016-2017 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$815.

7. Plan is based on percent of usage (over a three year average) calculated as part of the total expenditure budget for Western Colorado Regional Dispatch Center (WCRDC)

8. Includes data cards used in patrol vehicles and by supervisors.

9. MVPD is joining the Lexipol program, a state-wide program for the development and review of Police policy manuals. CIRSA has agreed to assist in funding at 50% in 2012 and 25% in 2013. In 2014 and beyond, Mountain Village is responsible for 100%.

10. 2016 supplies increase for taser replacement.

**TOWN OF MOUNTAIN VILLAGE
2017 BUDGET
COMMUNITY SERVICES PROGRAM NARRATIVE**

The Town of Mountain Village Community Services mission is to meet or exceed the needs of the Mountain Village community. The Community Services division expects and encourages citizens and guests alike to make use of its services. The success of the division is measured in its ability to maintain the quality of life in Mountain Village all the while respecting the rights and liberties of all.

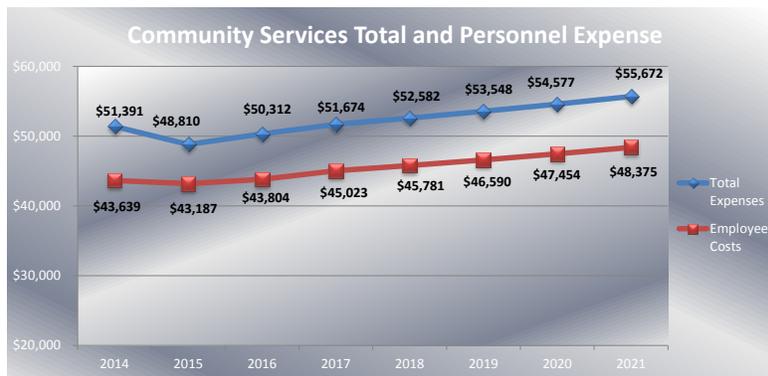
The delivery of quality service, both timely and courteous, shall be the mandate that guides the members of the Mountain Village Police Department, always with the intent of solving problems for those who ask for assistance. The Mountain Village Police pledge is to embrace all the citizens in solving problems, both routine to law enforcement and those unique to the community. Mountain Village Community Services officers will solicit citizen input, ideas and guidance, for it is only through this relationship that we truly meet or exceed their needs. Staffing levels are 2 FTEs paid 0.35 from the Community Services Budget and 0.65 from the Parking Budget.

DEPARTMENT GOALS

1. Maintain a high level of parking control on all town streets and public parking lots through enforcement, maintenance, and issuance of appropriate permits.
2. Provide public assistance as necessary in a courteous, professional, and timely manner.
3. Under the guidance of the Town’s municipal code, enforce and provide for domestic and non-domestic animal control.
4. Stay within budget.
5. Environmental Stewardship

DEPARTMENT PERFORMANCE MEASURES

1. Parking is enforced consistently – Seven days a week from 6 am to 6 pm. (after CSO work hours, patrol officers enforce parking)
2. 100% response to calls for assistance in a timely manner. (within 10 minutes of receiving call) Manage animal control to the general satisfaction of Town Council and residents.
3. Department year-end expenditure totals do not exceed the adopted budget.
4. Reduction of greenhouse gas emissions by implementing bicycle patrol –



| Year | Percentage Change |
|-----------|-------------------|
| 2014-2015 | -5.02% |
| 2015-2016 | 3.08% |
| 2016-2017 | 2.71% |
| 2017-2018 | 1.76% |
| 2018-2019 | 1.84% |
| 2019-2020 | 1.92% |
| 2020-2021 | 2.01% |



2016 PERFORMANCE MEASURES ACHIEVEMENTS

1. Parking is enforced consistently – Seven days a week from 6 am to 6 pm.
 - a. By having seven day week coverage, enforcement is consistent.
2. 100% response to calls for assistance in a timely manner. (within 10 minutes of receiving call)
 - a. Response time is tracking at 4:04 minutes per call
3. Manage animal control to the general satisfaction of Town Council and residents.
 - a. 35 animal related calls for service – resolved, including [redacted] citations to court
4. Department year-end expenditure totals do not exceed the adopted budget.
 - a. Community Service is tracking under budget.
5. Environmental goal
 - a. Average time on bike patrol was 2 hours and 6 minutes in 2016 compared to 1 hour 54 minutes in 2015.

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
General Fund
Schedule E-2- Public Safety - Community Services

| | Ann. Inc. | Actual | | Annual Budgets | | | | | Long Term Projections | | | | Total 2016-2021 | |
|-----------------------------------------------------|-----------|---------------|---------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|-----------------------|---------------|---------------|---------------|-----------------|----------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | | |
| Employee Costs | | | | | | | | | | | | | | |
| Salaries & Wages (Note 1) | | 29,255 | 27,948 | 27,270 | 27,270 | - | 28,222 | 952 | 28,222 | 28,222 | 28,222 | 28,222 | 28,222 | 168,380 |
| Group Insurance (Note 4) | 7.00% | 8,724 | 9,022 | 9,065 | 9,220 | 155 | 9,220 | - | 9,865 | 10,556 | 11,295 | 12,086 | 12,086 | 62,242 |
| Payroll Taxes (Note 2) | | 4,538 | 4,310 | 4,194 | 4,194 | - | 4,341 | 146 | 4,341 | 4,341 | 4,341 | 4,341 | 4,341 | 25,897 |
| Retirement Benefits (Note 3) | 1.30% | 259 | 266 | 337 | 355 | 18 | 368 | 12 | 368 | 368 | 368 | 368 | 368 | 2,195 |
| Workers Compensation | 5% | 375 | 1,098 | 2,652 | 2,152 | (500) | 2,259 | 108 | 2,372 | 2,491 | 2,616 | 2,746 | 2,746 | 14,637 |
| Other Employee Benefits (Note 5) | 0% | 487 | 543 | 557 | 613 | 56 | 613 | - | 613 | 613 | 613 | 613 | 613 | 3,675 |
| Subtotal, Employee Costs | | 43,639 | 43,187 | 44,074 | 43,804 | (271) | 45,023 | 1,219 | 45,781 | 46,590 | 47,454 | 48,375 | 48,375 | 277,026 |
| Uniforms | | 865 | 435 | 800 | 800 | - | 800 | - | 800 | 800 | 800 | 800 | 800 | 4,800 |
| Vehicle Repair & Maintenance | | 2,160 | 1,467 | 800 | 800 | - | 800 | - | 800 | 800 | 800 | 800 | 800 | 4,800 |
| Communications- Cell Phone | | 457 | 604 | 622 | 622 | - | 622 | - | 622 | 622 | 622 | 622 | 622 | 3,732 |
| Travel, Education & Training | | - | - | 500 | 500 | - | 500 | - | 500 | 500 | 500 | 500 | 500 | 3,000 |
| General Supplies | | 656 | 362 | 700 | 700 | - | 700 | - | 700 | 700 | 700 | 700 | 700 | 4,200 |
| Animal Control | | 297 | 283 | 200 | 200 | - | 200 | - | 200 | 200 | 200 | 200 | 200 | 1,200 |
| Employee Appreciation | | 184 | - | 35 | 35 | - | 35 | - | 35 | 35 | 35 | 35 | 35 | 210 |
| Utilities- Gasoline | 5% | 3,133 | 2,472 | 4,272 | 2,852 | (1,420) | 2,994 | 143 | 3,144 | 3,301 | 3,466 | 3,640 | 3,640 | 19,397 |
| Total Public Safety Community Services Costs | | 51,391 | 48,810 | 52,003 | 50,312 | (1,691) | 51,674 | 1,362 | 52,582 | 53,548 | 54,577 | 55,672 | 55,672 | 318,364 |

Notes:

1. Plan assumes the following staffing level

| | Actual 2014 | Actual 2015 | Original 2016 | Revised 2016 | Variance | Proposed 2017 | Variance | Projected 2018 | Projected 2019 | Projected 2020 | Projected 2021 |
|------------------------------------------------------|-------------|-------------|---------------|--------------|-------------|---------------|-------------|----------------|----------------|----------------|----------------|
| Community Services Officers-(2) Full Time @ .35 each | 0.70 | 0.70 | 0.70 | 0.70 | 0.00 | 0.70 | 0.00 | 0.70 | 0.70 | 0.70 | 0.70 |
| Community Services Officers-Seasonal | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Staff | 0.70 | 0.70 | 0.70 | 0.70 | 0.00 | 0.70 | 0.00 | 0.70 | 0.70 | 0.70 | 0.70 |

2. PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.68%.

3. Retirement benefits consists of matching employee 401k contributions from 1% to 9%.

4. Projected health care costs in 2017 are \$13,172 annually per FTE and are anticipated to increase at a rate of 7% annually. FTE rates are affected by dependent health care options.

5. Plan assumes ski pass cost to be \$875 per FTE for the 2016-2017 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$815.

**TOWN OF MOUNTAIN VILLAGE
2017 BUDGET
MUNICIPAL COURT PROGRAM NARRATIVE**

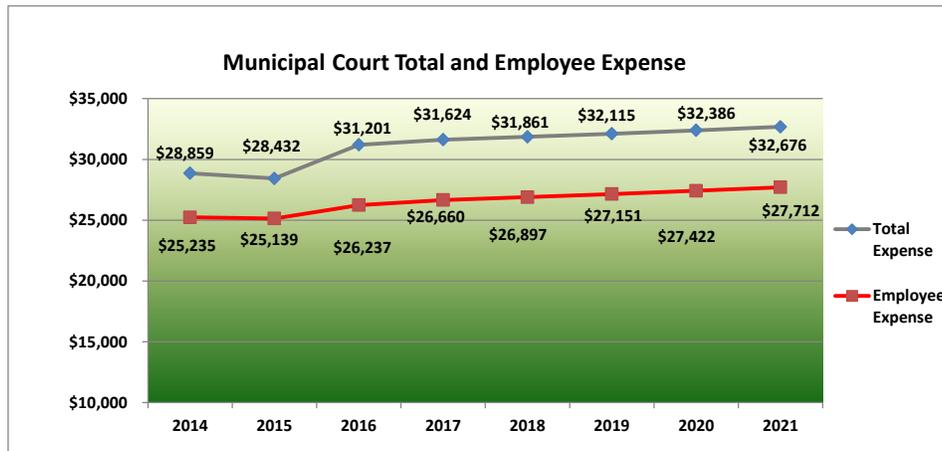
The Town of Mountain Village operates a monthly municipal court which constitutes the judicial branch of the Town government. The municipal court shall be vested with exclusive original jurisdiction over all cases arising under the Town’s charter, under the ordinances duly enacted under the Charter, and as otherwise conferred under the law. Town Council appoints the Municipal Judge who shall serve a two year term. A court clerk on Town staff shall serve on a part-time basis at .25 of a full time equivalent. That staff person is currently serving as the administrative assistant in the Town Police Department at .75 of a full time equivalent

DEPARTMENT GOALS

1. Convene municipal court one day per month.
2. Court should start promptly on the date and time as provided to defendants.
3. Stay within budget.
4. Environmental Stewardship

DEPARTMENT PERFORMANCE MEASURES

1. Court convened 12 times per year.
2. Court date and/or time should occur on time no less than 90% of the time (11 out of 12 days per year)
3. Department year-end expenditure totals do not exceed the adopted budget.
4. As much as possible reduce paper consumption.



| Year Range | Percentage Change |
|------------|-------------------|
| 2014-2015 | -1.48% |
| 2015-2016 | 9.74% |
| 2016-2017 | 1.36% |
| 2017-2018 | 0.75% |
| 2018-2019 | 0.80% |
| 2019-2020 | 0.84% |
| 2020-2021 | 0.90% |



2016 PERFORMANCE MEASURES ACHIEVEMENTS

1. Court convened 12 times per year.
 - a. Court is convened once per month
2. Court date and/or time should occur on time no less than 90% of the time (11 out of 12 days per year)
 - a. Court convenes on time
3. Department year-end expenditure totals do not exceed the adopted budget.
 - a. Municipal Court is tracking under budget
4. Environmental goal
 - a. Continuing to offer as many electronic options through the court system as possible

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
General Fund
Schedule E- Public Safety - Municipal Court

| | Ann. Inc. | % | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|-----------------------------------------|--------------|---|---------------|---------------|----------------------------|---------------------------|------------------------------------|----------------------------|-------------------------------------|-----------------------|---------------|---------------|---------------|--------------------|
| | | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| | | | | | | | | | | | | | | |
| Salaries & Wages (Note 1) | | | 17,328 | 17,245 | 17,514 | 17,514 | - | 17,858 | 344 | 17,858 | 17,858 | 17,858 | 17,858 | 106,803 |
| Health Benefits (Note 3) | 7.00% | | 3,116 | 3,222 | 3,242 | 3,290 | 48 | 3,290 | - | 3,520 | 3,767 | 4,030 | 4,313 | 22,210 |
| Dependent Health Reimbursement (Note 5) | | | (351) | (360) | (348) | (348) | - | (348) | - | (348) | (348) | (348) | (348) | (2,088) |
| Payroll Taxes (Note 2) | | | 2,601 | 2,585 | 2,694 | 2,694 | - | 2,747 | 53 | 2,747 | 2,747 | 2,747 | 2,747 | 16,426 |
| Retirement Benefits (Note 5) | 5.64% | | 968 | 973 | 978 | 988 | 10 | 1,008 | 19 | 1,008 | 1,008 | 1,008 | 1,008 | 6,026 |
| Workers Compensation | 5% | | 95 | 110 | 131 | 131 | - | 138 | 7 | 145 | 152 | 159 | 167 | 892 |
| Other Employee Benefits (Note 4) | 0% | | 1,478 | 1,364 | 1,369 | 1,969 | 600 | 1,969 | - | 1,969 | 1,969 | 1,969 | 1,969 | 11,813 |
| Subtotal, Employee Costs | | | 25,235 | 25,139 | 25,579 | 26,237 | 658 | 26,660 | 423 | 26,897 | 27,151 | 27,422 | 27,712 | 162,081 |
| Equipment Rental | | | 1,220 | 979 | 1,500 | 1,500 | - | 1,500 | - | 1,500 | 1,500 | 1,500 | 1,500 | 9,000 |
| Communications | | | 366 | 358 | 790 | 384 | (406) | 384 | - | 384 | 384 | 384 | 384 | 2,304 |
| Dues and Fees | | | 80 | 80 | 80 | 80 | - | 80 | - | 80 | 80 | 80 | 80 | 480 |
| Travel, Education & Conferences | | | 1,347 | 1,213 | 2,100 | 2,100 | - | 2,100 | - | 2,100 | 2,100 | 2,100 | 2,100 | 12,600 |
| Postage & Freight | | | - | 45 | 100 | 100 | - | 100 | - | 100 | 100 | 100 | 100 | 600 |
| General Supplies & Materials | | | 569 | 556 | 800 | 800 | - | 800 | - | 800 | 800 | 800 | 800 | 4,800 |
| Employee Appreciation | | | 42 | 63 | 13 | - | (13) | - | - | - | - | - | - | - |
| Total Municipal Court | | | 28,859 | 28,432 | 30,962 | 31,201 | 239 | 31,624 | 423 | 31,861 | 32,115 | 32,386 | 32,676 | 191,865 |

Notes:

1. Plan assumes the following staffing level

| | Actual 2014 | Actual 2015 | Original 2016 | Revised 2016 | Variance | Proposed 2017 | Variance | Projected 2018 | Projected 2019 | Projected 2020 | Projected 2021 |
|------------------------------------------|----------------|----------------|------------------|-----------------|-------------|------------------|-------------|-------------------|-------------------|-------------------|-------------------|
| Judge (12 Sessions per year) (Not a FTE) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Administrative Support | 0.25 | 0.25 | 0.25 | 0.25 | 0.00 | 0.25 | 0.00 | 0.25 | 0.25 | 0.25 | 0.25 |
| Total Staff | 0.25 | 0.25 | 0.25 | 0.25 | 0.00 | 0.25 | 0.00 | 0.25 | 0.25 | 0.25 | 0.25 |

- PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.68%.
- Projected health care costs in 2017 are \$13,172 annually per FTE and are anticipated to increase at a rate of 7% annually. FTE rates are affected by dependent health care options.
- Plan assumes ski pass cost to be \$875 per FTE for the 2016-2017 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$815.
- Retirement benefits consists of matching employee 401k contributions from 1% to 9%.
- Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.
- Budget assumes the Judge will work 12 work sessions annually at a cost of \$500 / session.

**TOWN OF MOUNTAIN VILLAGE
2017 BUDGET
PARKING SERVICES FUND**

PARKING SERVICES

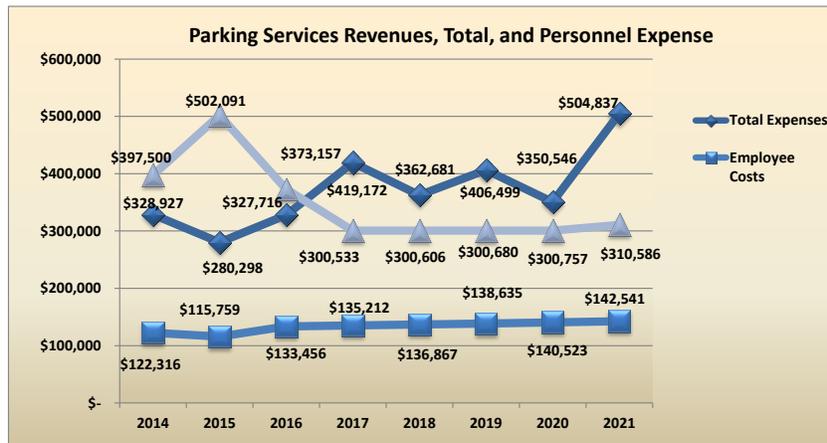
Provide excellent parking services and choices to the residents, guests and employees of the Mountain Village.

DEPARTMENT GOALS

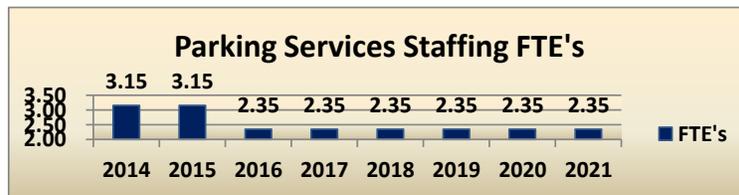
1. Manage HPG, surface lots and GPG to minimize on-street overflow parking
2. Maximize parking revenues
3. Provide user friendly parking opportunities
4. Continue moving towards self-sustainability.
5. Provide a clean, trash free natural environment at the Town parking lots.

PERFORMANCE MEASURES

- 1a. Track parking usage at all lots and on-street overflow
- 1b. Track % utilization of parking spaces used to capacity
2. Operate within adopted budget
3. Call center contacts to total user ratio < 1.0%
4. Each year the enterprise operates with a reduced transfer from the General Fund or other funds of the Town.
5. Allocate > 36 man-hours per year to trash and litter pick-up at the Gondola Parking Garage and Heritage Parking Garage.



| Year Range | Percentage Change |
|------------|-------------------|
| 2014-2015 | -14.78% |
| 2015-2016 | 16.92% |
| 2016-2017 | 27.91% |
| 2017-2018 | -13.48% |
| 2018-2019 | 12.08% |
| 2019-2020 | -13.76% |
| 2020-2021 | 44.01% |



PARKING SERVICES 2016 YTD ACHIEVEMENTS:

- o Total parked cars at 85,805 YTD (noon snapshot counts)
- o Total utilization YTD = 35.4%
- o Year-end revenue projection: UNDER BUDGET
- o Year-end expense projection: UNDER BUDGET
- o Call Center contacts to total user ratio: 0.2% YTD
- o Trash and Litter Pick Up Hours 27.5 hours YTD
- o Net Surplus: 2010 = (\$138,617); 2011 = (\$114,565); 2012 = \$4,099; 2013 = \$11,280; 2014 = \$36,751; 2015 = \$191,508, 2016 = TBD

**TOWN OF MOUNTAIN VILLAGE
2017 BUDGET
PARKING SERVICES FUND**

PARKING SERVICES

Provide excellent parking services and choices to the residents, guests and employees of the Mountain Village.

DEPARTMENT GOALS

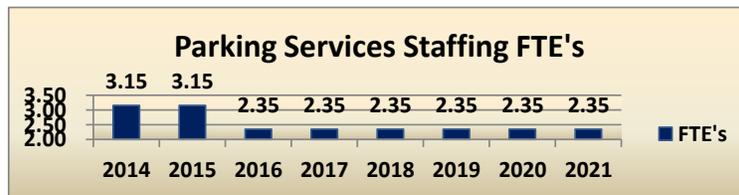
1. Manage HPG, surface lots and GPG to minimize on-street overflow parking
2. Maximize parking revenues
3. Provide user friendly parking opportunities
4. Continue moving towards self-sustainability.
5. Provide a clean, trash free natural environment at the Town parking lots.

PERFORMANCE MEASURES

- 1a. Track parking usage at all lots and on-street overflow
- 1b. Track % utilization of parking spaces used to capacity
2. Operate within adopted budget
3. Call center contacts to total user ratio < 1.0%
4. Each year the enterprise operates with a reduced transfer from the General Fund or other funds of the Town.
5. Allocate > 36 man-hours per year to trash and litter pick-up at the Gondola Parking Garage and Heritage Parking Garage.



| Year Range | Percentage Change |
|------------|-------------------|
| 2014-2015 | -14.78% |
| 2015-2016 | 16.92% |
| 2016-2017 | 27.91% |
| 2017-2018 | -13.48% |
| 2018-2019 | 12.08% |
| 2019-2020 | -13.76% |
| 2020-2021 | 44.01% |



PARKING SERVICES 2016 YTD ACHIEVEMENTS:

- Total parked cars at 85,805 YTD (noon snapshot counts)
- Total utilization YTD = 35.4%
- Year-end revenue projection: UNDER BUDGET
- Year-end expense projection: UNDER BUDGET
- Call Center contacts to total user ratio: 0.2% YTD
- Trash and Litter Pick Up Hours 27.5 hours YTD
- Net Surplus: 2010 = (\$138,617); 2011 = (\$114,565); 2012 = \$4,099; 2013 = \$11,280; 2014 = \$36,751; 2015 = \$191,508, 2016 = TBD

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
Parking Services Fund

| | Ann. Inc. | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|-------------------------------------------|-----------|----------------|----------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|-----------------------|----------------|----------------|----------------|------------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Parking Revenues | | | | | | | | | | | | | |
| Parking Permits | 1% | 14,986 | 16,995 | 6,499 | 13,000 | 6,501 | 12,000 | (1,000) | 12,000 | 12,000 | 12,000 | 12,000 | 73,000 |
| Parking Meter Collections | 5% | 10,750 | 12,288 | 7,061 | 3,000 | (4,061) | 7,061 | 4,061 | 7,061 | 7,061 | 7,061 | 7,061 | 38,305 |
| Gondola Parking Garage Fees (6) | 5% | 140,173 | 198,945 | 89,825 | 89,825 | - | 89,825 | - | 89,825 | 89,825 | 89,825 | 89,825 | 538,950 |
| Special Event Parking Fees (8) | | 41,743 | 60,299 | 41,000 | 75,000 | 34,000 | 41,000 | (34,000) | 41,000 | 41,000 | 41,000 | 41,000 | 280,000 |
| Heritage Parking Garage (6) | | 139,895 | 153,063 | 98,752 | 140,000 | 41,248 | 98,752 | (41,248) | 98,752 | 98,752 | 98,752 | 98,752 | 633,760 |
| Shared Facility Costs | | 20,771 | 7,732 | 18,500 | 12,332 | (6,168) | 11,895 | (437) | 11,968 | 12,042 | 12,119 | 21,948 | 82,303 |
| Police - Parking Fines | 5% | 29,182 | 52,769 | 13,000 | 40,000 | 27,000 | 40,000 | - | 40,000 | 40,000 | 40,000 | 40,000 | 240,000 |
| Sale of Assets | | - | - | - | - | - | - | - | - | - | - | - | - |
| Subtotal, Revenues | | 397,500 | 502,091 | 274,637 | 373,157 | 92,019 | 300,533 | (71,624) | 300,606 | 300,680 | 300,757 | 310,586 | 1,813,318 |
| Employee Costs | | | | | | | | | | | | | |
| Salaries & Wages (1) | | 85,191 | 77,910 | 90,991 | 90,991 | - | 92,367 | 1,376 | 92,367 | 92,367 | 92,367 | 92,367 | 552,828 |
| Health Benefits (Note 4) | 7.00% | 21,188 | 20,621 | 21,646 | 21,646 | - | 21,646 | - | 23,161 | 24,783 | 26,517 | 28,373 | 146,126 |
| Payroll Taxes (2) | | 12,437 | 11,461 | 13,994 | 13,994 | - | 14,206 | 212 | 14,206 | 14,206 | 14,206 | 14,206 | 85,025 |
| Retirement Benefits (3) | | 2,182 | 1,820 | 2,417 | 2,417 | - | 2,453 | 37 | 2,453 | 2,453 | 2,453 | 2,453 | 14,683 |
| Workers Compensation | 5% | 16 | 2,707 | 2,657 | 2,657 | - | 2,790 | 133 | 2,929 | 3,076 | 3,230 | 3,391 | 18,073 |
| Other Employee Benefits (5) | | 1,303 | 1,240 | 3,180 | 1,750 | (1,430) | 1,750 | - | 1,750 | 1,750 | 1,750 | 1,750 | 10,500 |
| Subtotal, Employee Costs | | 122,316 | 115,759 | 134,886 | 133,456 | (1,430) | 135,212 | 1,757 | 136,867 | 138,635 | 140,523 | 142,541 | 827,235 |
| Parking Expenses - General | | | | | | | | | | | | | |
| (Parking Ticket) Bad Debt Expense | | - | - | 5,100 | 5,100 | - | 5,100 | - | 5,202 | 5,306 | 5,412 | 5,520 | 31,641 |
| Communications | 3% | 2,979 | 2,969 | 3,600 | 3,600 | - | 3,600 | - | 3,708 | 3,819 | 3,934 | 4,052 | 22,713 |
| General Supplies & Other Expenses | 3% | 161 | 2,269 | 1,030 | 1,030 | - | 1,030 | - | 1,061 | 1,093 | 1,126 | 1,159 | 6,498 |
| Bobcat Lease Exchange | | 4,342 | 4,800 | 4,800 | 4,800 | - | 4,800 | - | 4,800 | 4,896 | 4,994 | 5,094 | 29,384 |
| Contingency | | - | - | - | - | - | - | - | - | - | - | - | - |
| Gondola Parking Garage Maintenance | | | | | | | | | | | | | |
| Maintenance | | 1,698 | 254 | 5,000 | 3,500 | (1,500) | 5,000 | 1,500 | 5,000 | 5,000 | 5,000 | 5,000 | 28,500 |
| Striping | | 2,210 | 1,200 | 2,000 | 1,500 | (500) | 1,500 | - | 1,500 | 1,500 | 1,500 | 1,500 | 9,000 |
| Credit Card Fees | | - | 6,922 | - | 3,600 | 3,600 | 3,600 | - | 3,600 | 3,600 | 3,600 | 3,600 | 21,600 |
| General Supplies and Materials | 3% | 3,604 | 2,720 | 2,000 | 2,000 | - | 2,000 | - | 2,060 | 2,122 | 2,185 | 2,251 | 12,618 |
| Utilities-Electric | 7% | 17,363 | 13,963 | 21,400 | 16,000 | (5,400) | 17,120 | 1,120 | 18,318 | 19,601 | 20,973 | 22,441 | 114,453 |
| Elevator Maintenance | | 7,758 | 6,792 | 10,000 | 10,000 | - | 10,000 | - | 10,000 | 10,000 | 10,000 | 10,000 | 60,000 |
| Concrete & Asphalt Repair | | 1,311 | 3,664 | 15,000 | 7,500 | (7,500) | 15,000 | 7,500 | 15,000 | 15,000 | 15,000 | 15,000 | 82,500 |
| Painting | | 1,618 | 27 | 2,000 | 1,000 | (1,000) | 2,000 | 1,000 | 2,000 | 2,000 | 2,000 | 2,000 | 11,000 |
| Utilities-Gasoline | 5% | 566 | 600 | 525 | 525 | - | 525 | - | 551 | 579 | 608 | 638 | 3,426 |
| Internet Costs | | 524 | - | 700 | 700 | - | 700 | - | 700 | 700 | 700 | 700 | 4,200 |
| Surface Lots Maintenance | | | | | | | | | | | | | |
| Maintenance | | 3,770 | 7,043 | 6,760 | 5,000 | (1,760) | 6,760 | 1,760 | 6,760 | 6,760 | 6,760 | 6,760 | 38,800 |
| Striping | | 5,060 | 4,060 | 3,000 | 4,060 | 1,060 | 3,000 | (1,060) | 3,000 | 3,000 | 3,000 | 3,000 | 19,060 |
| Credit Card Fees | 1% | 6,372 | 906 | 11,500 | 2,000 | (9,500) | 2,000 | - | 2,020 | 2,040 | 2,061 | 2,081 | 12,202 |
| Parking Meter Supplies | | 8,707 | 9,335 | 10,000 | 9,000 | (1,000) | 10,000 | 1,000 | 10,000 | 10,000 | 10,000 | 10,000 | 59,000 |
| Heritage Garage | | | | | | | | | | | | | |
| Maintenance | | 7,470 | 4,862 | 5,000 | 11,500 | 6,500 | 5,000 | (6,500) | 5,000 | 5,000 | 5,000 | 5,000 | 36,500 |
| Elevator Maintenance | | 6,033 | 9,377 | 8,000 | 8,000 | - | 8,000 | - | 8,000 | 8,000 | 8,000 | 8,000 | 48,000 |
| Striping | | 2,060 | 1,300 | 2,500 | 1,300 | (1,200) | 2,500 | 1,200 | 2,500 | 2,500 | 2,500 | 2,500 | 13,800 |
| Floor Sealing | | 20,889 | - | - | - | - | - | - | - | - | - | 25,000 | 25,000 |
| General Shared Facility Dues & Expenses | | 61,337 | 52,130 | 59,255 | 49,255 | (10,000) | 54,255 | 5,000 | 54,255 | 54,255 | 54,255 | 54,255 | 320,530 |
| Credit Card Fees | 1% | 7,059 | 9,896 | 8,390 | 12,290 | 3,900 | 12,290 | - | 12,413 | 12,537 | 12,662 | 12,789 | 74,981 |
| General Supplies & Other Expenses | 3% | 4,294 | 89 | 6,180 | 2,000 | (4,180) | 6,180 | 4,180 | 6,365 | 6,556 | 6,753 | 6,956 | 34,810 |
| Software/Call Center Support | | 2,538 | 8,446 | 12,000 | 11,000 | (1,000) | 12,000 | 1,000 | 12,000 | 12,000 | 12,000 | 12,000 | 71,000 |

Town of Mountain Village
 2016 Revised/2017 Proposed Budget and Long Term Financial Plan
 Parking Services Fund

| | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|------------------------------------|----------------|----------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|-----------------------|----------------|----------------|----------------|------------------|
| | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Ann. Inc. | | | | | | | | | | | | |
| Striping | 2,000 | 1,000 | - | 2,000 | 2,000 | - | (2,000) | - | - | - | - | 2,000 |
| Chip Seal | - | - | - | 16,000 | 16,000 | - | (16,000) | - | - | - | - | 16,000 |
| Total Expenditures | 304,038 | 270,383 | 340,626 | 327,716 | (12,910) | 329,172 | 1,457 | 332,681 | 336,499 | 340,546 | 369,837 | 2,036,451 |
| Capital Expenditures | | | | | | | | | | | | |
| Capital Costs - Parkeon Meters (7) | 24,889 | 9,915 | - | - | - | - | - | 10,000 | 10,000 | 10,000 | 10,000 | 40,000 |
| Lot Maintenance (9) | - | - | - | - | - | 70,000 | 70,000 | 20,000 | 60,000 | - | 125,000 | 275,000 |
| Wayfinding | - | - | - | - | - | 20,000 | 20,000 | - | - | - | - | 20,000 |
| Security Cameras (HPG) | - | - | - | - | - | - | - | - | - | - | - | - |
| Total, Capital | 24,889 | 9,915 | - | - | - | 90,000 | 90,000 | 30,000 | 70,000 | 10,000 | 135,000 | 3,549,027 |

| | | | | | | | | | | | | |
|---------------------------------------------|-----------------|------------------|-----------------|-----------------|-----------------|------------------|------------------|-----------------|------------------|-----------------|------------------|------------------|
| Beginning Fund Balance | - | - | - | - | - | 18,085 | 18,085 | 18,085 | 18,085 | 18,085 | 18,085 | 18,085 |
| Transfer (to) GF-Overhead Allocation | (31,821) | (30,285) | (28,331) | (27,357) | 974 | (29,460) | (2,103) | (28,458) | (30,628) | (30,937) | (32,821) | (179,661) |
| Surplus (Deficit) | 36,752 | 191,508 | (94,320) | 18,085 | 112,404 | (148,099) | (166,183) | (90,534) | (136,447) | (80,726) | (227,072) | (664,793) |
| Transfer (to) from GF | (36,752) | (191,508) | 94,320 | - | (94,320) | 148,099 | 148,099 | 90,534 | 136,447 | 80,726 | 227,072 | 682,878 |
| Ending Fund Balance | - | - | - | 18,085 | - | 18,085 | 18,085 | 18,085 | 18,085 | 18,085 | 18,085 | 18,085 |

The Parking Services Fund will begin in 2010. All expenses and revenues shown prior to 2010 are equivalent accounts currently in the General Fund and are presented here for comparative purposes only.

1. Plan assumes the following staffing level

| | 2014 | 2015 | Original 2016 | Revised 2016 | Variance | Proposed 2017 | Variance | Projected 2018 | Projected 2019 | Projected 2020 | Projected 2021 |
|--------------------------------------------|-------------|-------------|---------------|--------------|---------------|---------------|---------------|----------------|----------------|----------------|----------------|
| Transit Director | 0.20 | 0.20 | 0.20 | 0.10 | -0.10 | 0.10 | 0.00 | 0.10 | 0.10 | 0.10 | 0.10 |
| Transit Coordinator | 0.35 | 0.35 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Transit Ops manager | 0.20 | 0.20 | 0.20 | 0.20 | 0.00 | 0.20 | 0.00 | 0.20 | 0.20 | 0.20 | 0.20 |
| Community Services Officers- 2 total @ .65 | 1.30 | 1.30 | 1.30 | 1.30 | 0.00 | 1.30 | 0.00 | 1.30 | 1.30 | 1.30 | 1.30 |
| Snow Removal | 0.40 | 0.40 | 0.40 | 0.40 | 0.00 | 0.40 | 0.00 | 0.40 | 0.40 | 0.40 | 0.40 |
| Parking Attendant (FTE) | 0.70 | 0.70 | 0.35 | 0.40 | 0.05 | 0.00 | -0.40 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total | 3.15 | 3.15 | 2.45 | 2.40 | (0.05) | 2.00 | (0.40) | 2.00 | 2.00 | 2.00 | 2.00 |

- PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.68%.
- Retirement benefits consists of matching employee 401k contributions from 1% to 9%.
- Projected health care costs in 2017 are \$13,172 annually per FTE and are anticipated to increase at a rate of 7% annually. FTE rates are affected by dependent health care options.
- Plan assumes ski pass cost to be \$875 per FTE for the 2016-2017 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$815.
- Assumes winter season daytime fees collected at GPG from the winter of 2016/17 through 2021.
- 2014 - 3 new meters replacing the T-2 parking management system with a pay and display at HPG. A 4th meter installed at NVC w/ lease (2014) to purchase (2015). 2017 - 1 new meter
- 2014 - BG \$30,000, TR \$0, B&B \$6,000; 2015 - BG \$30,000, TR \$2,250, B&B \$6,000; 2016-2018 - BG \$30,000, TR \$5,000, B&B \$6,000
- 2017-55K GPG Ramp Repair, 15K GPG Atrium; 2018 - 15K Lot G & F asphalt repair, 5K Blue Mesa Concrete repair; 2019 - 60K Repave lot A; 2021 - 100K Repair GPG deck coating, 25K - Meadows chip seal

**TOWN OF MOUNTAIN VILLAGE
2017 BUDGET
MUNICIPAL BUS PROGRAM NARRATIVE**

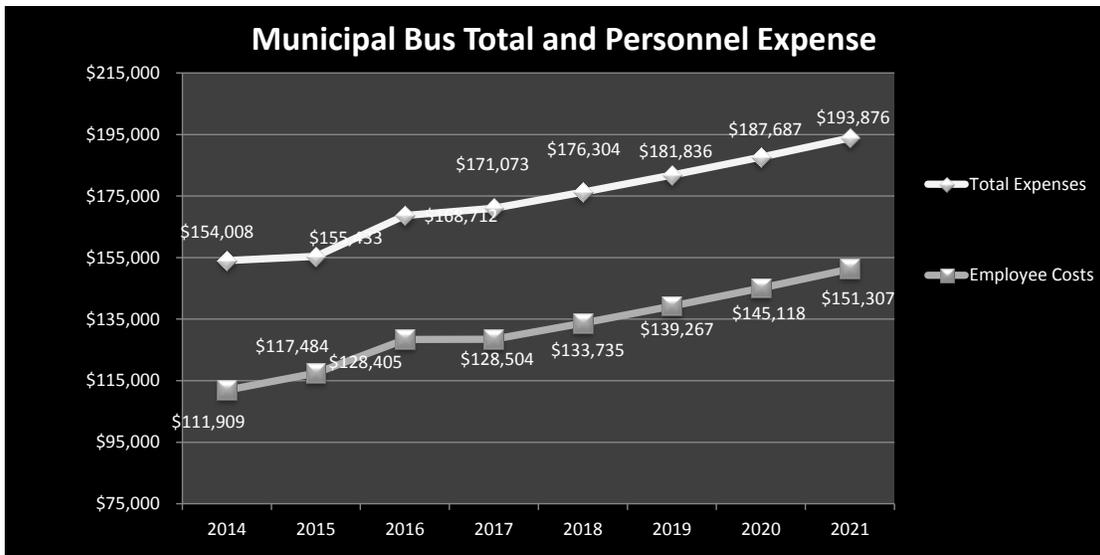
Mountain Village Transit Department provides a safe and customer friendly transit system within Mountain Village by operating fixed route bus service during the summer to the Meadows and seasonally to Telluride and within the Mountain Village Core. To make every guest’s experience as unique and unparalleled as the services we provide so they want to return. Our mission is: ride by ride, courteous, friendly, safe, and reliable transportation to meet the needs of the community.

DEPARTMENT GOALS

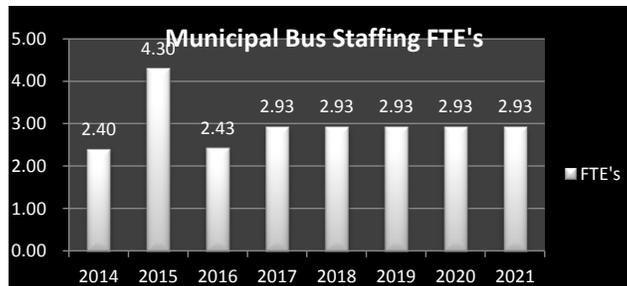
1. Safely transport all guests and employees without incidents/accidents.
2. Provide excellent guest services by interacting with every guest in a professional manner.
3. Operate a fiscally responsible department through auditing, inventory management and scheduling management.
4. Provide a clean, trash free natural environment at the Meadows and Town Hall Parking Lots.

PERFORMANCE MEASUREMENTS

- 1a. Number of vehicle accidents: no vehicle accidents
- 1b. Number of worker’s comp claim: no WC claims
- 2a. Numbers of Rides: track ridership data
- 2b. Customer satisfaction: score above 4.0 rating on customer surveys
- 2c. On-time bus-stop departures > 90.0%
3. The department operates at or below its budget.
4. Allocate > 12 man-hours per year to trash and litter pick-up at Meadows and Town Hall parking lots.



| Year | Percentage Change |
|-----------|-------------------|
| 2014-2015 | 0.93% |
| 2015-2016 | 8.54% |
| 2016-2017 | 1.40% |
| 2017-2018 | 3.06% |
| 2018-2019 | 3.14% |
| 2019-2020 | 3.22% |
| 2020-2021 | 3.30% |



MUNICIPAL BUS 2016 YTD ACHIEVEMENTS:

- Zero (0) vehicle accidents YTD
- Zero (0) WC claims YTD
- 35,867 passenger trips YTD
- Bus Passenger Survey: 4.6 (2016 summer season YTD)
- Year-end budget projection: UNDER BUDGET
- YTD man hours for trash & litter pick up: 14.25
- On-time bus departures 88.88%

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
General Fund
Schedule I - Municipal Bus Expenditures

| | Ann. Inc. | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|-------------------------------------|-----------|----------------|----------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|-----------------------|----------------|----------------|----------------|------------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Employee Costs | | | | | | | | | | | | | |
| Salaries & Wages (1) | | 166,305 | 189,720 | 176,941 | 182,941 | 6,000 | 215,154 | 32,213 | 216,879 | 218,672 | 220,538 | 222,477 | 1,276,662 |
| Offset Labor (7) | | (103,419) | (130,985) | (125,000) | (125,000) | - | (176,930) | (51,930) | (176,930) | (176,930) | (176,930) | (176,930) | (1,009,650) |
| Health Benefits (4) | 7.00% | 16,826 | 18,207 | 18,996 | 29,487 | 10,491 | 42,659 | 13,172 | 45,645 | 48,840 | 52,259 | 55,917 | 274,808 |
| Dependent Health Reimbursement (5) | | (2,997) | (692) | (4,000) | (2,628) | 1,372 | (2,628) | - | (2,628) | (2,628) | (2,628) | (2,628) | (15,768) |
| Payroll Taxes (2) | | 25,533 | 29,152 | 27,214 | 28,136 | 923 | 33,091 | 4,954 | 33,356 | 33,632 | 33,919 | 34,217 | 196,351 |
| Retirement Benefits (3) | 4.73% | 6,705 | 8,981 | 8,847 | 8,660 | (187) | 10,185 | 1,525 | 10,267 | 10,352 | 10,440 | 10,532 | 60,436 |
| Workers Compensation | 5% | 1,879 | 582 | 3,308 | 3,308 | - | 3,473 | 165 | 3,647 | 3,829 | 4,020 | 4,221 | 22,497 |
| Other Employee Benefits (6) | 0% | 1,077 | 2,519 | 1,829 | 3,500 | 1,672 | 3,500 | - | 3,500 | 3,500 | 3,500 | 3,500 | 21,000 |
| Subtotal, Employee Costs | | 111,909 | 117,484 | 108,134 | 128,405 | 20,271 | 128,504 | 99 | 133,735 | 139,267 | 145,118 | 151,307 | 826,335 |
| Janitorial | | 2,250 | 2,070 | 1,050 | 1,050 | - | 1,050 | - | 1,050 | 1,050 | 1,050 | 1,050 | 6,300 |
| Repair & Maintenance Vehicles | | 4,919 | 6,788 | 7,000 | 7,000 | - | 7,235 | 235 | 7,235 | 7,235 | 7,235 | 7,235 | 43,175 |
| Facility Expenses | | 983 | 2,022 | 2,000 | 2,000 | - | 2,500 | 500 | 2,500 | 2,500 | 2,500 | 2,500 | 14,500 |
| Communications | | 3,953 | 3,121 | 5,000 | 5,000 | - | 3,500 | (1,500) | 3,500 | 3,500 | 3,500 | 3,500 | 22,500 |
| Public Noticing | | 62 | - | - | - | - | - | - | - | - | - | - | - |
| Dues, Fees and Licenses | | - | 11 | 312 | 312 | - | 325 | 13 | 325 | 325 | 325 | 325 | 1,937 |
| Travel, Education, Conferences | | - | 740 | 551 | 551 | - | 750 | 199 | 750 | 750 | 750 | 750 | 4,301 |
| General Supplies & Materials | | 1,058 | 1,789 | 2,000 | 2,000 | - | 100 | (1,900) | 100 | 100 | 100 | 100 | 2,500 |
| Supplies- Uniforms | | - | 1,169 | 2,000 | - | (2,000) | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 10,000 |
| Operating Incidents | | - | 544 | 672 | 672 | - | 2,000 | 1,328 | 2,000 | 2,000 | 2,000 | 2,000 | 10,672 |
| Business Meals | | 49 | 221 | 229 | 229 | - | 700 | 471 | 700 | 700 | 700 | 700 | 3,729 |
| Employee Appreciation | | 107 | - | - | - | - | 250 | 250 | 250 | 250 | 250 | 250 | 1,250 |
| Utilities- Natural Gas | 5% | 776 | 252 | 957 | 471 | (486) | 495 | 24 | 495 | 495 | 495 | 495 | 2,944 |
| Utilities- Electricity | 5% | 1,810 | 645 | 2,749 | 1,814 | (935) | 1,905 | 91 | 1,905 | 1,905 | 1,905 | 1,905 | 11,338 |
| Utilities- Gasoline | 3% | 23,995 | 16,440 | 22,862 | 17,000 | (5,862) | 17,510 | 510 | 17,510 | 17,510 | 17,510 | 17,510 | 104,550 |
| Internet Services | | 2,137 | 2,137 | 2,208 | 2,208 | - | 2,250 | 42 | 2,250 | 2,250 | 2,250 | 2,250 | 13,458 |
| Homesafe Program | | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Operating Expenditures | | 154,008 | 155,433 | 157,725 | 168,712 | 10,987 | 171,073 | 2,361 | 176,304 | 181,836 | 187,687 | 193,876 | 1,079,489 |

Notes

1. Plan assumes the following staffing level

| | Actual 2014 | Actual 2015 | Original 2016 | Revised 2016 | Variance | Proposed 2017 | Variance | Projected 2018 | Projected 2019 | Projected 2020 | Projected 2021 |
|---------------------|-------------|-------------|---------------|--------------|-------------|---------------|-------------|----------------|----------------|----------------|----------------|
| Transit Director | 0.20 | 0.20 | 0.20 | 0.20 | 0.00 | 0.20 | 0.00 | 0.20 | 0.20 | 0.20 | 0.20 |
| Transit Coordinator | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.08 | 0.08 | 0.08 | 0.08 | 0.08 | 0.08 |
| Transit Managers | 0.10 | 0.10 | 0.13 | 0.13 | 0.00 | 0.13 | 0.00 | 0.13 | 0.13 | 0.13 | 0.13 |
| Drivers | 0.00 | 0.00 | 2.50 | 2.50 | 0.00 | 2.50 | 0.00 | 2.50 | 2.50 | 2.50 | 2.50 |
| Drivers (Seasonal) | 2.10 | 4.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Staff | 2.40 | 4.30 | 2.83 | 2.83 | 0.00 | 2.91 | 0.08 | 2.91 | 2.91 | 2.91 | 2.91 |

2. PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.68%.

3. Retirement benefits consists of matching employee 401k contributions from 1% to 9%.

4. Projected health care costs in 2017 are \$13,172 annually per FTE and are anticipated to increase at a rate of 7% annually. FTE rates are affected by dependent health care options.

5. Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.

6. Plan assumes ski pass cost to be \$875 per FTE for the 2016-2017 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$815.

7. A portion of the admin is allocated to Gondola each month based on actual time booked. In the past this has been a direct offset to salaries and wages, in 2014 and going forward, full wages will be shown in salaries and wages, with the allocation shown as a credit to "offset labor". The offset labor amount includes the labor burden as well as wages.

**TOWN OF MOUNTAIN VILLAGE
2017 BUDGET
EMPLOYEE COMMUTER SHUTTLE**

COMMUTER SHUTTLE

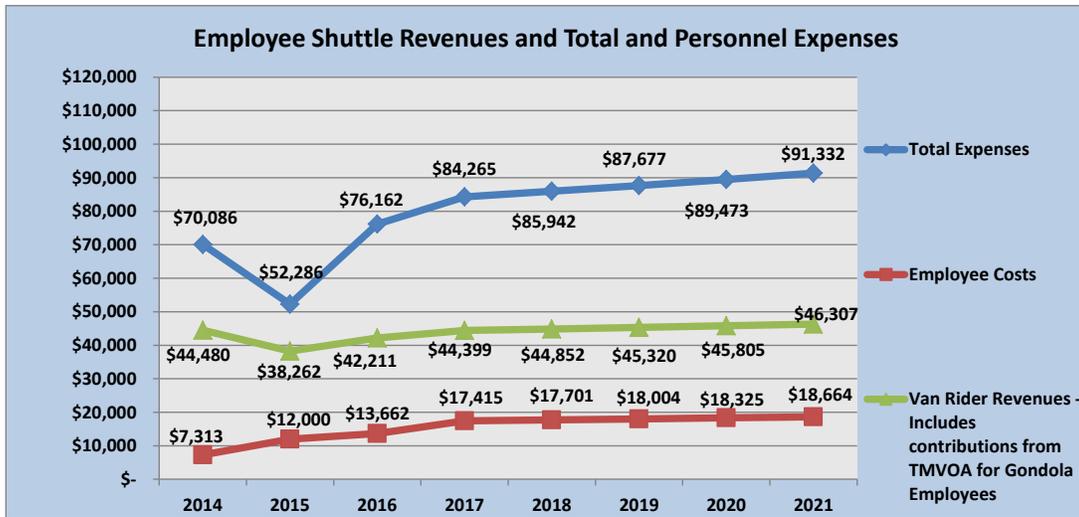
The employee commuter shuttle program provides safe, reliable, use friendly transportation services for Mountain Village and regional employees.

DEPARTMENT GOALS

1. Provide Town employees with regional public transportation service that meets employee and town scheduling requirements.
2. Operate the Town commuter shuttle program to maximize cost effectiveness.
3. Emphasize driver training to provide safe commuter shuttle services.
4. Departments shall stay within budget.

PERFORMANCE MEASURES

1. Route & Ridership statistics: track ridership data
- 2a. Percent of capacity utilization per route > 50%
- 2b. Cost per rider metrics: < \$2.50 per rider Town subsidy
- 3a. Driver training records: 100% driver training compliance
- 3b. Vehicle accidents: no vehicle accidents
5. Department year end expenditure totals do not exceed the adopted budget.



| Percentage Change in Expenditures | | | | | | |
|-----------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2018-2019 | 2019-2020 | 2020-2021 |
| -25.40% | 45.66% | 10.64% | 1.99% | 2.02% | 2.05% | 2.08% |

COMMUTER SHUTTLE 2016 YTD ACHIEVEMENTS:

- o Total passenger trips: 10,689
- o Utilization YTD: 51.9%
- o YTD TMV gross subsidy: Projected to be under target subsidy for 2016
- o 100% semi-annual driver training compliance
- o Zero vehicle accidents
- o Year-end budget projection: UNDER BUDGET

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
General Fund
Schedule I -1- Employee Shuttle Expenditures

| | Ann. Inc. | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|---------------------------------------|--------------|---------------|---------------|----------------------------|---------------------------|------------------------------------|----------------------------|-------------------------------------|-----------------------|---------------|---------------|---------------|--------------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Employee Costs | | | | | | | | | | | | | |
| Administrative Salaries and Wages (1) | | 6,007 | 7,919 | 9,448 | 9,448 | - | 12,167 | 2,719 | 12,258 | 12,352 | 12,450 | 12,552 | 71,227 |
| Health Benefits (3) | 7.00% | 1,870 | 1,770 | 1,922 | 1,922 | - | 2,487 | 565 | 2,661 | 2,848 | 3,047 | 3,260 | 16,226 |
| Payroll Taxes | | 874 | 1,209 | 1,453 | 1,453 | - | 1,871 | 418 | 1,885 | 1,900 | 1,915 | 1,931 | 10,955 |
| Worker's Compensation | 5% | (2,472) | 9 | 140 | 140 | - | 147 | 7 | 154 | 162 | 170 | 179 | 953 |
| Other Employee Benefits | | 104 | 116 | 119 | 149 | 30 | 193 | 44 | 193 | 193 | 193 | 193 | 1,111 |
| Agency Compliance | | 930 | 978 | 550 | 550 | - | 550 | - | 550 | 550 | 550 | 550 | 3,300 |
| Subtotal, Employee Costs | | 7,313 | 12,000 | 13,633 | 13,662 | 30 | 17,415 | 3,753 | 17,701 | 18,004 | 18,325 | 18,664 | 103,772 |
| Vehicle Repair & Maintenance | | 16,994 | 9,280 | 20,000 | 17,000 | (3,000) | 20,000 | 3,000 | 20,000 | 20,000 | 20,000 | 20,000 | 117,000 |
| General Supplies and Materials | | 204 | 766 | 500 | 500 | - | 500 | - | 500 | 500 | 500 | 500 | 3,000 |
| Utilities - Gasoline | 3% | 45,575 | 30,239 | 69,458 | 45,000 | (24,458) | 46,350 | 1,350 | 47,741 | 49,173 | 50,648 | 52,167 | 291,078 |
| Total Operating Expenditures | | 70,086 | 52,286 | 103,590 | 76,162 | (27,428) | 84,265 | 8,103 | 85,942 | 87,677 | 89,473 | 91,332 | 514,850 |

General Notes

Employee Shuttle costs will be somewhat offset by user fees as follows:

| Van rider fees are expected to be as follows: | 2014 | 2015 | Original 2016 | Revised 2016 | Variance | Proposed 2017 | Variance | Projected 2018 | Projected 2019 | Projected 2020 | Projected 2021 |
|-----------------------------------------------|---------------|---------------|------------------|-----------------|-----------------|------------------|--------------|-------------------|-------------------|-------------------|-------------------|
| Van Rider Fees | 30,515 | 35,143 | 35,765 | 29,654 | (6,111) | 29,654 | - | 29,654 | 29,654 | 29,654 | 29,654 |
| TMVOA Gondola Contribution (2) | 13,965 | 3,119 | 18,313 | 12,557 | (5,756) | 14,745 | 2,188 | 15,198 | 15,666 | 16,151 | 16,653 |
| Total Van Rider Revenues | 44,480 | 38,262 | 54,078 | 42,211 | (11,867) | 44,399 | 2,188 | 44,852 | 45,320 | 45,805 | 46,307 |
| Net Town Employee Shuttle Costs | 25,606 | 14,024 | 49,512 | 33,951 | (15,561) | 39,866 | 5,915 | 41,090 | 42,357 | 43,668 | 45,025 |

| | 2016 Rate | Proposed 2017 |
|---------------------------|-----------|---------------|
| Long distance rider fees | 2.00 | 2.00 |
| Short distance rider fees | 1.00 | 1.00 |
| Children | 1.00 | 1.00 |

Notes

| 1. Plan assumes the following staffing level | Actual 2014 | Actual 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | Projected 2018 | Projected 2019 | Projected 2020 | Projected 2021 |
|----------------------------------------------|----------------|----------------|----------------------------|---------------------------|------------------------------------|----------------------------|-------------------------------------|-------------------|-------------------|-------------------|-------------------|
| Operations Manager | 0.25 | 0.15 | 0.15 | 0.17 | 0.02 | 0.17 | 0.00 | 0.17 | 0.17 | 0.17 | 0.17 |
| Operations Coordinator | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.05 | 0.05 | 0.05 | 0.05 | 0.05 | 0.05 |
| Total Staff | 0.25 | 0.15 | 0.15 | 0.17 | 0.02 | 0.22 | 0.05 | 0.22 | 0.22 | 0.22 | 0.22 |

- TMVOA estimated contribution shown here is for gondola employee shuttle operating costs only. TMVOA contributes a portion of the capital expenses for the employee shuttle program also.
- Projected health care costs in 2017 are \$13,172 annually per FTE and are anticipated to increase at a rate of 7% annually. FTE rates are affected by dependent health care options.

**TOWN OF MOUNTAIN VILLAGE
2017 BUDGET
GONDOLA OPERATIONS PROGRAM NARRATIVE**

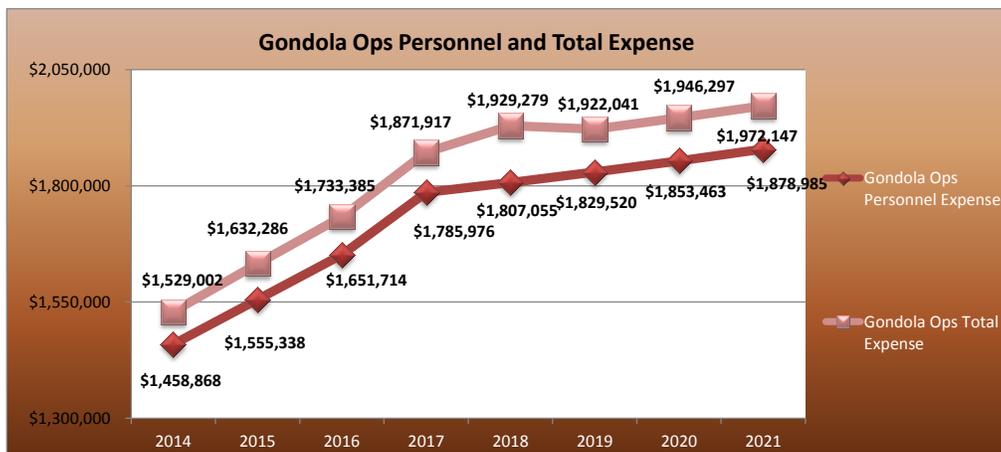
To make every guest’s experience as unique and un-paralleled as the services we provide so they want to return. The mission is; ride by ride, courteous, friendly, safe, and reliable transportation to meet the needs of the community.

DEPARTMENT GOALS

1. Keep Gondola downtime to a minimum through training and teamwork.
2. Safely transport all guests and employees by attending to every cabin and every guest
3. Provide excellent guest services by interacting with every guest in a professional manner.
4. Control costs by performing routine audits of the department’s financial performance.
5. Provide a clean, trash free natural environment at the gondola terminals.

PERFORMANCE MEASURES

1. Availability goals: SUMMER > 99.67%; and WINTER > 99.75% of operating hours.
- 2a. The number of riders are tallied and the data is tracked and reported.
- 2b. There are no (0) passenger injuries from operating incidents.
- 2c. There are no (0) employee injuries from operating incidents.
3. Customer satisfaction: score above 4.0 rating on customer surveys
4. The department operates at or below its budget.
5. Provide > 36 man-hours per year labor allocated to trash and litter pick-up at the terminals.



| Year Range | Percentage Change |
|------------|-------------------|
| 2014-2015 | 6.75% |
| 2015-2016 | 6.19% |
| 2016-2017 | 7.99% |
| 2017-2018 | 3.06% |
| 2018-2019 | -0.38% |
| 2019-2020 | 1.26% |
| 2020-2021 | 1.33% |



GONDOLA OPERATIONS 2016 YTD ACHIEVEMENTS:

- Gondola Operations Availability: Winter Season 2015-16: 99.83%; Summer Season 2016: 99.60%;
- Passenger trips: 2,322,100
- One (1) passenger injury
- Three (3) G-Ops WC claim with TMV expense
- Gondola Passenger Survey for the Winter 2015-16 Season: 4.76
- Gondola Passenger Survey for the Summer 2016 Season to Date: 4.79
- Year-end budget projection: UNDER BUDGET
- Man hours for trash and litter pick up YTD: 20.0 Hours

**TOWN OF MOUNTAIN VILLAGE
2017 BUDGET
GONDOLA MAINTENANCE PROGRAM NARRATIVE**

Gondola Maintenance conducts a comprehensive maintenance program to ensure the highest degree of safety for system users and employees alike. Management operates with an annual budget agreement between the Town and its funding partner, the Telluride Mountain Village Owners Association thereby operating with a high level of financial scrutiny and accountability.

DEPARTMENT GOALS

1. Perform both scheduled and unscheduled maintenance tasks thoroughly and competently to ensure trouble free operation.
2. Keep up with all mandated maintenance procedures and inspections in order to be in compliance with all applicable rules and regulations.
3. Perform all duties in a conscientious manner with a focus on both personal and passenger well being.
4. Operate a fiscally responsible department through auditing, inventory management and scheduling management.
5. Utilize a work order system to track all work performed on the gondola system.

PERFORMANCE MEASURES

1. Availability Goal: > 99.75% G-Mtc (mechanical & electrical downtime).
2. CPTSB Inspection Results and Reporting Requirements: Licenses received and maintained in good standing & zero (0) late or failure to report incidents.
3. Employee injuries: Zero (0) WC claims resulting in lost work days.
4. End of Year Budget Results: On or under budget.
5. Work Orders Completed: 100% completion rate on all PM tasks on or before the scheduled due date.



| Year Range | Percentage Change |
|------------|-------------------|
| 2014-2015 | 6.37% |
| 2015-2016 | 0.53% |
| 2016-2017 | 1.85% |
| 2017-2018 | 0.71% |
| 2018-2019 | 1.11% |
| 2019-2020 | 1.49% |
| 2020-2021 | 0.91% |



GONDOLA MAINTENANCE 2016 ACHIEVEMENTS THROUGH 10/3/2016:

- o Winter = 99.93%; Summer = 99.85%; Combined = 99.89%
- o 100% compliance with licensing and reporting requirements
- o Two (2) G-Mtc WC claim with TMV expense
- o Year-end budget project: ON BUDGET
- o 98.67% of scheduled work orders have been completed on or before the scheduled due date

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
Gondola Fund
Summary

| | Sch. | Ann. Inc. | Actual | | Annual Budgets | | | | | Long Term Projections | | | | Total 2016-2021 |
|-------------------------------------------------------|------|-----------|------------------|------------------|-------------------------|------------------------|---------------------------------|-------------------------|-------------------------------------|-----------------------|------------------|------------------|------------------|--------------------|
| | | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | |
| Revenues | | | | | | | | | | | | | | |
| TMVOA Operations Funding | | | 2,865,628 | 2,933,546 | 3,429,869 | 3,316,919 | (112,950) | 3,467,292 | 150,373 | 3,691,902 | 3,714,871 | 3,778,265 | 3,827,900 | 21,797,149 |
| TMVOA, Capital & Major Repairs Funding | | | 272,685 | 214,440 | 1,100,000 | 723,546 | (376,454) | 385,000 | (338,546) | 1,305,000 | 190,000 | 55,000 | 170,000 | 2,828,546 |
| TMVOA, Capital Replacement Funding | | | 119,373 | 184,361 | 1,415,900 | 1,531,000 | 115,100 | 112,000 | (1,419,000) | 77,000 | 193,000 | 175,000 | 52,500 | 2,140,500 |
| Subtotal TMVOA Funding | | | 3,257,686 | 3,332,346 | 5,945,769 | 5,571,465 | (374,304) | 3,964,292 | (1,607,173) | 5,073,902 | 4,097,871 | 4,008,265 | 4,050,400 | 26,766,195 |
| TSG 1% Lift Ticket Contribution | | 1% | 158,550 | 181,205 | 160,000 | 160,000 | - | 160,000 | - | 161,600 | 163,216 | 164,848 | 166,497 | 976,161 |
| Event Operating Hours Subsidies | | 4% | 5,525 | 16,663 | - | - | - | - | - | - | - | - | - | - |
| Contributions from Other Entities | | | 36,000 | 36,000 | 36,000 | 36,000 | - | 36,000 | - | 36,000 | 36,000 | 36,000 | 36,000 | 216,000 |
| Miscellaneous | | | 3,727 | 22,600 | - | - | - | - | - | - | - | - | - | - |
| Operating Grant Funding | | | 150,095 | 150,101 | 150,100 | 150,100 | - | 150,100 | - | - | - | - | - | 300,200 |
| Capital Grant Funding | | | 175,813 | 171,842 | 818,600 | 802,000 | (16,600) | 88,000 | (714,000) | 88,000 | - | - | - | 978,000 |
| Total Revenues | | | 3,787,395 | 3,910,757 | 7,110,469 | 6,719,565 | (390,904) | 4,398,392 | (2,321,173) | 5,359,502 | 4,297,087 | 4,209,113 | 4,252,897 | 29,236,556 |
| Expenditures | | | | | | | | | | | | | | |
| Grant Success Fees | | | 37,702 | 29,166 | 58,122 | 57,126 | (996) | 14,286 | (42,840) | 5,280 | - | - | - | 76,692 |
| Operations | | A | 1,529,002 | 1,632,286 | 1,762,838 | 1,733,385 | (29,453) | 1,871,917 | 138,532 | 1,929,279 | 1,922,041 | 1,946,297 | 1,972,147 | 11,375,067 |
| Maintenance | | B | 1,122,519 | 1,194,030 | 1,239,631 | 1,200,367 | (39,264) | 1,222,615 | 22,248 | 1,231,272 | 1,244,974 | 1,263,566 | 1,275,105 | 7,437,899 |
| Overhead / Fixed Costs | | C | 484,729 | 418,541 | 533,042 | 493,042 | (40,000) | 512,762 | 19,720 | 536,292 | 558,731 | 578,921 | 589,226 | 3,268,974 |
| MARRS | | D | 71,291 | 66,092 | 74,049 | 74,072 | 24 | 81,158 | 7,086 | 74,246 | 74,338 | 74,432 | 76,529 | 454,775 |
| <i>Chondola Operations (Moved to it's own Budget)</i> | | | - | - | - | - | - | - | - | - | - | - | - | - |
| Contingency (3% of Operating Expenditures) | | | - | - | 108,287 | 105,026 | (3,261) | 110,654 | 5,628 | 113,133 | 114,003 | 115,896 | 117,390 | 676,101 |
| Total Operating Expenditures | | | 3,245,242 | 3,340,115 | 3,775,969 | 3,663,019 | (112,950) | 3,813,392 | 150,373 | 3,889,502 | 3,914,087 | 3,979,113 | 4,030,397 | 23,289,510 |
| Capital Outlay & Major Repairs | | | | | | | | | | | | | | |
| Major Repairs / Replacements | | E | 272,685 | 214,440 | 1,100,000 | 723,546 | (376,454) | 385,000 | (338,546) | 1,305,000 | 190,000 | 55,000 | 170,000 | 2,828,546 |
| Major Repairs / Replacements (With Grant Funding) | | E | - | - | - | - | - | - | - | - | - | - | - | - |
| Capital Outlay | | E | 119,373 | 356,203 | 2,234,500 | 2,333,000 | 98,500 | 200,000 | (2,133,000) | 165,000 | 193,000 | 175,000 | 52,500 | 3,118,500 |
| Total Capital Outlay | | | 392,058 | 570,642 | 3,334,500 | 3,056,546 | (277,954) | 585,000 | (2,471,546) | 1,470,000 | 383,000 | 230,000 | 222,500 | 5,947,046 |
| Total Expenditures | | | 3,637,300 | 3,910,757 | 7,110,469 | 6,719,565 | (390,904) | 4,398,392 | (2,321,173) | 5,359,502 | 4,297,087 | 4,209,113 | 4,252,897 | 29,236,556 |
| Surplus/(Deficit) | | | - | - | - | - | - | - | - | - | - | - | - | - |

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
Gondola Fund
Schedule A- Gondola Operating Expenditures

| | Ann. Inc. | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|--------------------------------------|-----------|------------------|------------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|-----------------------|------------------|------------------|------------------|-------------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| | | | | | | | | | | | | | |
| Gondola Operations | | | | | | | | | | | | | |
| Employee Costs | | | | | | | | | | | | | |
| Salaries & Wages (1) | | 923,855 | 946,753 | 1,028,837 | 1,028,837 | - | 1,070,915 | 42,077 | 1,070,915 | 1,070,915 | 1,070,915 | 1,070,915 | 6,383,411 |
| Gondola Ops Admin Mgmt Support (8) | 0% | 103,389 | 130,985 | 125,000 | 125,000 | - | 176,930 | 51,930 | 176,930 | 176,930 | 176,930 | 176,930 | 1,009,650 |
| Health Benefits (4) | 7.00% | 196,054 | 223,933 | 237,428 | 208,795 | (28,633) | 237,428 | 28,633 | 254,048 | 271,831 | 290,860 | 311,220 | 1,574,181 |
| Dependent Health Reimbursement (5) | | (4,923) | (7,275) | (5,500) | (5,500) | - | (5,500) | - | (5,500) | (5,500) | (5,500) | (5,500) | (33,000) |
| Payroll Taxes (2) | | 138,173 | 142,730 | 158,235 | 158,235 | - | 164,707 | 6,471 | 164,707 | 164,707 | 164,707 | 164,707 | 981,769 |
| Retirement Benefits (3) | 2.15% | 14,145 | 10,877 | 26,040 | 22,109 | (3,932) | 23,013 | 904 | 23,013 | 23,013 | 23,013 | 23,013 | 137,172 |
| Workers Compensation | 5.00% | 64,923 | 83,172 | 94,925 | 84,925 | (10,000) | 89,172 | 4,246 | 93,630 | 98,312 | 103,227 | 108,389 | 577,654 |
| Other Employee/Wellness Benefits (6) | 0% | 23,253 | 24,162 | 23,350 | 29,313 | 5,962 | 29,313 | - | 29,313 | 29,313 | 29,313 | 29,313 | 175,875 |
| Subtotal, Employee Costs | | 1,458,868 | 1,555,338 | 1,688,317 | 1,651,714 | (36,603) | 1,785,976 | 134,262 | 1,807,055 | 1,829,520 | 1,853,463 | 1,878,985 | 10,806,713 |
| Agency Compliance (7) | | 7,802 | 5,330 | 5,200 | 5,200 | - | 5,200 | - | 5,200 | 5,200 | 5,200 | 5,200 | 31,200 |
| Employee Assistance Program | | 1,510 | 1,064 | 1,236 | 1,236 | - | 1,236 | - | 1,236 | 1,236 | 1,236 | 1,236 | 7,416 |
| Life Insurance | | 2,002 | 2,201 | 2,500 | 2,500 | - | 2,500 | - | 2,500 | 2,500 | 2,500 | 2,500 | 15,000 |
| Flex Spending Administrative Costs | | 75 | 123 | 59 | 268 | 208 | 268 | - | 268 | 268 | 268 | 268 | 1,605 |
| Uniforms (9) | | 9,011 | 27,644 | 7,500 | 7,500 | - | 7,500 | - | 40,000 | 10,000 | 10,000 | 10,000 | 85,000 |
| Payroll/HR Processing Costs | | 13,631 | 9,533 | 12,860 | 14,302 | 1,442 | 14,302 | - | 14,302 | 14,302 | 14,302 | 14,302 | 85,812 |
| Repair- Vehicles | | 284 | 280 | 2,271 | 2,271 | - | 2,271 | - | 2,271 | 2,271 | 2,271 | 2,271 | 13,626 |
| Recruiting | | 11,631 | 8,174 | 8,500 | 8,500 | - | 8,500 | - | 8,500 | 8,500 | 8,500 | 8,500 | 51,000 |
| Travel, Education & Training | | 5,367 | 4,766 | 10,000 | 10,000 | - | 10,000 | - | 10,000 | 10,000 | 10,000 | 10,000 | 60,000 |
| Supplies - Blankets | | - | - | - | 5,500 | 5,500 | 2,000 | (3,500) | 5,500 | 5,500 | 5,500 | 5,500 | 29,500 |
| Supplies | | 11,952 | 14,238 | 14,000 | 14,000 | - | 14,000 | - | 14,000 | 14,000 | 14,000 | 14,000 | 84,000 |
| Operating Incidents | | 553 | 151 | 2,000 | 2,000 | - | 2,000 | - | 2,000 | 2,000 | 2,000 | 2,000 | 12,000 |
| Business Meals | | 544 | 187 | 500 | 500 | - | 500 | - | 500 | 500 | 500 | 500 | 3,000 |
| Employee Appreciation | | 1,090 | 1,498 | 2,500 | 2,500 | - | 2,500 | - | 2,500 | 2,500 | 2,500 | 2,500 | 15,000 |
| Employee Housing Units (10) | | - | - | - | - | - | 7,500 | 7,500 | 7,500 | 7,500 | 7,500 | 7,500 | 37,500 |
| Utilities- Gas & Oil | 5% | 4,681 | 1,759 | 5,395 | 5,395 | - | 5,665 | 270 | 5,948 | 6,245 | 6,558 | 6,885 | 36,696 |
| Total Operations | | 1,529,002 | 1,632,286 | 1,762,838 | 1,733,385 | (29,453) | 1,871,917 | 138,532 | 1,929,279 | 1,922,041 | 1,946,297 | 1,972,147 | 11,375,067 |

Notes

1. Plan assumes the following staffing level

| | Actual 2014 | Actual 2015 | Orig Budget 2016 | Revised 2016 | Variance | Projected 2017 | Variance | Projected 2018 | Projected 2019 | Projected 2020 | Projected 2021 |
|-----------------------------------|--------------|--------------|------------------|--------------|-------------|----------------|-------------|----------------|----------------|----------------|----------------|
| Transportation Director (8) | 0.50 | 0.50 | 0.50 | 0.40 | -0.10 | 0.40 | 0.00 | 0.40 | 0.40 | 0.40 | 0.40 |
| Transit Coordinator (8) | 0.25 | 0.06 | 0.00 | 0.00 | 0.00 | 0.85 | 0.85 | 0.85 | 0.85 | 0.85 | 0.85 |
| Transit Managers (8) | 0.55 | 0.55 | 0.55 | 0.50 | -0.05 | 0.50 | 0.00 | 0.50 | 0.50 | 0.50 | 0.50 |
| Shift Supervisors | 4.00 | 4.00 | 4.00 | 4.00 | 0.00 | 4.00 | 0.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| Senior Operators | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Operators- Full Time / Year Round | 14.00 | 14.00 | 14.00 | 13.50 | -0.50 | 13.50 | 0.00 | 13.50 | 13.50 | 13.50 | 13.50 |
| Operators- Seasonal (FTE) | 14.00 | 14.00 | 14.00 | 16.00 | 2.00 | 16.00 | 0.00 | 16.00 | 16.00 | 16.00 | 16.00 |
| Total Staff | 33.30 | 33.11 | 33.05 | 34.40 | 1.35 | 35.25 | 0.85 | 35.25 | 35.25 | 35.25 | 35.25 |

- PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.68%.
- Retirement benefits consists of matching employee 401k contributions from 1% to 9%.
- Projected health care costs in 2017 are \$13,172 annually per FTE and are anticipated to increase at a rate of 7% annually. FTE rates are affected by dependent health care options.
- Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.
- Plan assumes ski pass cost to be \$875 per FTE for the 2016-2017 season. Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$815.
- Costs for drug testing of safety sensitive positions.
- The positions of Transportation Director, Transit Coordinator, and Transit Managers are shown in staffing level assumption for informational purposes only and may not reflect actual hours. They are budgeted separately from gondola ops salaries and wages.
- Plan assumes uniforms will be replaced in 2015 in concurrence with Telski.
- Allowance to pay rents for any lapses in occupancy for employee units at VCA.

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
Gondola Fund
Schedule C- Gondola Overhead & Fixed Costs

| | Ann. Inc. | Actual | | Annual Budgets | | | | Long Term Projections | | | | | |
|--------------------------------------|--------------|----------------|----------------|----------------------------|---------------------------|------------------------------------|----------------------------|-------------------------------------|----------------|----------------|----------------|----------------|--------------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Technical Support | | 3,840 | 7,506 | 6,000 | 4,500 | (1,500) | 6,000 | 1,500 | 6,000 | 6,000 | 6,000 | 6,000 | 34,500 |
| Lightning Detection Service | | 19,408 | 16,707 | 18,000 | 17,200 | (800) | 18,000 | 800 | 18,000 | 18,000 | 18,000 | 18,000 | 107,200 |
| Janitorial | | 23,712 | 22,970 | 22,040 | 26,000 | 3,960 | 26,000 | - | 26,000 | 26,000 | 26,000 | 26,000 | 156,000 |
| Property and Liability Insurance | 2% | 41,421 | 32,472 | 33,121 | 34,657 | 1,536 | 35,350 | 693 | 36,057 | 36,778 | 37,514 | 38,264 | 218,621 |
| Communications (1) | 0% | 10,939 | 6,735 | 15,000 | 10,000 | (5,000) | 15,000 | 5,000 | 15,000 | 15,000 | 15,000 | 15,000 | 85,000 |
| Dues, Fees and Licenses | | 5,256 | 5,011 | 8,000 | 6,000 | (2,000) | 8,500 | 2,500 | 8,500 | 9,000 | 9,000 | 8,500 | 49,500 |
| Utilities- Water / Sewer | 2% | 6,816 | 5,649 | 6,367 | 6,367 | - | 6,495 | 127 | 6,624 | 6,757 | 6,892 | 7,030 | 40,165 |
| Utilities- Natural Gas | 5% | 28,268 | 25,038 | 35,886 | 35,886 | - | 37,681 | 1,794 | 39,565 | 41,543 | 43,620 | 45,801 | 244,096 |
| Utilities-Electricity (3) | 5% | 272,245 | 233,343 | 304,500 | 275,000 | (29,500) | 288,750 | 13,750 | 303,188 | 318,347 | 334,264 | 350,977 | 1,870,526 |
| Utilities- Internet | | 2,137 | 2,137 | 2,500 | 2,500 | - | 2,500 | - | 2,500 | 2,500 | 2,500 | 2,500 | 15,000 |
| Legal - Miscellaneous | | 3,203 | 14,117 | 3,500 | 7,000 | 3,500 | 3,500 | (3,500) | 7,500 | 4,500 | 7,500 | 4,500 | 34,500 |
| Gondola Employee Shuttle Expense (2) | | 23,359 | 3,119 | 25,127 | 17,931 | (7,196) | 14,987 | (2,944) | 17,358 | 24,306 | 22,631 | 16,653 | 113,866 |
| Administrative Services - Town | | 44,124 | 43,735 | 53,000 | 50,000 | (3,000) | 50,000 | - | 50,000 | 50,000 | 50,000 | 50,000 | 300,000 |
| Total Overhead Costs | | 484,729 | 418,541 | 533,042 | 493,042 | (40,000) | 512,762 | 19,720 | 536,292 | 558,731 | 578,921 | 589,226 | 3,268,974 |

Notes:

1. Communications costs allows for 4 radio replacements per year.
2. This is the estimated costs of the shuttle program for Gondola Employees. Employee shuttle deficit (expenditures less revenues) plus employee shuttle capital vehicles at 27%. ES vehicle purchase in 2014 with 80% grant funding.
3. Electricity costs reflect a 5% increase in 2016.

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
Gondola Fund
Schedule D- MARRS Support Expenditures

| | Ann. Inc. | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|-----------------------------------|--------------|---------------|---------------|----------------------------|---------------------------|------------------------------------|----------------------------|-------------------------------------|-----------------------|---------------|---------------|---------------|----------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | 2016-2021 |
| Salaries and Wages (1) | | 55,736 | 54,457 | 48,047 | 48,047 | - | 48,047 | - | 48,047 | 48,047 | 48,047 | 48,047 | 288,285 |
| Re- Rides (2) | | - | - | 5,460 | 5,460 | - | 5,460 | - | 5,460 | 5,460 | 5,460 | 5,460 | 32,760 |
| Training: (3) | | - | - | 3,375 | 3,375 | - | 3,375 | - | 3,375 | 3,375 | 3,375 | 3,375 | 20,250 |
| Meetings (4) | | - | - | 560 | 560 | - | 560 | - | 560 | 560 | 560 | 560 | 3,360 |
| Practice EVAC (5) | | - | - | 2,100 | 2,100 | - | 2,100 | - | 2,100 | 2,100 | 2,100 | 2,100 | 12,600 |
| Total Salaries & Wages | | 55,736 | 54,457 | 59,542 | 59,542 | - | 59,542 | - | 59,542 | 59,542 | 59,542 | 59,542 | 357,255 |
| Payroll taxes (6) | | 8,265 | 8,025 | 9,134 | 9,158 | 24 | 9,158 | - | 9,158 | 9,158 | 9,158 | 9,158 | 54,946 |
| Workers Compensation | 3% | 1,206 | 2,953 | 2,692 | 2,692 | - | 2,778 | 86 | 2,866 | 2,958 | 3,052 | 3,149 | 17,495 |
| Payroll Processing Costs | | 1,395 | 622 | 1,680 | 1,680 | - | 1,680 | - | 1,680 | 1,680 | 1,680 | 1,680 | 10,080 |
| General Supplies & Materials (7) | | 688 | 35 | 500 | 500 | - | 5,500 | 5,000 | 500 | 500 | 500 | 500 | 8,000 |
| Evacuee Clothing | | - | - | 500 | 500 | - | 500 | - | 500 | 500 | 500 | 500 | 3,000 |
| Zip Rescue Bike Lease/Purchase | | 4,000 | - | - | - | - | 2,000 | 2,000 | - | - | - | 2,000 | 4,000 |
| Total MARRS Employee Costs | | 71,291 | 66,092 | 74,049 | 74,072 | 24 | 81,158 | 7,086 | 74,246 | 74,338 | 74,432 | 76,529 | 454,775 |

Notes:

1. Assumes 14 MARRS riders, to be paid \$1.65 / hour for 40 hours per week, for 52 weeks.
2. Assumes six re-rides at a cost of \$65 per ride for each rider.
3. Assumes four new riders at a cost of \$625 / rider plus 2 trainers at a cost of \$750 / trainer
4. Assumes two meetings at a cost of \$20 per rider for each rider.
5. Assumes two practice evacuations at a cost of \$75 / rider for each rider.
6. PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.68%.
7. Plan assumes rope bags will be replaced in 2017.

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
Gondola Fund
Schedule E- Gondola Major Repairs & Replacements / Capital Expenditures

| | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|--------------------------------------------------|----------------|----------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|-----------------------|----------------|----------------|----------------|------------------|
| | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Major Repairs & Replacements | | | | | | | | | | | | |
| Station Entrance Modification | - | - | - | - | - | - | - | - | - | - | - | - |
| LED Lighting | - | 30,012 | - | - | - | - | - | - | - | - | - | - |
| Haul Ropes (2) | - | 46,297 | - | - | - | 150,000 | 150,000 | 650,000 | - | - | - | 800,000 |
| Guide Rail Repair Sections (1) | - | - | - | - | - | - | - | - | - | - | - | - |
| Fire Suppression Conversion | - | - | - | - | - | - | - | - | - | - | - | - |
| Conveyor Drives and Gear Motors | 86,882 | - | - | - | - | - | - | - | - | - | 50,000 | 50,000 |
| Bull Wheel Replacement (5) | - | 34,327 | 45,000 | 45,000 | - | - | (45,000) | 80,000 | 50,000 | - | - | 175,000 |
| Gearbox Rebuild (6) | - | - | 155,000 | 157,763 | 2,763 | - | (157,763) | - | - | - | 100,000 | 257,763 |
| Cabin Window Buffing | 34,630 | - | 20,000 | - | (20,000) | 20,000 | 20,000 | 5,000 | 20,000 | 5,000 | 20,000 | 70,000 |
| Noise Mitigation Station Parking (3) | - | - | 30,000 | 30,000 | - | - | (30,000) | - | - | - | - | 30,000 |
| Gondola Plaza Resurfacing and Boiler Replacement | - | - | - | 250,000 | 250,000 | - | (250,000) | - | - | - | - | 250,000 |
| Fiber Optics - Control System (7) | - | - | 600,000 | - | (600,000) | 200,000 | 200,000 | 450,000 | - | 50,000 | - | 700,000 |
| Conveyor Rebuilds (4) | 151,173 | 38,302 | 115,000 | 115,000 | - | - | (115,000) | 120,000 | 120,000 | - | - | 355,000 |
| Tower and Terminal Painting | - | 15,950 | 100,000 | 96,783 | (3,217) | - | (96,783) | - | - | - | - | 96,783 |
| Lighting Array Repairs | - | - | 15,000 | - | (15,000) | 15,000 | 15,000 | - | - | - | - | 15,000 |
| Engineering/Economic Impact Study | - | 49,552 | 20,000 | 20,000 | - | - | (20,000) | - | - | - | - | 20,000 |
| 20th Anniversary Special Cabin Modifications | - | - | - | 9,000 | 9,000 | - | (9,000) | - | - | - | - | 9,000 |
| Total Major Repairs / Replacements | 272,685 | 214,440 | 1,100,000 | 723,546 | (376,454) | 385,000 | (338,546) | 1,305,000 | 190,000 | 55,000 | 170,000 | 2,828,546 |
| Capital Outlay | | | | | | | | | | | | |
| Vehicle Replacement (8) | 49,900 | 31,308 | - | - | - | 35,000 | 35,000 | - | - | - | - | 35,000 |
| Equipment Replacement (9) | 25,735 | 10,427 | 17,000 | 17,000 | - | - | (17,000) | - | 28,000 | 10,000 | 30,000 | 85,000 |
| Gondola Cabins (3) | - | - | 260,000 | 330,000 | 70,000 | 165,000 | (165,000) | 165,000 | 165,000 | 165,000 | - | 990,000 |
| Grip Replacements (12) | - | 146,527 | 140,000 | 130,000 | (10,000) | - | (130,000) | - | - | - | - | 130,000 |
| Angle Station Staircase | - | - | 35,000 | 35,000 | - | - | (35,000) | - | - | - | - | 35,000 |
| Cabin Communications System | - | - | - | - | - | - | - | - | - | - | - | - |
| AC Drives & Motors (10) | - | 95 | 582,500 | 621,000 | 38,500 | - | (621,000) | - | - | - | 22,500 | 643,500 |
| NDT Machine (11) | - | - | - | - | - | - | - | - | - | - | - | - |
| Video Surveillance | - | - | - | - | - | - | - | - | - | - | - | - |
| Bathrooms | 43,738 | - | - | - | - | - | - | - | - | - | - | - |
| Terminal Flooring | - | 167,846 | - | - | - | - | - | - | - | - | - | - |
| Full Time Backup | - | - | 1,200,000 | 1,200,000 | - | - | (1,200,000) | - | - | - | - | 1,200,000 |
| Tower 11 Remediation | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Capital Outlay | 119,373 | 356,203 | 2,234,500 | 2,333,000 | 98,500 | 200,000 | (2,133,000) | 165,000 | 193,000 | 175,000 | 52,500 | 3,118,500 |
| Total Major Repairs & Capital Outlay | 392,058 | 570,642 | 3,334,500 | 3,056,546 | (277,954) | 585,000 | (2,471,546) | 1,470,000 | 383,000 | 230,000 | 222,500 | 5,947,046 |

Notes:

- Unbudgeted project in 2015. Cracks found in coupling sections during routine fall 2014 inspections after budgeting period had ended.
- Plan assumes that all 3 ropes will be replaced in 2018 with a down payment due in 2017.
- Plan assumes gondola cabin refurbishment will begin in 2015 and 10 cabins per year will be refurbished for 6 years - the first 2 years will be offset by grant funding - Federal portion = 88,000 Local portion = 22,000
- Low-speed conveyor rebuilds phase 1 spring 2016, phase 2 spring 2017 - Offset by FTA grant funds - Federal portion = 48,000 Local portion = 27,000 each year.
- Section 1 drive bullwheel replaced in 2015, section 2 will be replaced in 2016. Return bullwheels in sections 2 and 3 will be replaced in 2017 unless routine inspection justifies waiting. Same for section 3 drive bullwheel in 2019
- Assumes gearboxes will be rebuilt every 5 years (done in 2011).
- Plan assumes control system upgrade in 2016 to be partially offset with grant funding - Amounts TBD
- Plan assumes a Ford F-250 will be replaced in 2015, and a Ford F250 will be replaced in 2017.
- Plan assumes the following equipment will be replaced: 2009 Yamaha VK Snowmobile, 2015: 2008 Suzuki King Quad, 2016
- AC Drives and motors will be replaced spring 2016. Down payment required in 2015 with balance due after installation in 2016. Offset by Federal / State grant funds - Federal/State portion = \$466,000 Local portion = \$116,500
- Plan assumes the non-destructive testing apparatus for testing grips and metal parts for cracks and stress will be replaced in 2024
- Grip rebuilds phase 1 winter 15-16, phase 2 winter 16-17 - Offset by FTA grant funds - Federal portion = 112,000 Local portion = 28,000 each year.

**TOWN OF MOUNTAIN VILLAGE
2017 BUDGET
CHONDOLA OPERATIONS PROGRAM NARRATIVE**

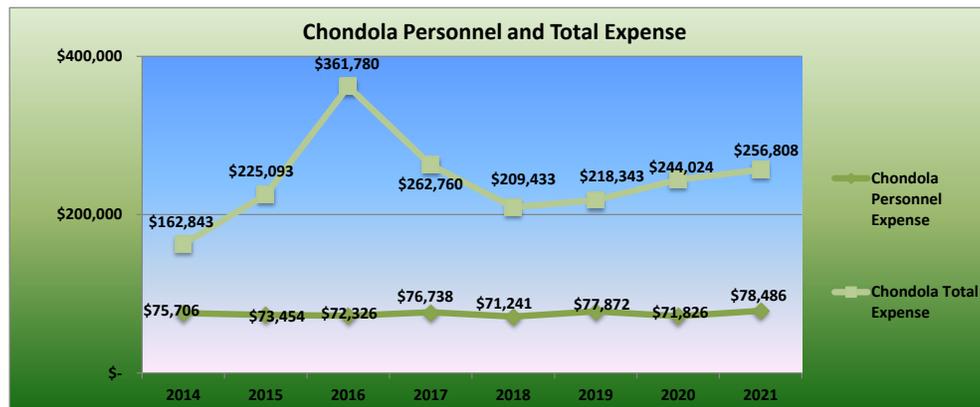
The Chondola provides resort transportation services for residents and visitors connecting the Meadows sub area with the Mountain Village Center. The Chondola is a TSG asset and they operate the machine during the winter season daytime hours concurrent with ski area operations. The Town of Mountain Village Transit Department operates the Chondola during the winter season evening hours so that the Chondola operates concurrent hours with the Gondola. Operating and maintenance expenses are assigned to TSG and The Town based on stipulations in the Gondola Operating Agreement generally resulting in a 50-50% shared expense. The Town's portions of the annual costs are then refunded by TMVOA based on stipulations in the Chondola Funding Agreement.

DEPARTMENT GOALS

1. Keep Chondola downtime to a minimum through training and teamwork.
2. Safely transport all guests and employees by attending to every cabin and every guest
3. Provide excellent guest services by interacting with every guest in a professional manner.
4. Control costs by performing routine audits of the department's financial performance.

PERFORMANCE MEASURES

1. Availability goal: > 99.75% of operating hours.
- 2a. The number of riders are tallied and the data is tracked and reported.
- 2b. There are no (0) passenger injuries from operating incidents.
- 2c. There are no (0) employee injuries from operating incidents.
3. Customer satisfaction: score above 4.0 rating on customer surveys
4. The department operates at or below its budget.



| Percentage Change in Expenditures | | | | | | |
|-----------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2018-2019 | 2019-2020 | 2020-2021 |
| 38.23% | 60.72% | -27.37% | -20.29% | 4.25% | 11.76% | 5.24% |

CHONDOLA 2016 YTD ACHIEVEMENTS:

- Chondola Operations Availability: 99.95%
- Passenger trips: 85,398 YTD (cabins only)
- Zero (0) passenger injuries
- Zero (0) Chondola-Ops worker's compensation claims with TMV expense
- Chondola Passenger Satisfaction Survey 2015-16 Winter: 4.76
- Year-end budget projection: UNDER BUDGET.

2016 Revised/2017 Proposed Budget and Long Term Financial Plan
 Schedule A- Chondola Expenditures

| | Ann. Inc. | Actual | | Annual Budgets | | | | Long Term Projections | | | | | |
|--------------------------------------|--------------|----------------|----------------|----------------------------|---------------------------|------------------|----------------------------|-------------------------------------|----------------|----------------|----------------|----------------|------------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | 2016-2021 |
| Employee Costs | | | | | | | | | | | | | |
| Salaries & Wages, Operations (1) | | 46,645 | 44,854 | 48,200 | 48,200 | - | 46,800 | (1,400) | 46,800 | 46,800 | 46,800 | 46,800 | 282,200 |
| Salaries & Wages, Maintenance (2) | | 10,662 | 13,519 | 10,000 | 10,000 | - | 15,000 | 5,000 | 10,000 | 15,500 | 10,000 | 15,500 | 76,000 |
| Seasonal Bonus | | 3,837 | 1,873 | 1,874 | - | (1,874) | - | - | - | - | - | - | - |
| Payroll Taxes (3) | | 9,426 | 8,837 | 9,239 | 8,951 | (288) | 9,505 | 554 | 8,736 | 9,582 | 8,736 | 9,582 | 55,091 |
| Workers Compensation | 5% | 5,137 | 4,371 | 6,175 | 5,175 | (1,000) | 5,433 | 259 | 5,705 | 5,990 | 6,290 | 6,604 | 35,197 |
| Subtotal, Employee Costs | | 75,706 | 73,454 | 75,488 | 72,326 | (3,162) | 76,738 | 4,412 | 71,241 | 77,872 | 71,826 | 78,486 | 448,488 |
| Telski Labor (4) | | 15,151 | 15,694 | 16,310 | 16,310 | - | 16,310 | - | 16,310 | 16,310 | 16,310 | 16,310 | 97,862 |
| Telski- Dues, Fees, Licenses | | 893 | 1,061 | 1,300 | 1,300 | - | 1,300 | - | 1,300 | 1,300 | 1,300 | 1,300 | 7,800 |
| Telski- Parts & Supplies | | 20,988 | 29,474 | 28,000 | 28,000 | - | 28,000 | - | 28,000 | 28,000 | 28,000 | 28,000 | 168,000 |
| Telski- Contract Labor | | 5,493 | 4,277 | 2,500 | 2,500 | - | 5,000 | 2,500 | 5,000 | 5,000 | 5,000 | 5,000 | 27,500 |
| Telski- Utilities | 5% | 32,215 | 33,684 | 41,344 | 41,344 | - | 43,412 | 2,067 | 45,582 | 47,861 | 50,254 | 52,767 | 281,220 |
| Subtotal, Chondola Operations | | 150,445 | 157,646 | 164,943 | 161,780 | (3,162) | 170,760 | 8,980 | 167,433 | 176,343 | 172,690 | 181,863 | 1,030,870 |
| Chondola Capital | | | | | | | | | | | | | |
| Extraordinary Repairs (5) | | 12,399 | 67,448 | 307,000 | 200,000 | (107,000) | 92,000 | (108,000) | 42,000 | 42,000 | 71,334 | 74,945 | 522,279 |
| Total Chondola Expenses | | 162,843 | 225,093 | 471,943 | 361,780 | (110,162) | 262,760 | (99,020) | 209,433 | 218,343 | 244,024 | 256,808 | 1,553,149 |
| TMVOA Chondola Funding | | 162,843 | 225,093 | 471,943 | 361,780 | (110,162) | 262,760 | (99,020) | 209,433 | 218,343 | 244,024 | 256,808 | 1,553,149 |

Notes:

1. Pursuant to current agreement with TSG, TMVOA and Town will staff and operate the Chondola during the hours 5:00pm thru 12 midnight, and reimburse Telski for its pro-rata share for other direct operating, and capital costs.
2. Represents hours required by gondola maintenance staff for ongoing maintenance of Chondola system estimated.
3. PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.68%.
4. TSG labor is 4 employees for 2.25 hours per day during the morning hours in season.
5. Please see attached schedule.

**TOWN OF MOUNTAIN VILLAGE
2017 PARKS AND RECREATION PROGRAM NARRATIVE**

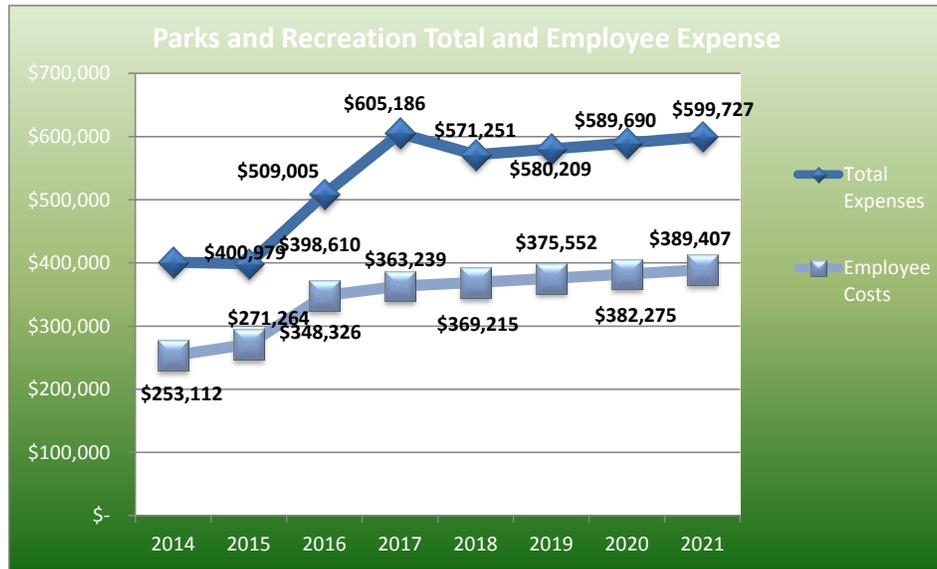
The Mountain Village Parks and Recreation Department provides accessible, affordable and diverse recreational opportunities to all Mountain Village residents and visitors.

DEPARTMENT GOALS

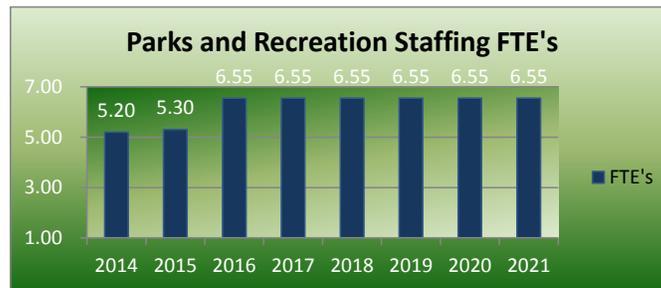
1. Establish effective relationships with stakeholders for recreation venues.
2. Manage a fiscally responsible department by balancing expenses with revenue and grant acquisitions to remain within budget.
3. All recreation venues are prepared by the beginning of their respective seasons.
4. Perform departmental operations with attention to safety.
5. Provide a clean, weed free natural environment along the hike and bike trails.

DEPARTMENT PERFORMANCE MEASURES

1. Manage stakeholder agreements with TSG, USFS, SMC & TOT.
2. Perform department functions within adopted budget.
3. 100% of recreational venues operational at the beginning of their respective seasons.
4. No worker comp claims.
5. Allocate > 20 man-hours of weed control activities along hike and bike trails.



| Year | Percentage Change |
|-----------|-------------------|
| 2014-2015 | -0.59% |
| 2015-2016 | 27.70% |
| 2016-2017 | 18.90% |
| 2017-2018 | -5.61% |
| 2018-2019 | 1.57% |
| 2019-2020 | 1.63% |
| 2020-2021 | 1.70% |



RECREATION DEPT 2016 YTD ACHIEVEMENTS:

- Stakeholder relations: on-going with TSG, USFS, SMC & TOT.
- Year-end budget projection: within budget
- All venues ready to open at beginning of winter and summer seasons.
- Zero (0) WC claims resulting in TMV costs
- On track to perform > 20 man-hours of weed control activities

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
General Fund
Schedule J- Parks and Recreation Expenditures

| | Ann. Inc. | Actual | | Annual Budgets | | | | Long Term Projections | | | | | |
|---------------------------------------|-----------|----------------|----------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|----------------|----------------|----------------|----------------|------------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Employee Costs | | | | | | | | | | | | | |
| Salaries & Wages (1) | | 185,367 | 190,818 | 251,671 | 240,000 | (11,671) | 252,149 | 12,149 | 253,486 | 254,876 | 256,322 | 257,826 | 1,514,659 |
| Offset Labor | | (11,573) | (14,148) | (8,000) | (8,000) | - | (8,000) | - | (8,000) | (8,000) | (8,000) | (8,000) | (48,000) |
| Health Benefits (4) | 7.00% | 39,687 | 51,341 | 51,208 | 56,624 | 5,416 | 56,624 | - | 60,588 | 64,829 | 69,367 | 74,223 | 382,254 |
| Dependent Health Reimbursement (5) | | (722) | (1,163) | (724) | (724) | - | (724) | - | (724) | (724) | (724) | (724) | (4,343) |
| Payroll Taxes (2) | | 27,957 | 29,017 | 38,707 | 36,912 | (1,795) | 38,781 | 1,869 | 38,986 | 39,200 | 39,422 | 39,654 | 232,954 |
| Retirement Benefits (3) | 4.12% | 5,200 | 5,959 | 9,576 | 9,894 | 318 | 10,395 | 501 | 10,450 | 10,508 | 10,567 | 10,629 | 62,444 |
| Workers Compensation | 5% | 4,207 | 6,108 | 4,889 | 7,889 | 3,000 | 8,283 | 394 | 8,697 | 9,132 | 9,589 | 10,068 | 53,658 |
| Other Employee Benefits (6) | 0% | 2,989 | 3,333 | 4,214 | 5,731 | 1,518 | 5,731 | - | 5,731 | 5,731 | 5,731 | 5,731 | 34,388 |
| Subtotal, Employee Costs | | 253,112 | 271,264 | 351,540 | 348,326 | (3,214) | 363,239 | 14,913 | 369,215 | 375,552 | 382,275 | 389,407 | 2,228,013 |
| Uniforms | | 1,390 | 342 | 2,000 | 3,200 | 1,200 | 2,000 | (1,200) | 2,000 | 2,000 | 2,000 | 2,000 | 13,200 |
| Weed Control | | - | - | 3,000 | 1,000 | (2,000) | 3,000 | 2,000 | 3,000 | 3,000 | 3,000 | 3,000 | 16,000 |
| Vehicle Repair & Maintenance | | 33,792 | 21,916 | 10,000 | 10,000 | - | 10,000 | - | 10,000 | 10,000 | 10,000 | 10,000 | 60,000 |
| Facility Expense | | 141 | 1,373 | 3,000 | 2,000 | (1,000) | 3,000 | 1,000 | 3,000 | 3,000 | 3,000 | 3,000 | 17,000 |
| Communications | | 1,556 | 1,943 | 2,000 | 2,000 | - | 2,000 | - | 2,000 | 2,000 | 2,000 | 2,000 | 12,000 |
| Dues, Fees & Licenses | | 86 | 81 | 260 | 260 | - | 260 | - | 260 | 260 | 260 | 260 | 1,560 |
| Hotel Madeline HOA Assessments | | 3,572 | 4,713 | 5,000 | 5,200 | 200 | 5,200 | - | 5,200 | 5,200 | 5,200 | 5,200 | 31,200 |
| Hotel Madeline Shared Facility Dues | | 23,884 | 26,893 | 24,500 | 29,500 | 5,000 | 30,000 | 500 | 30,000 | 30,000 | 30,000 | 30,000 | 179,500 |
| Travel, Education, Conferences | | - | 995 | 3,500 | 2,500 | (1,000) | 3,500 | 1,000 | 3,500 | 3,500 | 3,500 | 3,500 | 20,000 |
| Contract Labor | | 100 | - | 5,000 | 3,500 | (1,500) | 5,000 | 1,500 | 5,000 | 5,000 | 5,000 | 5,000 | 28,500 |
| Equipment Rental | | - | - | - | - | - | 12,000 | 12,000 | - | - | - | - | 12,000 |
| Striping | | 195 | 245 | 1,000 | 1,000 | - | 1,000 | - | 1,000 | 1,000 | 1,000 | 1,000 | 6,000 |
| Postage and Freight | | 63 | 47 | - | 200 | 200 | 200 | - | 200 | 200 | 200 | 200 | 1,200 |
| General Supplies & Materials | | 1,650 | 2,786 | 5,000 | 5,000 | - | 5,000 | - | 5,000 | 5,000 | 5,000 | 5,000 | 30,000 |
| Trail Maintenance Materials (7) | | 3,679 | 4,949 | 15,600 | 15,600 | - | 15,600 | - | 15,600 | 15,600 | 15,600 | 15,600 | 93,600 |
| Business Meals | | 204 | 100 | 300 | 250 | (50) | 300 | 50 | 300 | 300 | 300 | 300 | 1,750 |
| Employee Appreciation | | 94 | 164 | 300 | 300 | - | 300 | - | 300 | 300 | 300 | 300 | 1,800 |
| Utilities- Natural Gas | 10% | 1,694 | 1,835 | 2,419 | 2,419 | - | 2,661 | 242 | 2,928 | 3,220 | 3,542 | 3,897 | 18,667 |
| Utilities- Electric | 5% | 507 | 1,041 | 1,718 | 1,500 | (218) | 1,575 | 75 | 1,654 | 1,736 | 1,823 | 1,914 | 10,203 |
| Utilities- Gasoline | 3% | 9,460 | 7,447 | 12,000 | 10,000 | (2,000) | 12,000 | 2,000 | 12,360 | 12,731 | 13,113 | 13,506 | 73,710 |
| Boulder Activity | | 15 | 24 | 500 | 500 | - | 10,500 | 10,000 | 500 | 500 | 500 | 500 | 13,000 |
| Frisbee Golf Activity | | 563 | 466 | 1,000 | 1,000 | - | 1,000 | - | 1,000 | 1,000 | 1,000 | 1,000 | 6,000 |
| Platform Tennis | | 3,276 | 3,468 | 4,000 | 4,000 | - | 10,400 | 6,400 | 2,000 | 2,000 | 2,000 | 2,000 | 22,400 |
| Tennis Courts | | - | - | - | - | - | 18,000 | 18,000 | 6,000 | 6,000 | 6,000 | 6,000 | 42,000 |
| Nordic Trails & Grooming | | 408 | 103 | 2,000 | 1,000 | (1,000) | 2,000 | 1,000 | 2,000 | 2,000 | 2,000 | 2,000 | 11,000 |
| Contribution for USFS Rec Ranger | | - | - | - | - | - | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 125,000 |
| Playgrounds | | - | - | 1,000 | 1,000 | - | 1,000 | - | 1,000 | 1,000 | 1,000 | 1,000 | 6,000 |
| Ice Skating Rink Electric/Natural Gas | 5% | 36,638 | 26,000 | 31,030 | 34,000 | 2,970 | 35,700 | 1,700 | 37,485 | 39,359 | 41,327 | 43,394 | 231,265 |
| Ice Skating Rink Operations/Repairs | | 21,250 | 17,602 | 20,000 | 20,000 | - | 20,000 | - | 20,000 | 20,000 | 20,000 | 20,000 | 120,000 |
| Bike Park Expense | | 3,653 | 2,363 | 5,000 | 3,750 | (1,250) | 3,750 | - | 3,750 | 3,750 | 3,750 | 3,750 | 22,500 |
| Event Production | | - | 451 | - | - | - | - | - | - | - | - | - | - |
| Total Parks and Recreation | | 400,979 | 398,610 | 512,667 | 509,005 | (2,412) | 605,186 | 96,180 | 571,251 | 580,209 | 589,690 | 599,727 | 3,455,068 |

1. Plan assumes the following staffing level

| | Actual 2014 | Actual 2015 | Original 2016 | Revised 2016 | Variance | Proposed 2017 | Variance | Projected 2018 | Projected 2019 | Projected 2020 | Projected 2021 |
|--------------------------------|-------------|-------------|---------------|--------------|-------------|---------------|-------------|----------------|----------------|----------------|----------------|
| Director | 0.30 | 0.30 | 0.30 | 0.30 | 0.00 | 0.30 | 0.00 | 0.30 | 0.30 | 0.30 | 0.30 |
| Recreation Services Specialist | 3.00 | 4.00 | 4.00 | 4.00 | 0.00 | 4.00 | 0.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| Ice Maker/Snow Remover | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Seasonal | 1.90 | 1.00 | 2.25 | 2.25 | 0.00 | 2.25 | 0.00 | 2.25 | 2.25 | 2.25 | 2.25 |
| Total Staff | 5.20 | 5.30 | 6.55 | 6.55 | 0.00 | 6.55 | 0.00 | 6.55 | 6.55 | 6.55 | 6.55 |

- PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.68%.
- Retirement benefits consists of matching employee 401k contributions from 1% to 9%.
- Projected health care costs in 2017 are \$13,172 annually per FTE and are anticipated to increase at a rate of 7% annually. FTE rates are affected by dependent health care options.
- Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.
- Plan assumes ski pass cost to be \$875 per FTE for the 2016-2017 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$815.
- Plan assumes as trails age in the Village, materials will be needed such as road base, signs, waste station materials, and retainage materials.



Briefing Paper
Grand Mesa, Uncompahgre and Gunnison National Forest, Colorado
Norwood Ranger District

Topic: Recreation Ranger Program Proposal

Background: Summer tourism in Telluride is at an all-time high, with 2016 predicted to be the sixth consecutive record-breaking summer for visitation (Telluride Tourism Board). Visitors are flocking to our area, yet there is a general lack of field presence: knowledgeable staff out on the ground who can engage with visitors, answering questions, and providing good customer service. Additionally, there is an urgent need for information boards to be maintained and updated, for restrooms to be cleaned, and trash to be picked up along our trails. We are missing a tremendous opportunity to not only provide information, but to educate visitors on how to reduce their impact on the environment.

Proposal:

The Forest Service proposes to address these issues by creating a Recreation Ranger Program: hiring a summer cadre of seasonal “recreation rangers” who would be recreation ambassadors throughout the Telluride area.

Recreation Ranger Roles:

- Engage with visitors to provide information, share knowledge, and provide a field presence at high use recreation areas throughout the Telluride area.
- Educate the public about “Leave No Trace” principles with the objective of raising awareness and reducing impacts to the land.
- Maintain recreation sites: clean restrooms, pick up trash, update kiosk information, etc.
- Perform volunteer coordination and minor stewardship projects, such as trail and sign maintenance to enhance the visitor experience and provide for public safety.

Collaboration

We are looking to partner with TMV, the Town of Telluride, San Miguel County and other local organizations to support the program. Partner funding would cover seasonal ranger salaries while the Forest Service would hire, supervise and train the recreation rangers, and provide vehicles and housing.

We are requesting the following funding from TMV for 2017:

| | Cost/day | No. of Days | Total Cost |
|------------------------------|----------|-------------|------------------|
| Recreation Ranger, GS-4 | \$117 | 100 | \$11,700 |
| Recreation Ranger, GS-5 | \$130 | 100 | \$13,000 |
| Ranger uniforms, supplies | | | \$ 300 |
| Total Funding Request | | | \$ 25,000 |

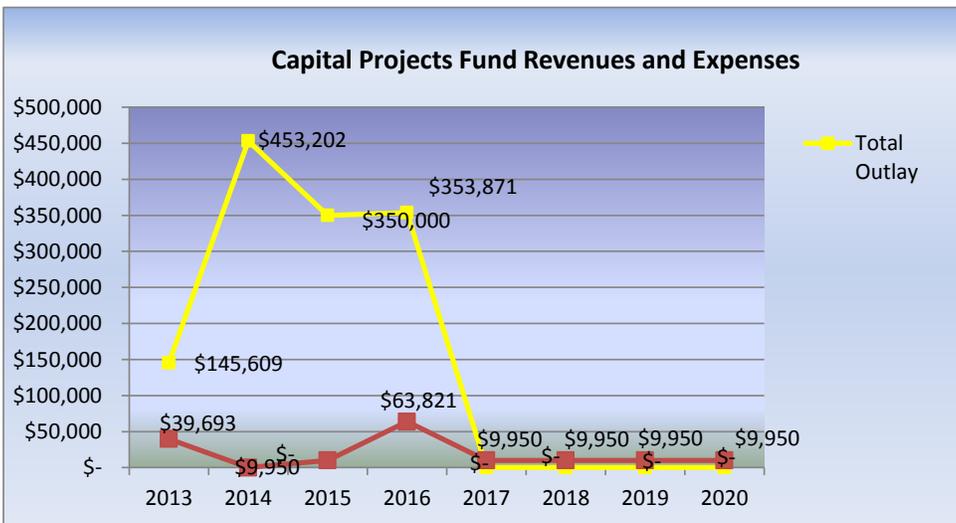
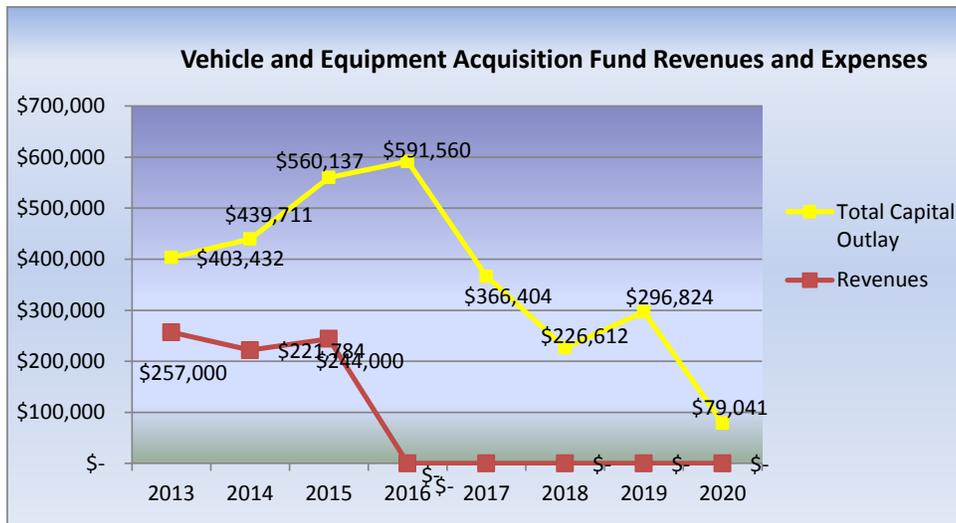
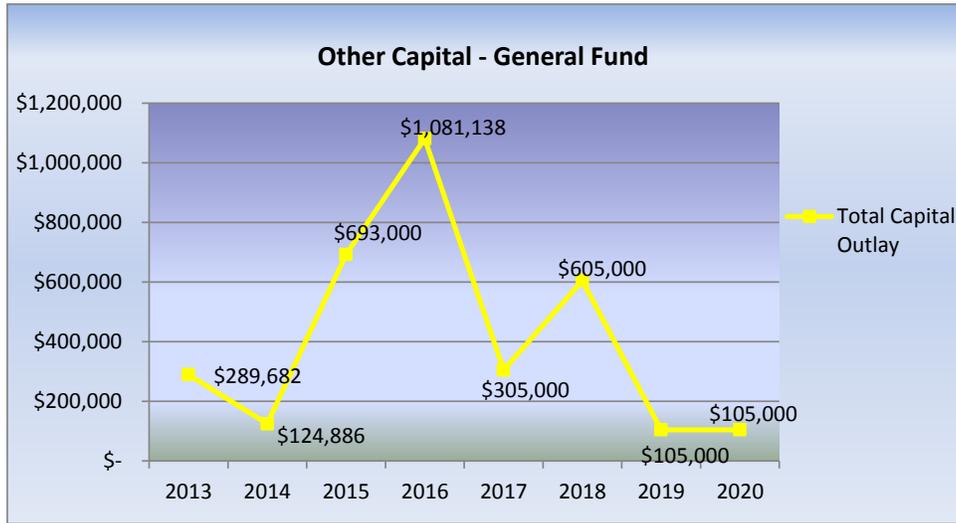
In 2017, the Forest Service would support the program, as follows:

| | In-Kind Contribution |
|----------------------------------------------------|----------------------|
| Program Manager Salary, 20 days | \$6,000 |
| Vehicle | \$3,000 |
| Materials and Supplies (paint, toilet paper, etc.) | \$1,500 |
| Housing (facility maintenance/utilities) | \$1,500 |
| Total Forest Service Contribution | \$12,000 |

Contact: Matt Zumstein, District Ranger, Norwood Ranger District, 970-327-4261; mzumstein@fs.fed.us

**TOWN OF MOUNTAIN VILLAGE
2017 BUDGET
CAPITAL EXPENDITURES**

Capital Expenditures for the Town are found in the General Fund, the Vehicle Acquisition Fund, and the Capital Projects Fund. Other capital for special revenue and enterprise funds are contained within their own fund.



Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
General Fund
Schedule N- Other Capital Expenditures

| | Ann. Inc. | Actual | | Annual Budgets | | | | Long Term Projections | | | | Total 2016-2021 | |
|----------------------------------------------|--------------|----------------|----------------|----------------------------|---------------------------|------------------------------------|----------------------------|-------------------------------------|----------------|----------------|----------------|--------------------|------------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | | 2021 |
| Capital Expenditures: | | | | | | | | | | | | | |
| Facility Improvements | | | | | | | | | | | | | |
| Fiber Upgrade | | - | - | - | - | - | - | - | - | - | - | - | - |
| Shop- Remodel | | - | - | - | - | - | - | - | - | 500,000 | - | - | 500,000 |
| Area Improvements | | | | | | | | | | | | | |
| Boilers Major Repair and Replacement (5) | | 107,262 | 984 | 30,000 | 30,000 | - | 200,000 | 170,000 | 60,000 | 60,000 | 60,000 | 60,000 | 470,000 |
| Snowmelt / Plaza Improvements (1) | | 40,531 | 9,398 | - | - | - | 200,000 | 200,000 | - | - | - | - | 200,000 |
| Ice Skate Commercial Facility | | - | - | - | - | - | - | - | - | - | - | - | - |
| Wayfinding | | - | - | - | 23,000 | 23,000 | 100,000 | 77,000 | - | - | - | - | 123,000 |
| Zamboni Building (7) | | - | - | - | - | - | 10,000 | 10,000 | - | - | - | - | 10,000 |
| Public Restrooms (6) | | - | - | 30,000 | 30,000 | - | 36,000 | 6,000 | - | - | - | - | 66,000 |
| Lot 50/51 Commercial Space | | - | - | - | - | - | - | - | - | - | - | - | - |
| Land Acquisition - Meadows Park | | - | - | - | 565,000 | 565,000 | 50,000 | (515,000) | - | - | - | - | 615,000 |
| New Tennis Court | | - | - | - | - | - | - | - | 200,000 | - | - | - | 200,000 |
| Heritage Plaza Repairs | | - | - | - | - | - | - | - | - | - | - | - | - |
| Recreation Projects (4) | | 19,562 | 18,537 | 45,000 | 45,000 | - | 90,000 | 45,000 | 45,000 | 45,000 | 45,000 | 45,000 | 315,000 |
| Bearproof Containers (2) | | 1,561 | - | - | - | - | - | - | - | - | - | - | - |
| Environmental Projects (3) | | 120,001 | 74,228 | - | - | - | - | - | - | - | - | - | - |
| Skating Rink Zamboni | | - | - | - | - | - | - | - | - | - | - | - | - |
| Other | | | | | | | | | | | | | |
| Facilities Backup Generator | | - | - | - | - | - | 375,000 | 375,000 | - | - | - | - | 375,000 |
| PD Phone Logging System and Radar Sign | | - | - | - | - | - | 20,138 | 20,138 | - | - | - | - | 20,138 |
| Fire Station Building Repair and Maintenance | | 765 | 21,739 | - | - | - | - | - | - | - | - | - | - |
| Total Capital Expenditures | | 289,682 | 124,886 | 105,000 | 693,000 | 588,000 | 1,081,138 | 388,484 | 305,000 | 605,000 | 105,000 | 105,000 | 2,894,138 |

Notes:

- 2017 Snowmelt Sunset Plaza.
- Bear can purchases for public facilities are complete.
- There are no capital environmental projects scheduled for 2017. Community incentive programs are included in the Plaza and Environmental Services budget.
2016 Energy Efficiencies/Renewables: LED lighting in Environmental Services Budget
2016 Waste/Recycling: No projects planned for 2016.
- 2014 - Lower Village Trail; Big Billies Trail connector; Blvd Trail improvements 2015: Russell Drive Trail, Blvd Trail improvements, Meadows Boardwalk improvements; 2016: Stegosaurus Trail, Blvd Trail improvements
- 2012 - Conference Center Boiler, 2013 - Sunset Plaza Center Boiler. 2014 - complete TCC Legacy boiler project with vault, mains, and manifolds.
2015 - Replace mains and connect snowmelt at See Forever, replace mains and insulate manifold boxes at Town Hall, new controls for Town Hall. 2016 - New controls for La Chamonix.
2017 Add Boiler and re-plumb Blue Mesa boiler room.
- 2016/2017 Gondola Plaza restrooms renovations and HM restroom floors.
- Additional Ventilation and CO detector.

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
Capital Projects Fund
Summary

| | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|------------------------------------------------|-----------------|------------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|-----------------------|---------------|---------------|---------------|------------------|
| | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Revenue | | | | | | | | | | | | |
| Grant Proceeds (DOJ) | 83,725 | - | - | - | - | 53,871 | 53,871 | - | - | - | - | 53,871 |
| RAL Reimbursement, Ramp & Tunnel | - | - | - | - | - | - | - | - | - | - | - | - |
| Interest Income | | | | | | | | | | | | |
| 2006A Parking Bonds Capital Reserves | - | - | - | - | - | - | - | - | - | - | - | - |
| 2006B Recreation Center Bonds Capital Reserves | - | - | - | - | - | - | - | - | - | - | - | - |
| Developer Notes | 39,693 | - | 9,950 | 9,950 | - | 9,950 | - | 9,950 | 9,950 | 9,950 | 9,950 | 59,700 |
| Total Revenues | 123,418 | - | 9,950 | 9,950 | - | 63,821 | 53,871 | 9,950 | 9,950 | 9,950 | 9,950 | 113,571 |
| Capital Projects | | | | | | | | | | | | |
| Grant Success Fees | - | - | - | - | - | - | - | - | - | - | - | - |
| DOJ / Communications System Project | 83,725 | - | - | - | - | 53,871 | 53,871 | - | - | - | - | 53,871 |
| Parking Structure Deck Sealants | - | - | - | - | - | - | - | - | - | - | - | - |
| Sunset Plaza Improvements | - | - | - | - | - | - | - | - | - | - | - | - |
| Meadows Improvement Plan | 61,884 | 453,202 | 300,000 | 350,000 | 50,000 | 300,000 | (50,000) | - | - | - | - | 600,000 |
| Ramp & Tunnel Lot 50/51 | - | - | - | - | - | - | - | - | - | - | - | - |
| Recreation Center | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Capital Project Expenditures | 145,609 | 453,202 | 300,000 | 350,000 | 50,000 | 353,871 | 3,871 | - | - | - | - | 653,871 |
| Surplus / (Deficit) | (22,191) | (453,202) | (290,050) | (340,050) | (50,000) | (290,050) | 50,000 | 9,950 | 9,950 | 9,950 | 9,950 | (540,300) |
| Other Financing Sources/(Uses): | | | | | | | | | | | | |
| Transfer From / (To) -AHDF | 54,221 | 453,202 | - | - | - | - | - | - | - | - | - | - |
| Transfer From / (To) DSF Reserve | - | - | - | - | - | - | - | - | - | - | - | - |
| Transfer From / (To) General Fund | - | - | 300,000 | 350,000 | 50,000 | 300,000 | (50,000) | - | - | - | - | 600,000 |
| Total Other Financing Sources / Uses | 54,221 | 453,202 | 300,000 | 350,000 | 50,000 | 300,000 | (50,000) | - | - | - | - | 600,000 |
| Surplus / (Deficit) | 32,030 | - | 9,950 | 9,950 | - | 9,950 | - | 9,950 | 9,950 | 9,950 | 9,950 | 59,700 |
| Total Beginning Fund Balance | - | 32,030 | 32,030 | 32,030 | - | 41,980 | 9,950 | 51,930 | 61,880 | 71,830 | 81,780 | |
| Total Ending Fund Balance | 32,030 | 32,030 | 41,980 | 41,980 | - | 51,930 | 9,950 | 61,880 | 71,830 | 81,780 | 91,730 | |

**TOWN OF MOUNTAIN VILLAGE
2017 BUDGET
BUILDING DIVISION NARRATIVE**

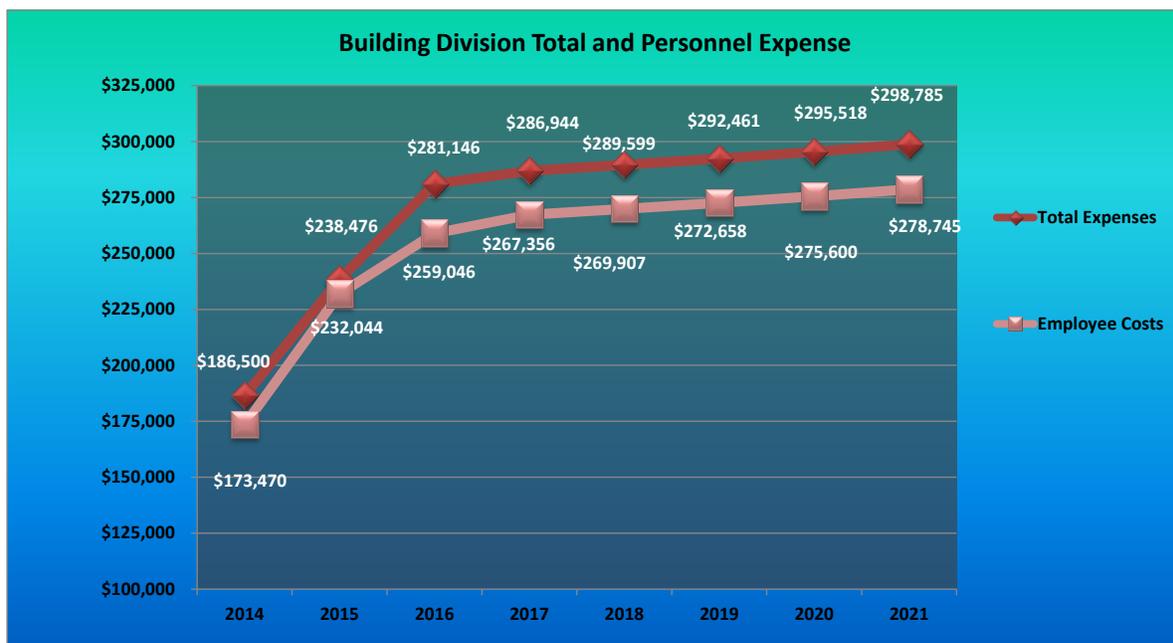
The Building Division administers and enforces the Building Regulations, including but not limited to the International Residential Code, International Building Code, International Energy Conservation Code, International Mechanical Code, International Plumbing Code, International Property Maintenance Code, National Electrical Code and the International Fuel Gas Code. The Building Division conducts plan review and issues permits; performs housing and dangerous building code inspection and enforcement; conducts field inspections of new construction and remodels; participates in code development with regional building departments; administers the Town’s contractor licensing program; and meets continuing education requirements of the ICC. The Building Division provides plumbing and electrical inspections within the Town of Telluride per an existing intergovernmental agreement. The Building Division may also perform building inspections within San Miguel County based on a Memorandum of Understanding.

BUILDING DIVISION GOALS

1. Ensure all Building Permit applications are processed in a timely manner.
2. Accurately respond to all customer inquiries in a timely manner regarding building design or Town policies.
3. Conduct contractor and architect training on the Electrical Code, Building Regulations and adopted International Code Council series as amended.
4. Operate the department in an environmentally sustainable and sensitive manner including the responsible use of electricity, natural gas, fuel, paper, water, and chemicals.
5. Operate within Town Council adopted budget.
6. Complete a community outreach education program. Primarily directed at Property Managers and the public on how to hire professional contractors and the issues and consequences with using non-licensed un-professional help. (How to use The Department of Building Safety as a resource to protect property and life)
7. Identify the existing CDC language that is contrary to the Building Codes. Present ideas for improving and simplifying the CDC.
8. Research potential code amendments’ and the possibility of adopting the 2015 IECC.

BUILDING DIVISION PERFORMANCE MEASURES

1. Ensure all Building Division applications are processed in accordance with the following timelines:
 - A. Conduct all inspections within 24 business hours of phone call requesting such inspection.
 - B. Building Permit, Electrical Permit, Plumbing Permits and Other Building Permits: Reach a decision on building permits within 10 business days unless plan revisions or unique building considerations warrant a longer review time.
 - C. Road Closure Permits: Review and reach a decision on road closure permits within 24 business hours unless plan revisions or unique building considerations warrant a longer review time.
2. By the end of the first quarter of 2016, conduct contractor and architect training on new Building Regulations and 2012 International Code Council series.
3. Wherever possible, operate the department in an environmentally sustainable and sensitive manner including the responsible use of electricity, natural gas, fuel, paper, water, and chemicals.
4. Throughout 2016, operate within Town Council adopted budget throughout the year.



| Percentage Change in Expenditures | | | | | | |
|-----------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2018-2019 | 2019-2020 | 2020-2021 |
| 27.87% | 17.89% | 2.06% | 0.93% | 0.99% | 1.05% | 1.11% |



2016 BUILDING DIVISION ACHIEVEMENTS

Implementing 2015 Goals

- By the end of the second quarter of 2016, conduct contractor and architect training on new Building Regulations and 2012 International Code Council series. ***This goal was met.***
- Wherever possible, operate the department in an environmentally sustainable and sensitive manner including the responsible use of electricity, natural gas, fuel, paper, water, and chemicals. ***Implemented grant program to provide heat trace controllers to homeowners and business owners.***
- Throughout 2015, operate within Town Council adopted budget throughout the year. ***Always.***
- By the end of 2016 have all records up to date and ready to transfer into the new permit software database. Put in place the plans for implementing the use of GIS with the new software. ***We are approximately at the 70% mark in reducing the amount of paper plans in the office.***

Other Achievements

- ***Implemented permit software and trained staff and contractors on its use. Staff has received accolades about the ease of use from our customers.***
- ***Applied for a received \$3,300 grant from the Colorado Statewide Internet Portal Authority (SIPA) with the goal of assisting permit review and inspection partners with adopting compatible permit software.***
- ***Addition of new inspector has allowed Division to be more responsive to construction community, even with a 10% increase in inspections.***

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
General Fund
Schedule M-2- Building Division

| | Ann. Inc. | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|-----------------------------------------|--------------|----------------|----------------|----------------------------|---------------------------|------------------------------------|----------------------------|-------------------------------------|-----------------------|----------------|----------------|----------------|--------------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Employee Costs | | | | | | | | | | | | | |
| Salaries & Wages (Note 1) | | 127,141 | 169,847 | 188,519 | 188,519 | - | 195,568 | 7,049 | 195,568 | 195,568 | 195,568 | 195,568 | 1,166,359 |
| Health Benefits (Note 4) | 7.00% | 21,811 | 29,548 | 35,516 | 36,215 | 699 | 36,215 | - | 38,750 | 41,463 | 44,365 | 47,470 | 244,478 |
| Dependent Health Reimbursement (Note 5) | | (325) | (602) | (2,292) | (2,292) | - | (2,292) | - | (2,292) | (2,292) | (2,292) | (2,292) | (13,752) |
| Payroll Taxes (Note 2) | | 19,595 | 25,990 | 28,994 | 28,994 | - | 30,078 | 1,084 | 30,078 | 30,078 | 30,078 | 30,078 | 179,386 |
| Retirement Benefits (Note 3) | 2.27% | 3,064 | 3,864 | 4,543 | 4,289 | (254) | 4,449 | 160 | 4,449 | 4,471 | 4,493 | 4,516 | 26,667 |
| Workers Compensation | 2% | 868 | 1,267 | 915 | 915 | - | 931 | 16 | 947 | 964 | 981 | 998 | 5,736 |
| Other Employee Benefits (Note 6) | 0% | 1,316 | 2,131 | 1,391 | 2,406 | 1,015 | 2,406 | - | 2,406 | 2,406 | 2,406 | 2,406 | 14,438 |
| Subtotal, Employee Costs | | 173,470 | 232,044 | 257,587 | 259,046 | 1,460 | 267,356 | 8,309 | 269,907 | 272,658 | 275,600 | 278,745 | 1,623,312 |
| Uniforms-Safety Equipment | | - | 555 | 500 | 500 | - | 500 | - | 500 | 500 | 500 | 500 | 3,000 |
| Consultation Fees (7) | | 1,343 | 813 | 5,000 | 5,000 | - | 5,000 | - | 5,000 | 5,000 | 5,000 | 5,000 | 30,000 |
| Vehicle - R&M | | 1,191 | 889 | 650 | 650 | - | 650 | - | 650 | 650 | 650 | 650 | 3,900 |
| Public Noticing | | - | - | - | - | - | - | - | - | - | - | - | - |
| Printing & Binding | | - | - | - | - | - | - | - | - | - | - | - | - |
| UBC/IRC/IBC Book Supplies | | 2,995 | - | 2,000 | 2,000 | - | 2,000 | - | 2,000 | 2,000 | 2,000 | 2,000 | 12,000 |
| Dues, Fees & Licenses | | 250 | 476 | 1,000 | 1,000 | - | 1,000 | - | 1,000 | 1,000 | 1,000 | 1,000 | 6,000 |
| Travel, Education & Conferences | | 5,298 | 2,117 | 5,000 | 5,000 | - | 2,500 | (2,500) | 2,500 | 2,500 | 2,500 | 2,500 | 17,500 |
| Contract Labor (8) | | - | - | 4,000 | 4,000 | - | 4,000 | - | 4,000 | 4,000 | 4,000 | 4,000 | 24,000 |
| Supplies | | - | (3) | - | - | - | - | - | - | - | - | - | - |
| Business Meals | | 335 | - | 1,000 | 1,000 | - | 1,000 | - | 1,000 | 1,000 | 1,000 | 1,000 | 6,000 |
| Employee Appreciation | | 13 | - | 250 | 250 | - | 138 | (112) | 138 | 138 | 138 | 138 | 938 |
| Books & Periodicals | | 99 | - | 200 | 200 | - | 200 | - | 200 | 200 | 200 | 200 | 1,200 |
| Non-Capital Equipment | | - | 605 | 500 | 500 | - | 500 | - | 500 | 500 | 500 | 500 | 3,000 |
| Utilities- Gasoline | 5% | 1,506 | 979 | 3,200 | 2,000 | (1,200) | 2,100 | 100 | 2,205 | 2,315 | 2,431 | 2,553 | 13,604 |
| Total Building Division | | 186,500 | 238,476 | 280,887 | 281,146 | 260 | 286,944 | 5,797 | 289,599 | 292,461 | 295,518 | 298,785 | 1,744,454 |

Notes:

1. Plan assumes the following staffing level

| | Actual 2014 | Actual 2015 | Original 2016 | Revised 2016 | Variance | Proposed 2017 | Variance | Projected 2018 | Projected 2019 | Projected 2020 | Projected 2021 |
|-----------------------------------|----------------|----------------|------------------|-----------------|-------------|------------------|-------------|-------------------|-------------------|-------------------|-------------------|
| Director of Community Development | 0.25 | 0.25 | 0.25 | 0.25 | 0.00 | 0.25 | 0.00 | 0.25 | 0.25 | 0.25 | 0.25 |
| Building Official | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | 1.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Building Inspectors | 0.00 | 1.00 | 1.00 | 1.00 | 0.00 | 1.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Building & Planning Administrator | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Administrative | 0.50 | 0.50 | 0.50 | 0.50 | 0.00 | 0.50 | 0.00 | 0.50 | 0.50 | 0.50 | 0.50 |
| Total Staff | 1.75 | 2.75 | 2.75 | 2.75 | 0.00 | 2.75 | 0.00 | 2.75 | 2.75 | 2.75 | 2.75 |

2. PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.68%.

3. Retirement benefits consists of matching employee 401k contributions from 1% to 9%.

4. Projected health care costs in 2017 are \$13,172 annually per FTE and are anticipated to increase at a rate of 7% annually. FTE rates are affected by dependent health care options.

5. Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.

6. Plan assumes ski pass cost to be \$875 per FTE for the 2016-2017 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$815.

7. Contractors licensing training costs.

8. For occasions on which we need a contracted inspector due to illness, vacations, etc.

**TOWN OF MOUNTAIN VILLAGE
2017 BUDGET
PLANNING SERVICES PROGRAM NARRATIVE**

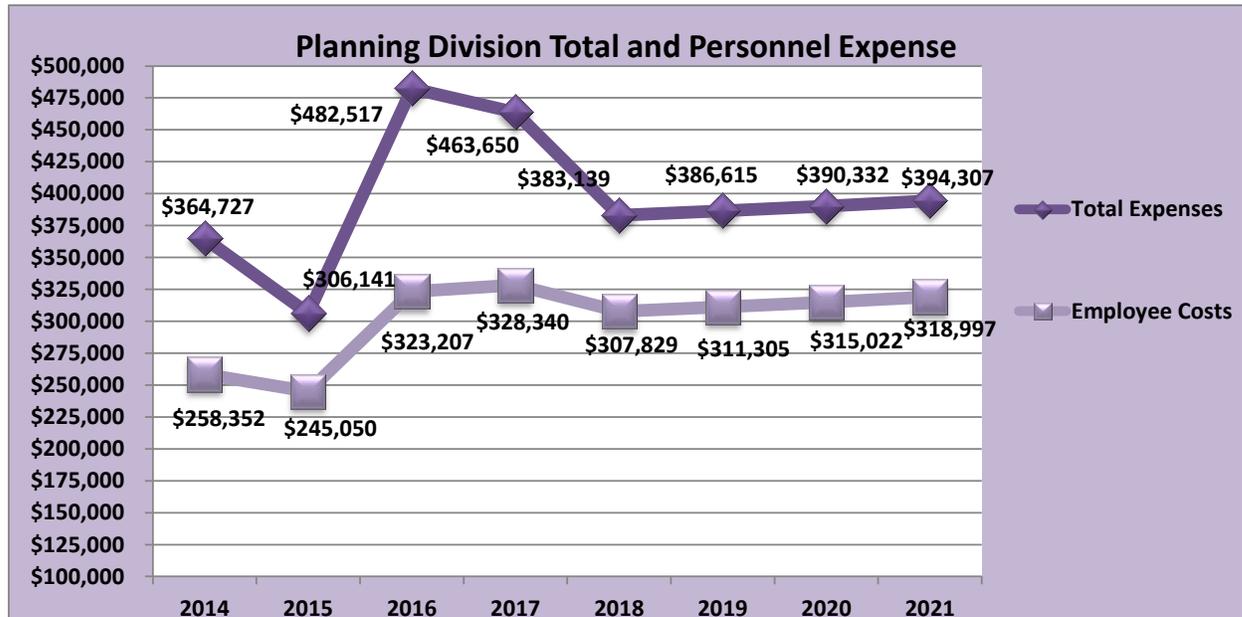
Planning Services has a primary responsibility for implementing the vision and goals of the Comprehensive Plan, most commonly through administering provisions of the Community Development Code (CDC); assisting the Design Review Board and Town Council regarding policy and development decisions; facilitating amendments to the Plan; bringing forward timely amendments to the CDC; promoting fire mitigation, forest health and environmental sustainability; and the review and approval of proposed uses and improvements in the plaza areas to assist in the vibrancy of the Village Center.

PLANNING SERVICES GOALS

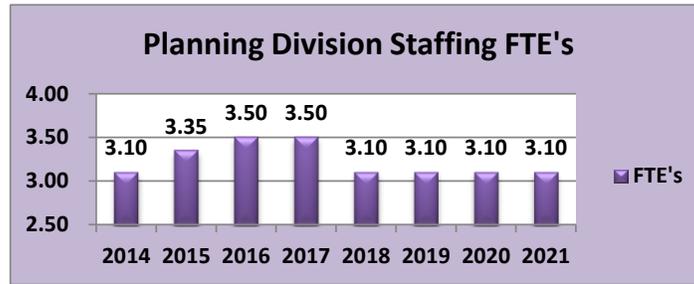
- A. Assist the business community, residents and homeowners achieve their goals of building, improving and being a part of the Mountain Village.
- B. Facilitate the preparation of the Town Hall Subarea Plan in partnership with Telluride Mountain Village, Telluride Ski and Golf and all of the citizens of Mountain Village.
- C. Implement forest health measures and raise awareness of forest health and fire mitigation strategies.
- D. Develop programs and policies to reduce the use of electricity, natural gas, fuel, paper, water, and chemicals.
- E. Increase the vibrancy of the Village Center.
- F. Be an advocate for workforce housing.

PLANNING SERVICES PERFORMANCE MEASURES

- 1. Increase the percent of Class 1 Staff level reviews in relation to Class 3 Design Review Board and Class 2 Staff/Board Chair reviews within the boundaries of the CDC.
- 2. Class 1 Staff level reviews should be complete within seven business days after an application is deemed complete.
- 3. Class 3 Design Review Board Applications: Staff will assist applicants in the submission of a complete application to be heard at the next DRB meeting (a minimum of 45 business days).
- 4. Class 4 Design Review Board/Town Council Applications: Staff will strive for a DRB recommendation to Town Council within a minimum of 45 business days and Town Council decision within 75 days unless postponed by applicant, Board or Council action.
- 5. Bring forward plans, policies and actions that will further the increase of work force housing in Mountain Village and the region.
- 6. Throughout the year, reduce the use of electricity, natural gas, fuel, paper, water, and chemicals.



| Percentage Change in Expenditures | | | | | | |
|-----------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2018-2019 | 2019-2020 | 2020-2021 |
| -16.06% | 57.61% | -3.91% | -17.36% | 0.91% | 0.96% | 1.02% |



2016 PLANNING DIVISION ACHIEVEMENTS

Implementing 2016 Goals

- Ensure all Planning and Development Services applications are processed a timely manner. *All applications were processed within the timelines stated above despite a 33% increase in cases over the previous year.*
- Continue to facilitate the preparation of the Village Center Improvement Plan with the Public Works, Transportation and Recreation, and the Plazas and Environmental Services departments. *Staff has assisted this informal process which has most recently been in the form of the helping with the Wayfinding Study managed by Economic Development.*
- Reduce the use of electricity, natural gas, fuel, paper, water, and chemicals. *Implemented an energy saving grant to provide heat trace timers to homeowners and business owners.*
- Operate within Town Council adopted budget. *Always.*

Other Achievements

- *Implemented new permitting software that is helping Planning Services staff meet the aggressive timelines stated above.*
- *Reorganized staff to promote experience, develop new staff and plan for succession. Filled vacant Planner position.*
- *Developed MOU with Town, TMVOA and TSG to jointly facilitate an amendment to the Town Hall Subarea Plan. A consultant was hired and the process began last Summer.*
- *Researched and presented amendments to the CDC to address lot splits and rezoning in the Single-Family district.*
- *Began process to amend the Design Regulations of the CDC.*
- *Participated in the 2016 Ideas Fest: Housing our Community.*
- *Developed and implemented grant program to assist residents in creating defensible space for wildfire.*
- *Assist Telluride Foundation Housing Working Group develop housing strategy and MOU.*
- *Implemented and oversaw Forest Management Plan for Lot 387.*
- *Reviewed and approved Draft Forest Management Plan for Boston Commons.*
- *Town of Mountain Village Forest Thinning Project on TSG OSP-2S to be implemented in September 2015.*

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
General Fund
Schedule M-3- Planning & Zoning Division

| | Ann. Inc. | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|---------------------------------------------|-----------|----------------|----------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|-----------------------|----------------|----------------|----------------|------------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Employee Costs | | | | | | | | | | | | | |
| Salaries & Wages (Note 1) | | 184,705 | 175,674 | 230,602 | 230,602 | - | 234,854 | 4,252 | 214,854 | 214,854 | 214,854 | 214,854 | 1,324,873 |
| Health Benefits (Note 4) | 7.00% | 38,655 | 33,487 | 45,203 | 45,203 | - | 45,203 | - | 48,367 | 51,753 | 55,376 | 59,252 | 305,154 |
| Dependent Health Reimbursement (Note 5) | | (1,474) | (1,274) | (637) | (637) | - | (637) | - | (637) | (637) | (637) | (637) | (3,821) |
| Payroll Taxes (Note 2) | | 28,240 | 26,881 | 35,467 | 35,467 | - | 36,121 | 654 | 33,045 | 33,045 | 33,045 | 33,045 | 203,765 |
| Retirement Benefits (Note 3) | 3.42% | 5,592 | 6,005 | 6,982 | 7,883 | 901 | 8,028 | 145 | 7,345 | 7,345 | 7,345 | 7,345 | 45,290 |
| Workers Compensation | 5% | 1,173 | 1,370 | 1,627 | 1,627 | - | 1,708 | 81 | 1,793 | 1,883 | 1,977 | 2,076 | 11,063 |
| Other Employee Benefits (Note 6) | 0% | 1,460 | 2,905 | 2,465 | 3,063 | 598 | 3,063 | - | 3,063 | 3,063 | 3,063 | 3,063 | 18,375 |
| Subtotal, Employee Costs | | 258,352 | 245,050 | 321,708 | 323,207 | 1,499 | 328,340 | 5,133 | 307,829 | 311,305 | 315,022 | 318,997 | 1,904,699 |
| Consultation Fees- Planning (7) | | 65,325 | 21,617 | 5,000 | 35,000 | 30,000 | 6,500 | (28,500) | 1,500 | 1,500 | 1,500 | 1,500 | 47,500 |
| Consultation Fees- Master Planning (8) | | - | - | 50,000 | 50,000 | - | 55,000 | 5,000 | - | - | - | - | 105,000 |
| Consultation Fees- Engineering | | 550 | 621 | - | - | - | - | - | - | - | - | - | - |
| Forestry Management (9) | | 24,800 | 26,300 | 50,000 | 50,000 | - | 50,000 | - | 50,000 | 50,000 | 50,000 | 50,000 | 300,000 |
| Public Noticing | | 164 | - | 3,000 | 3,000 | - | 3,000 | - | 3,000 | 3,000 | 3,000 | 3,000 | 18,000 |
| Printing & Binding | | 2,273 | 1,710 | 3,500 | 3,500 | - | 3,500 | - | 3,500 | 3,500 | 3,500 | 3,500 | 21,000 |
| Recording Fees | | 664 | 670 | 600 | 600 | - | 600 | - | 600 | 600 | 600 | 600 | 3,600 |
| Dues, Fees & Licenses | | 906 | 664 | 1,400 | 1,400 | - | 1,400 | - | 1,400 | 1,400 | 1,400 | 1,400 | 8,400 |
| Travel, Education, Conferences | | 2,344 | 31 | 5,500 | 5,500 | - | 5,000 | (500) | 5,000 | 5,000 | 5,000 | 5,000 | 30,500 |
| Contract Labor | | - | 110 | - | - | - | - | - | - | - | - | - | - |
| Business Meals (DRB lunches) | | 2,893 | 2,979 | 3,000 | 3,000 | - | 3,000 | - | 3,000 | 3,000 | 3,000 | 3,000 | 18,000 |
| Employee Appreciation | | 293 | 60 | 155 | 155 | - | 155 | - | 155 | 155 | 155 | 155 | 930 |
| Other Benefits (DRB-Ski Passes) | | 6,164 | 6,320 | 7,155 | 7,155 | - | 7,155 | - | 7,155 | 7,155 | 7,155 | 7,155 | 42,930 |
| Books & Periodicals | | - | 10 | - | - | - | - | - | - | - | - | - | - |
| Total Planning & Zoning Division | | 364,727 | 306,141 | 451,018 | 482,517 | 31,499 | 463,650 | (18,867) | 383,139 | 386,615 | 390,332 | 394,307 | 2,500,559 |

Notes:

1. Budget assumes the following staffing level

| | Actual 2014 | Actual 2015 | Original 2016 | Revised 2016 | Variance | Proposed 2017 | Variance | Projected 2018 | Projected 2019 | Projected 2020 | Projected 2021 |
|-----------------------------------|-------------|-------------|---------------|--------------|-------------|---------------|-------------|----------------|----------------|----------------|----------------|
| Director of Community Development | 0.60 | 0.60 | 0.60 | 0.60 | 0.00 | 0.60 | 0.00 | 0.60 | 0.60 | 0.60 | 0.60 |
| Town Forester | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | 1.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Planner | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | 1.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Administrative Staff | 0.50 | 0.75 | 0.90 | 0.90 | 0.00 | 0.90 | 0.00 | 0.50 | 0.50 | 0.50 | 0.50 |
| Total Staff | 3.10 | 3.35 | 3.50 | 3.50 | 0.00 | 3.50 | 0.00 | 3.10 | 3.10 | 3.10 | 3.10 |

- PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.68%.
- Retirement benefits consists of matching employee 401k contributions from 1% to 9%.
- Projected health care costs in 2017 are \$13,172 annually per FTE and are anticipated to increase at a rate of 7% annually. FTE rates are affected by dependent health care options.
- Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.
- Plan assumes ski pass cost to be \$875 per FTE for the 2016-2017 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$815.
- Wetlands permit and planning costs (2016) and Pictometry flight (2017).
- 2017 - Estimated costs for Town Hall Sub-Area Plan; Design Regulations; Village Core Roof and Wayfinding Implementation
- 2015 - Fire Mitigation/Forest Health Project on OS-2. 2016 - Fire Mitigation/Forest Health Projects, increased funds to enable mitigation on all Town owned and over the next 3-5 years.

**TOWN OF MOUNTAIN VILLAGE
2017 BUDGET
MOUNTAIN VILLAGE HOUSING AUTHORITY DIVISION PROGRAM NARRATIVE**

The Housing Authority Division oversees the following:

1. Village Court Apartments Enterprise Fund
2. Affordable Housing Development Fund when funds are available
3. Mortgage Assistance Pool Fund when funds are available
4. Housing Program Administration and Enforcement through Intergovernmental Agreement (“IGA”) with the San Miguel Regional Housing Authority (“RHA”)

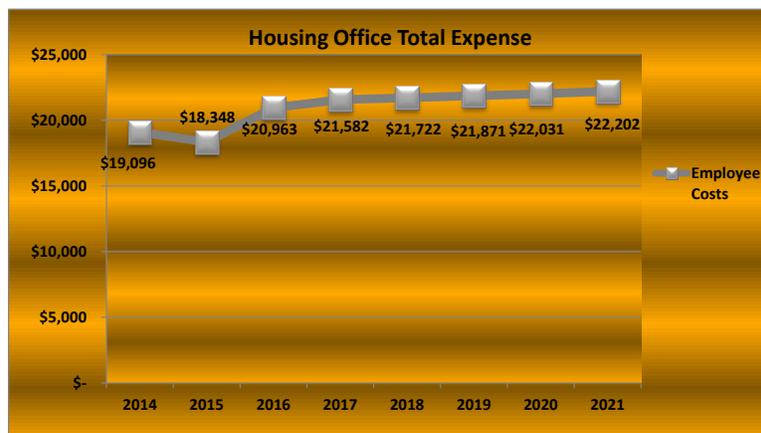
The Mountain Village Housing Authority Division, through and IGA with the RHA, enforces the Town’s affordable housing ordinances and guidelines related to the construction, development, sale and use of deed-restricted employee housing. The Housing Authority, through an IGA with RHA, assists with homeowner education and buying and selling deed-restricted homes. The division is also responsible for developing and implementing new housing projects for rental and ownership options as funding becomes available.

HOUSING DIVISION GOALS

1. Maintain all buildings and property in accordance with written building and property maintenance standard operating procedures.
2. Respond to all tenant inquiries and maintenance requests in a professional and customer-service oriented manner.
3. Create a marketing plan for VCA.
4. Operate the department in an environmentally sustainable and sensitive manner including the responsible use of electricity, natural, fuel, paper, water, and chemicals.
5. Complete inventory of appliances and develop plan for replacement of inefficient units.
6. Improve VCA environment by completing 2017 projects including aesthetic improvements to hallways and completion of a second outdoor deck.
7. Investigate the feasibility of the construction of additional units at the Village Court.

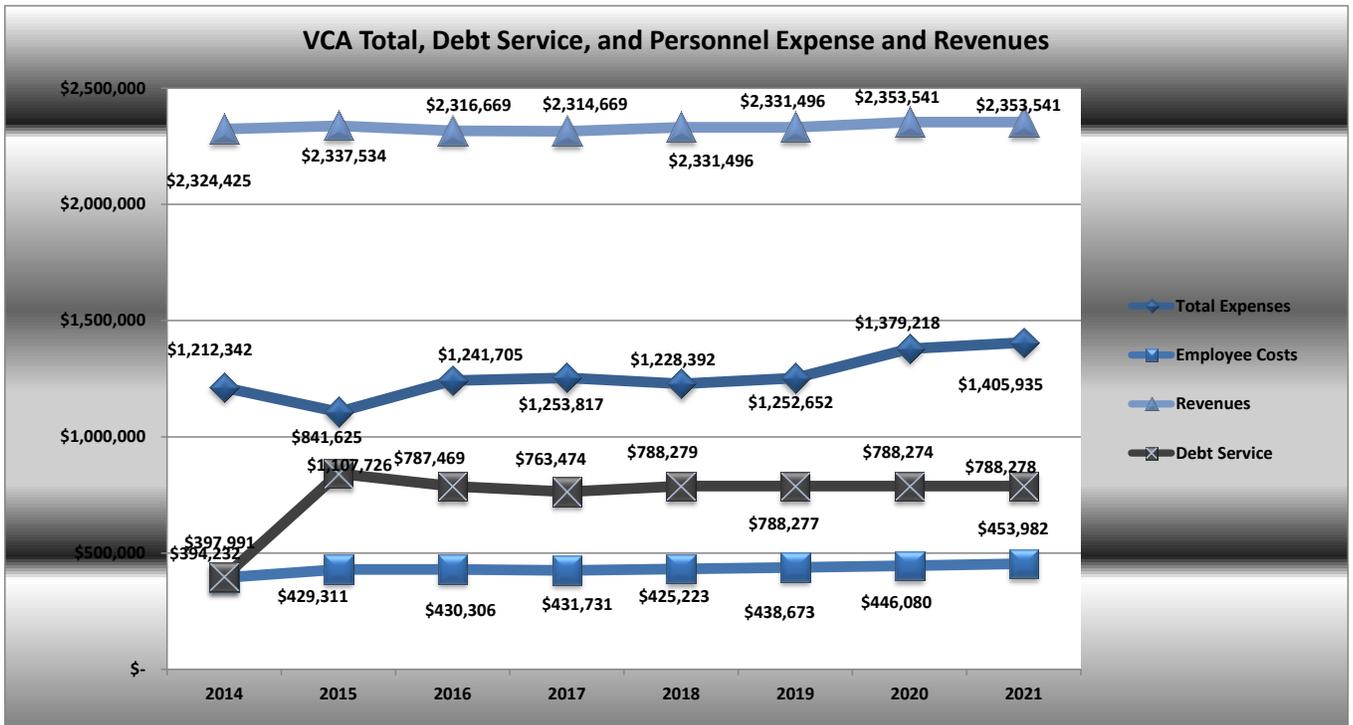
HOUSING DIVISION PERFORMANCE MEASURES

1. By the end of the fourth quarter in 2015, compare energy use to previous years implementing VCA energy conservation project as recommended by engineered study completed in 2014. *The findings were reported to Council in a November, 2015 study session which staff reported a 4% reduction in energy use.*
2. Throughout the year, maintain all buildings and property in accordance with written building and property maintenance standard operating procedures. *Done.*
3. At all times, respond to all tenants inquires and requests in a professional and customer-service oriented manner in the following timeframes: All tenants requests within one (1) hour for emergency situations, and 48 hours for all other requests. *Done*
4. Throughout the year, operate within the Housing Authority adopted budget. *Always.*
5. Create a marketing plan for VCA. *This project should begin in 2016 and be completed in 2017.*



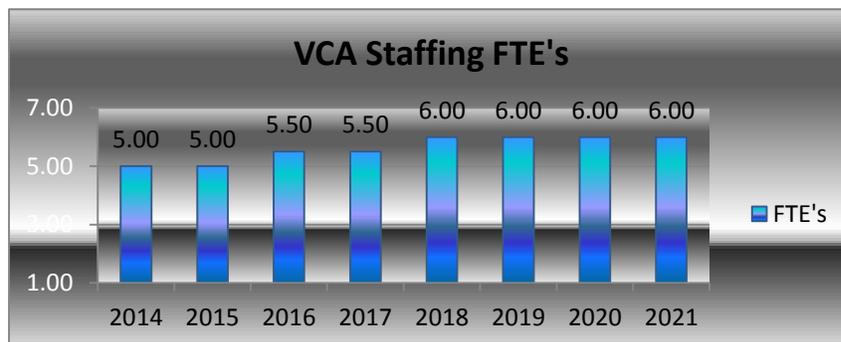
| Year Range | Percentage Change |
|------------|-------------------|
| 2014-2015 | -3.92% |
| 2015-2016 | 14.25% |
| 2016-2017 | 2.95% |
| 2017-2018 | 0.65% |
| 2018-2019 | 0.69% |
| 2019-2020 | 0.73% |
| 2020-2021 | 0.78% |





Percentage Change in Expenditures

| Year Range | Percentage Change |
|------------|-------------------|
| 2014-2015 | -8.63% |
| 2015-2016 | 12.09% |
| 2016-2017 | 0.98% |
| 2017-2018 | -2.03% |
| 2018-2019 | 1.97% |
| 2019-2020 | 10.10% |
| 2020-2021 | 1.94% |



2016 HOUSING DIVISION ACHIEVEMENTS

1. Completed new drainage pans in the parking lot to reduce ice build-up; constructed deck adjacent to Building 10; bear-proofed trash dumpster enclosures.
2. Hired new Manager, Cecilia Curry.
3. Reopened Community garden, maintained dog park and basketball court in good condition.
4. Responded quickly to flood that occurred in August making three units inhabitable. Staff relocated three tenants; and hired remediation and general contractors. Staff is supervising the work and expects the units will be available in October, 2016.
5. Rob Whitaker, Maintenance Supervisor, won the Town of Mountain Village Employee of the Year.
6. Produced and distributed the first Village Court Newsletter to residents.
7. The files and project were audited and inspected by Department of Local Affairs (DOLA) officials for compliance with HOME and CDBG requirements. We received a good report with no findings.

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
General Fund
Schedule M-1- Housing Office

| | Ann. Inc. | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|-----------------------------------------|--------------|---------------|---------------|----------------------------|---------------------------|------------------------------------|----------------------------|-------------------------------------|-----------------------|---------------|---------------|---------------|--------------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Employee Costs | | | | | | | | | | | | | |
| Salaries & Wages (Note 1) | | 15,368 | 14,669 | 16,532 | 16,532 | - | 17,068 | 536 | 17,068 | 17,068 | 17,068 | 17,068 | 101,869 |
| Health Benefits (Note 4) | 7.00% | 1,870 | 1,449 | 1,989 | 1,989 | - | 1,989 | - | 2,128 | 2,277 | 2,437 | 2,607 | 13,427 |
| Dependent Health Reimbursement (Note 6) | | (542) | (312) | (542) | (542) | - | (542) | - | (542) | (542) | (542) | (542) | (3,252) |
| Payroll Taxes (Note 2) | | 2,283 | 2,308 | 2,543 | 2,543 | - | 2,625 | 82 | 2,625 | 2,625 | 2,625 | 2,625 | 15,668 |
| Retirement Benefits (Note 3) | 1.93% | - | 103 | 300 | 300 | - | 300 | - | 300 | 300 | 300 | 300 | 1,800 |
| Workers Compensation | 5% | 12 | 13 | 10 | 10 | - | 11 | 1 | 12 | 12 | 13 | 13 | 71 |
| Other Employee Benefits (Note 5) | | 104 | 116 | 119 | 131 | 12 | 131 | - | 131 | 131 | 131 | 131 | 788 |
| Subtotal, Employee Costs | | 19,096 | 18,348 | 20,951 | 20,963 | 12 | 21,582 | 619 | 21,722 | 21,871 | 22,031 | 22,202 | 130,371 |
| Consultant Services | | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Housing Office | | 19,096 | 18,348 | 20,951 | 20,963 | 12 | 21,582 | 619 | 21,722 | 21,871 | 22,031 | 22,202 | 130,371 |

Notes:

1. Plan assumes the following staffing level

| | Actual 2014 | Actual 2015 | Original 2016 | Revised 2016 | Variance | Proposed 2017 | Variance | Projected 2018 | Projected 2019 | Projected 2020 | Projected 2021 |
|--------------------------------|----------------|----------------|------------------|-----------------|-------------|------------------|-------------|-------------------|-------------------|-------------------|-------------------|
| Community Development Director | 0.15 | 0.15 | 0.15 | 0.15 | 0.00 | 0.15 | 0.00 | 0.15 | 0.15 | 0.15 | 0.15 |
| Administrative Support | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Staff | 0.15 | 0.15 | 0.15 | 0.15 | 0.00 | 0.15 | 0.00 | 0.15 | 0.15 | 0.15 | 0.15 |

- PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.68%.
- Retirement benefits consists of matching employee 401k contributions from 1% to 9%.
- Projected health care costs in 2017 are \$13,172 annually per FTE and are anticipated to increase at a rate of 7% annually. FTE rates are affected by dependent health care options.
- Plan assumes ski pass cost to be \$875 per FTE for the 2016-2017 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$815.
- Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
Affordable Housing Development Fund
Summary

| | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|--------------------------------------|-----------------|------------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|-----------------------|------------------|------------------|------------------|------------------|
| | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Revenues | | | | | | | | | | | | |
| Grant Revenue | - | - | - | - | - | - | - | - | - | - | - | - |
| Sale Proceeds | - | - | - | - | - | - | - | - | - | - | - | - |
| Rental Proceeds | 12,705 | 12,579 | 12,228 | 12,228 | - | 12,228 | - | 12,228 | 12,228 | 12,228 | 12,228 | 73,368 |
| Other Miscellaneous Revenues | - | - | 550 | 550 | - | 550 | - | 550 | 550 | 550 | 550 | 3,300 |
| Total Revenues | 12,705 | 12,579 | 12,778 | 12,778 | - | 12,778 | - | 12,778 | 12,778 | 12,778 | 12,778 | 76,668 |
| Project Expenditures | | | | | | | | | | | | |
| Utilities | - | - | 5,000 | 1,000 | (4,000) | 1,000 | - | 5,000 | 5,000 | 5,000 | 5,000 | 22,000 |
| Community Garden Expense | - | 2,495 | 3,500 | 1,000 | (2,500) | 750 | (250) | 750 | 750 | 750 | 750 | 4,750 |
| RHA Needs Funding | 69,280 | 82,138 | 88,500 | 88,500 | - | 87,776 | (724) | 87,776 | 87,776 | 87,776 | 87,776 | 527,380 |
| HOA Dues | 18,761 | 18,776 | 20,000 | 18,000 | (2,000) | 20,000 | 2,000 | 20,000 | 20,000 | 20,000 | 20,000 | 118,000 |
| Consultant | - | - | - | - | - | 50,000 | 50,000 | 50,000 | 50,000 | - | - | 150,000 |
| Total Project Expenditures | 88,041 | 103,409 | 117,000 | 108,500 | (8,500) | 159,526 | 51,026 | 163,526 | 163,526 | 113,526 | 113,526 | 822,130 |
| Surplus/(Deficit) | (75,336) | (90,831) | (104,222) | (95,722) | 8,500 | (146,748) | (51,026) | (150,748) | (150,748) | (100,748) | (100,748) | (753,962) |
| Other Sources / (Uses) | | | | | | | | | | | | |
| Transfers (To)/From Other Funds | (54,221) | (453,202) | - | - | - | - | - | - | - | - | - | - |
| Transfers (To)/From General Fund (2) | - | - | - | - | - | (21,582) | (21,582) | (21,722) | (21,871) | (22,031) | (22,202) | (109,408) |
| Transfers- General Fund (1) | 348,409 | 423,604 | 423,003 | 423,003 | - | 439,888 | 16,886 | 457,555 | 475,777 | 494,888 | 514,666 | 2,805,778 |
| Transfers - Mortgage Assistance | - | (30,000) | (60,000) | (60,000) | - | (60,000) | - | (60,000) | (60,000) | (60,000) | (60,000) | (360,000) |
| VCA Transfer In (Out) | (33,752) | - | - | - | - | - | - | - | - | - | - | - |
| Total Other Sources / (Uses) | 260,435 | (59,599) | 363,003 | 363,003 | - | 358,307 | (4,696) | 375,833 | 393,906 | 412,857 | 432,464 | 2,336,370 |
| Surplus / Deficit | 185,099 | (150,429) | 258,781 | 267,281 | 8,500 | 211,559 | (55,722) | 225,085 | 243,158 | 312,109 | 331,716 | 1,582,408 |
| Beginning Fund Balance | 763,728 | 948,827 | 790,283 | 798,398 | 8,115 | 1,065,679 | 267,281 | 1,277,237 | 1,502,323 | 1,745,481 | 2,057,590 | 790,283 |
| Ending Fund Balance | 948,827 | 798,398 | 1,049,064 | 1,065,679 | 16,615 | 1,277,237 | 211,559 | 1,502,323 | 1,745,481 | 2,057,590 | 2,389,306 | 2,372,691 |

Notes

1. Beginning in 2007, dedicated sales taxes for affordable housing are available to further other affordable housing initiatives. Approximate available funds is as follows:

| | 2016 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-------------------------------------------|------------|------------|------------|------------|------------|------------|------------|
| Affordable Housing Funding from Sales Tax | \$ 423,003 | \$ 423,003 | \$ 439,888 | \$ 457,555 | \$ 475,777 | \$ 494,888 | \$ 514,666 |

2. The AHDF will begin to cover the cost of the administration of the Housing Authority by transfer to the General Fund starting in 2017.



820 Black Bear Road, Unit G-17
P.O. Box 840, Telluride, CO 81435
Tel: 970-728-3034 Fax: 970-728-5371
E-mail: smrha@telluridecolorado.net Web: www.smrha.org

TO: Telluride Town Council, Mountain Village Town Council, and San Miguel County Commissioners
FROM: Shirley L. Diaz, Ex. Dir. SMRHA
RE: September 27, 2016
DATE: SMRHA Board Approved 2017 Budget for SMRHA

Thank you for your support of SMRHA throughout the years. This budget has been reviewed and approved by the SMRHA Board. The Budget requests continue to be conservative and reflect use of any carry-over funding that might be available for use.

SMRHA continues to respond to requests from the local jurisdictions and to provide an annual detail report of the organization's work. We hope you will continue to make your requests known to us so we can continue to meet the needs of each jurisdiction and the housing needs in the region.

The 2017 Budget request reflects an increase in the Part-Time Administrative Assistant to 30 hours per week. There are some increases in cost allocations based on additional expenses for items such as, website maintenance, system security, and merit increases for staff. There is an overall per share increase from \$88,500.00 to only **\$87,776.00**, due to the use of carry-over funding to reduce each jurisdiction's contribution from \$97,871.00, the actual budget amount.

SMRHA Budget for 2017

| Operating Expenses: All Costs Shared Equally | TMV | ToT | SMC | CDOH | Total Cost |
|-----------------------------------------------------|--------------------------|-------------------|-------------------|-----------------|-------------------|
| Executive Director | | | | | |
| Salaried Position | \$26,331 | \$26,331 | \$26,331 | | \$78,993 |
| Sec 8 Man/Housing Spec/Admin Asst 2.7 FTEs | \$30,844 | \$30,844 | \$30,844 | \$24,000 | \$116,532 |
| Employee Benefits calculated using \$195525 | | | | | |
| SUTA = .003 of gross pay (gp) | \$196 | \$196 | \$196 | | \$588 |
| Worker's Comp. Annual cost | \$375 | \$375 | \$375 | | \$1,125 |
| Medicare = 1.45% of gp | \$945 | \$945 | \$945 | | \$2,835 |
| PERA (retirement) 13.7% of gp | \$8,929 | \$8,929 | \$8,929 | | \$26,787 |
| Health Ins. (Med/Dental/Vision) | \$12,995 | \$12,995 | \$12,995 | | \$38,985 |
| Total Payroll Expenses | \$80,615 | \$80,615 | \$80,615 | | \$ 265,845 |
| Operating Expenses: Other | Town of Mountain Village | Town of Telluride | San Miguel County | CDOH | Total Cost |
| Office Telephone/Fax/Long Distance | \$600 | \$600 | \$600 | | \$1,800 |
| Web site Maint/Host Fees | \$500 | \$500 | \$500 | | \$1,500 |
| Office Supplies | \$665 | \$665 | \$665 | | \$1,995 |
| Postage | \$100 | \$100 | \$100 | | \$300 |
| Bank Charges | \$50 | \$50 | \$50 | | \$150 |
| Mileage & Travel, inc. Sec 8 | \$1,252 | \$1,252 | \$1,252 | \$1,000 | \$4,756 |
| Programs & Education/Outreach | \$250 | \$250 | \$250 | | \$750 |
| Advertising-Housing/Recruiting | \$1,000 | \$1,000 | \$1,000 | | \$3,000 |
| Dues & Memberships | \$150 | \$150 | \$150 | | \$450 |
| Equip Maint & Repair | \$175 | \$175 | \$175 | | \$525 |
| Application & Grant Fees | \$150 | \$150 | \$150 | | \$450 |
| Misc.Office Expenses | \$100 | \$100 | \$100 | | \$300 |
| Staff Ed & Training | \$1,000 | \$1,000 | \$1,000 | | \$3,000 |
| D & O/Gen.Liability | \$1,200 | \$1,200 | \$1,200 | | \$3,600 |
| Financial Audit for 2015 | \$2,000 | \$2,000 | \$2,000 | | \$6,000 |
| Section 8 Expenses: CBI records | \$0 | \$0 | \$0 | \$125 | \$125 |
| Board Contin. Education & Training | \$100 | \$100 | \$100 | | \$300 |
| Copier Lease & Maintenance | \$445 | \$445 | \$445 | | \$1,335 |
| Computer Hardware | \$650 | \$650 | \$650 | | \$1,950 |
| Computer Software | \$400 | \$400 | \$400 | | \$1,200 |
| Office & Storage Rent & Cleaning | \$3,835 | \$3,835 | \$3,835 | | \$11,505 |
| Computer Security/Internet Fees | \$300 | \$300 | \$300 | | \$900 |
| SubTotal Operating Expenses:Other | \$14,922 | \$14,922 | \$14,922 | \$1,125 | \$45,891 |
| Legal Services-Rehab Prog | \$2,334 | \$2,334 | \$2,334 | | \$ 7,002 |
| Total Operating Expenses:Other | \$17,256 | \$17,256 | \$17,256 | \$1,125 | \$52,893 |
| 2016 Carry-over | \$10,095 | \$10,095 | \$10,095 | | \$30,285 |
| TOTAL OPERATING COSTS | \$97,871 | \$97,871 | \$97,871 | \$25,125 | \$318,738 |
| Cost Per Gov't | \$87,776 | \$87,776 | \$87,776 | \$25,125 | \$258,168 |

WORKFORCE HOUSING BRIEF

Introduction

The purpose of this document is to introduce the Telluride Foundation's **P3 Housing Collaborative Implementation Strategy (P3HS)** to address the current affordable housing¹ crisis in the Telluride region. Critical action is needed to identify, fund and build new housing to meet the existing and future needs of our local community. This Workforce Housing Brief outlines why developing new housing should be a critical priority for the community, potential development opportunities, and methods to accelerate the construction of housing to meet the demand.

Background

For the past year, The Workforce Housing Initiative, including Telluride Foundation staff and Board Member Dan Tishman, has been meeting with government planners to explore public private partnerships (P3) to provide housing for the region. This Workforce Housing Initiative facilitated and funded a study on local income-based market segments, developed a list of potential development parcels for P3 projects, and created financial models to demonstrate the structure of a viable P3 project. The Telluride Foundation considers itself a partner and facilitator in this important community issue, and this document reviews the findings from the Workforce Housing Initiative and provides recommendations for steps to help solve the regional shortage of housing.

1. Why Housing

The Telluride region is experiencing a critical shortage of affordable housing, including low-income, moderate-income and work force housing. Housing plays a critical role in people's lives. It is a major consumption item, a source of safety and stability, and a nationally encouraged means for accumulating wealth. It also shapes where people access education and pursue employment. This is a concern for governments and residents for the following reasons:

- **Wage leakage** - according to the San Miguel Regional Housing Authority, 2011 Housing Needs Assessment, of persons employed in the Telluride region, more than 30% commute; 50% of all wages earned in the Telluride region are spent outside the region. These wages earners are not only

¹For purposes of this paper, affordable housing refers to housing that is attainable based on locally generated household income, including low-income, seasonal, and workforce housing.

spending their discretionary funds on commuting expenses, but on purchasing goods and groceries and generating a tax base in other communities.

- **Carbon commute** - commuters contribute to clogged roads, decreasing the driving experience for all, and increase the region's carbon footprint. Vehicles are the single biggest contributor to our regional carbon footprint.
- **Economic mobility** - since the 1950s, a building block of household economic upward mobility and wealth creation has been investing in home ownership. Lack of home ownership opportunities and affordable rental housing options has been shown to be a major contributor to lack of family upward economic mobility.
- **Human capital** - critical to the vibrancy of a community is that people live where they work. A healthy thriving community needs a diversity of residents who have the time to engage and invest in civic life including, participating in government, boards and commissions, contributing to the community, volunteering, and attending community nonprofit, school, church and other activities.
- **Regional issue** -the impacts of a housing shortage and the benefits of additional housing units are truly regional issues, spread across Telluride, Mountain Village and San Miguel County. We have the opportunity to work together to benefit all, as well as build relationships and trust that can be applied to other regional projects, including transportation, economic development, broadband, etc. In addition, the lack of a serious housing plan "exports" our local problem to our neighboring communities like Norwood and Ridgway and creates tension and the appearance that we are unwilling or unable to address our own issues.

2. What We Know About Housing

We know that housing is a regional issue and that one government entity, working alone, cannot solve the problem. Currently all three governments and planning departments are looking at solutions to this issue.

We know that there are land parcels available that could provide real opportunities to address the affordable housing crisis. The hope is that these parcels could be purchased below market rate or donated by one of the government entities. As part of the Workforce Housing Initiative, regional planners identified 25+ parcels that could potentially be used to build significant affordable housing units.

We also know that the housing market in resort communities does not function normally. In a conventional market, demand drives supply in type, quantity and pricing. Because of the limited supply of viable land parcels, their associated high costs, and the relative higher cost of construction due to labor and materials costs, the resulting supply is naturally driven to the upper end of the spectrum. While there is significant demand for lower cost housing, there is little to no new supply.

DRAFT

3. Local Housing Markets

A variety of housing market types reflects the make-up of any community and its residents. While recognizing that not everyone wants to live where they work, it is important to provide the option for those that do. Telluride's housing markets include:

- a. **Low income**
 - Service sector jobs
 - Serve an economy based on tourism and construction
- b. **Middle market**
 - Year round employees
 - Teachers
 - Managers
 - Government employees
 - Fire, Police, Nursing (?)
- c. **Seasonal employees**
 - Ski resort
 - Seasonal service sector
 - TSRC scientists
- d. **High end**
 - Second homeowners

4. The Middle or Workforce Market Segment

In an ideal market, households are not spending more than 30% of their household income on housing. In many markets household income spent on housing exceeds 40% due to the lack of housing opportunities, high demand and market factors. As households spend more than 30%, other critical household spending gets squeezed out, including childcare costs, retirement savings, children's higher education savings, preventive healthcare, etc.

Middle market households are defined as households earning between 100% and 200% of Area Median Income (AMI). In 2015, AMI² equated to:

- 100% = \$70,000 per household
- 200% = \$140,000 per household

Assuming housing for this middle market could be priced at up to 30% of household income, the following target housing prices emerge:

- Ownership: \$337,000 to \$714,000
- Rental: \$1,750 to \$3,500 per month

² HUD estimate for San Miguel County & a household size of 2.5 persons

5. Housing Economics

How and what housing gets built depends on a number of factors, including the cost of land, the type of construction and materials, access to and cost of capital, government regulation, and market demand. For the four types of housing above, we understand the following about their markets:

- a. Low income -requires grants and public subsidy and has been the traditional focus of government.
- b. Middle market - there is significant demand and income from workers, but limited product because of marginal returns for private sector to build.
- c. Seasonal employees - there is significant demand, but no private sector incentive to build.
- d. High end - there is significant demand, notwithstanding a high cost to build, there is a proven track record for large financial returns.
- e. Mixed income - mixed income developments can include factors from the low income, middle market, and high end (e.g. a development with market-rate luxury condos and below market rate condos). This scenario allows for average returns rather than high returns or marginal returns, grouped with other incentives, this becomes more attractive for the private sector.

6. Households by Income

The following chart shows the number of households in each of the AMI household income brackets and the forecasted growth over the next 25 years. Highlighted is the band of \$75,000-140,000 AMI household income that represents the 100-200% of AMI markets. The lower part of the chart shows the percentage of the total AMI housing markets and the growth over time of the 100-200% AMI "middle market".

| Description | 2015 | 2020 | 2025 | 2030 | 2035 | 2040 | 2015-2040 | | |
|--------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|-----------|-------------|
| | | | | | | | Total | Ann. # | Ann. % |
| All Household Groups | | | | | | | | | |
| Less than \$10,000 | 152 | 153 | 150 | 143 | 133 | 121 | -31 | -1 | -0.9% |
| \$10,000 to \$19,999 | 281 | 282 | 278 | 265 | 247 | 224 | -57 | -2 | -0.9% |
| \$20,000 to \$29,999 | 370 | 372 | 366 | 349 | 325 | 296 | -74 | -3 | -0.9% |
| \$30,000 to \$44,999 | 480 | 483 | 455 | 435 | 404 | 368 | -92 | -4 | -0.9% |
| \$45,000 to \$59,000 | 583 | 587 | 577 | 552 | 513 | 467 | -116 | -5 | -0.9% |
| \$60,000 to \$74,999 | 410 | 459 | 481 | 466 | 433 | 394 | -16 | -1 | -0.2% |
| \$75,000 to \$99,999 | 560 | 656 | 757 | 877 | 971 | 1,009 | 449 | 18 | 2.4% |
| \$100,000 to \$124,999 | 379 | 443 | 512 | 596 | 704 | 845 | 466 | 19 | 3.3% |
| \$125,000 to \$149,999 | 137 | 160 | 185 | 215 | 254 | 305 | 168 | 7 | 3.3% |
| \$150,000 to \$199,999 | 146 | 170 | 197 | 229 | 271 | 325 | 179 | 7 | 3.3% |
| \$200,000 or More | 294 | 343 | 397 | 462 | 546 | 655 | 361 | 14 | 3.3% |
| Subtotal | 3,772 | 4,088 | 4,355 | 4,589 | 4,801 | 5,009 | 1,237 | 49 | 1.1% |
| Avg. Ann. Change | | 63 | 53 | 47 | 42 | 42 | | | |
| Target Household Groups | | | | | | | | | |
| \$75,000 to \$99,999 | 560 | 656 | 757 | 877 | 971 | 1,009 | 449 | 18 | 2.4% |
| \$100,000 to \$124,999 | 379 | 443 | 512 | 596 | 704 | 845 | 466 | 19 | 3.3% |
| \$125,000 to \$149,999 | 137 | 160 | 185 | 215 | 254 | 305 | 168 | 7 | 3.3% |
| Subtotal | 1,076 | 1,259 | 1,454 | 1,688 | 1,929 | 2,159 | 1,083 | 43 | 2.8% |
| % of Total | 29% | 31% | 33% | 37% | 40% | 43% | | | |
| Avg. Ann. Change | | 37 | 39 | 47 | 48 | 46 | | | |

Source: Woods & Poole Economics; Economic & Planning Systems

H:\03039-Telluride\Workforce Housing Study\Data\103039-5mg Forecast-WP0510-09-29-2015.docx\Forecast Table

7. Telluride Regional Housing Projects

Telluride, Mountain Village and the County all have a history and success of building or partnering to provide low income housing; however, these projects have been financed through tax credits, grants or HUD financing, with the government accepting the risk and managing either the sale or rental of the units. In addition, the funding sources for low income housing typically restrict these units to households making less than 60% AMI, and do not provide housing for the middle, including moderate income and workforce households.



8. Why Housing Now

As the middle continues to be squeezed out, land values go up, and housing prices increase, the importance of identifying creative, aggressive solutions becomes of critical importance. Key questions the Workforce Housing Initiative have identified are:

- What is the present value of housing?
- Why should we try and solve the housing shortage now versus waiting?

The chart below illustrates the annual and six-year cumulative benefits of building housing today vs. waiting six years for such housing to be built. In this example, by waiting an additional six years to build 20 units of workforce rental housing, the Town of Telluride would lose \$103,950 in retail sales tax, the community would lose up to \$2.3 million in local spending on goods and services, and 450,000 vehicle miles driven would occur as result of the workforce commuting.

| WHY NOW: Advantage of Building Now vs. 6 Years from Now | | |
|---------------------------------------------------------|---------------------|-------------------------------------------|
| Development/Units | 20 | Town of Telluride rental units |
| Households | 20 | Number of households in development |
| AMI | 150% | Average medium income |
| Household wages | \$ 110,000 | Annually |
| Total household income | \$ 2,200,000 | |
| Retail spend per HH | \$ 38,500 | 35% of wages spent on retail goods |
| Telluride retail spend per HH | \$ 19,250 | 50% Telluride capture of retail spend |
| Annual Community Benefits | | |
| Town of Telluride Sales Tax Collected | \$ 17,325 | Annual 4.5% sales tax collected |
| Total Local Spend in Community | \$ 385,000 | Annually spent for good and services |
| Carbon Emissions Avoided | 5850 | Annual CO2 kg (Montrose commute) |
| Accumulation over 6 Years | | |
| Town of Telluride Sales Tax Paid (6 yrs) | \$ 103,950 | Over six (6) years |
| Total Local Spend in Community (6 yrs) | \$ 2,310,000 | Over six (6) years |
| Carbon Emissions Avoided (6yrs) | 450,000 | Eliminate vehicle miles driven equivalent |
| Other Savings or Costs | | |
| | Carbon social costs | Air quality, health and other issues |
| | Business employees | Recruitment and retention |
| | Quality of life | Less time commuting, etc. |

9. Why Public Private Partnership (P3) Housing

P3 housing is an approach to solving housing development challenges through a coordinated effort between the public, private, and nonprofit sectors. Local government, which controls entitlements (zoning, fees, and the approval process) and may own land, partners with the private housing development sector to deliver projects that meet the goals of the local municipalities while utilizing the expertise and financing of private housing developers. One advantage of P3 housing is that it allows workforce housing to be built by the private sector, allowing governments to simultaneously focus on developing low-income or seasonal housing. P3 housing leverages the resources of multiple parties and has the following benefits:

- Enhances project feasibility and can accelerate the provision of housing
- Private sector reduces or shares government sector risk
- Taps private sector expertise and attracts private sector creativity and capital
- Broadens target market to include moderate and middle income housing
- Aligns public sector incentives (i.e., land, up-zoning, fee rebates, etc.) with private sector experience
- Brings lower cost equity to finance the project (capital stack)
- Doesn't necessarily require tax payer funding and minimizes public subsidy requirements
- Increases velocity of housing production

- Leverages and expands resources to produce housing (dollars and time)
- Leads to the ultimate present value of workers living in the community
- Frees up affordable housing units as occupants upgrade and move into work force housing

P3s are generally developer led and financed by private capital. Because P3 housing, by nature, calls for a partnership between the public and private sectors, the public sector involvement often takes form in a contribution of land. Policy can come into play, too, with entitlements, reductions in some requirements (i.e., parking), waivers/reductions of fees, as well as modifications of restrictions related to the occupancy, sale and/or leasing of the units. Restrictions, including affordable housing requirements, can be applied to P3s and could include the following:

- Live-work requirements
- Limit maximum return to the developer
- Buy-back conditions
- Target household income levels
- Financing layers (debt and equity structure) that distribute risk

As part of a P3 negotiation, governments would consider offering the following incentives:

- Donate land or low cost land lease
- Waive/reduce tap fees or other impact fees
- Waive/reduce permitting fees
- Donate legal and staff resources
- Build predictability into the approval process through shared investment and clearly articulated entitlement process
- Increase density in exchange for housing development
- Reduce parking requirements
- Allow a combination of mixed income units
- Consider other creative incentives that have been used elsewhere

10. Examples of Successful P3s

I. Vail

- Town of Vail Lion's Ridge Apartment Homes new-construction
- 112 deed-restricted rental units on 5.24-acre parcel for year round residents/employees

- One and two bedroom units will include four, three-story tall buildings
- All construction and costs of construction borne by the developer, Gorman
- Town of Vail invested \$8 million to ensure that the units remain deed restricted
- Town of Vail leased the underlying land to the developer with payments deferred up to 10 years

II. Sun Valley, Denver CO

- Quadrupled the density to nearly 1,400 units
- Mix of market rate, workforce, and affordable units, as well as retail, office and maker spaces
- Redevelops dated public housing project with a diverse set of low, moderate and market rate housing
- Partnership includes multiple public agencies, private, and nonprofit

11. Potential Development Parcels

The following chart summarizes the parcels that were identified as potential locations for affordable housing, including P3 housing projects:

| Location | Parcel Name | Ownership | Zoning | # Units |
|--------------------------|-----------------------------------------------|-----------------|-----------------------------|---------|
| Town of Mountain Village | 8 Parcels from 16-70 unites/parcel in size | TMV and Private | Multi-Family | 379 |
| San Miguel County | 10 Parcels from 5-32 unites/parcel in size | County | Single Family to Industrial | 103 |
| TMVOA | 3 Parcels from 12-18 unites/parcel | TMVOA | Various | 30 |
| Town of Telluride | 5 Parcels from 8 to 100 Unites/parcle in size | Telluride | Various | 200 |
| Down and Up Valley | Multiple 5-70 Acres parcel sizes | Private | Various | 300 |



I. San Miguel County - Sunnyside, Ownership Townhomes, 20 Units

- 2-Bed: 15 units, 950 sf/unit
- 3-Bed: 5 units, 1,150 sf/unit
- 2.0 parking spaces per unit
- \$750,000 in additional site costs

| | Scenario I: All Units @ 125% AMI | Scenario II: All Units @ 150% |
|------------------------|-------------------------------------|----------------------------------|
| AMI | | |
| Average Unit Price | \$422,000 | \$507,000 |
| Total Project Cost | \$7.34M | \$7.34M |
| Cost per unit | \$367,000 | \$367,000 |
| Developer Equity | \$2.20M | \$2.20M |
| Developer ROI | 10.0% | 13.5% |
| Add. Fund./Gap Closure | \$1.58M | \$0 |
| Cash subsidy per unit | \$79,200 | \$0 |

II. Mountain Village, Lot 644 & 327: Rental 2-3 story walk-up, 24 Units

- 1-Bed: 6 units, 650 sf/unit
- 2-Bed: 12 units, 950 sf/unit
- 3-Bed: 6 units, 1,150 sf/unit
- 1.5 parking spaces per unit
- \$750,000 in additional site costs

Scenario I: Scenario II:

| | All Units @ 125% AMI | | 50% @ 150% AMI & 50% @ 175% AMI |
|-----------------------|----------------------|-----|------------------------------------|
| Average Unit Rent | \$1,980 | per | \$2,580 per month |
| Total Project Cost | \$8.03M | | \$8.03M |
| Cost per unit | \$334,000 | | \$334,000 |
| Developer Equity | \$2.19M | | \$2.19M |
| Developer ROI | 10.0% | | 10.6% |
| Add. Fund./Gap | \$1.82M | | \$0 |
| Cash subsidy per unit | \$75,800 | | \$0 |

III. Telluride, Lot B, Rental 2 to 3 story walk -up, 35 units

- 1-Bed: 9 units, 650 sf/unit
- 2-Bed: 18 units, 950 sf/unit
- 3-Bed: 8 units, 1,150 sf/unit
- 1 parking space per unit
- No additional site costs

| | Scenario I: All Units @ 100% AMI | | Scenario II: 25% @ 125% AMI & 75% @ 150% AMI |
|-----------------------|-------------------------------------|-----------|----------------------------------------------------|
| Average Unit Rent | \$1,580 | per month | \$2,280 per month |
| Total Project Cost | \$10.18M | | \$10.18M |
| Cost per unit | \$290,700 | | \$290,700 |
| Developer Equity | \$2.00M | | \$2.65M |
| Developer ROI | 10.4% | | 11.5% |
| Add. Fund./Gap | \$2.94M | | \$0 |
| Cash subsidy per unit | \$84,000 | | \$0 |

IV. Mountain Village, Sunshine Valley, 13 Rental Townhomes

- 2-Bed: 9 units, 890 sf/unit
- 3-Bed: 4 units, 1,040sf/unit
- Land Cost: \$690,300
- 1.0 tuck-under parking space per unit, plus 8 surface parking spaces
- Additional Costs - \$50,000 for a retaining wall and additional fill

| | Scenario I: 70% @ 175% AMI & 30% @ 200% AMI |
|-------------------|------------------------------------------------|
| Average Unit Rent | \$2,991 per month |

| | |
|-----------------------|-----------|
| Total Project Cost | \$5.02M |
| Cost per unit | \$385,900 |
| Developer Equity | \$1,52M |
| Developer ROI | 8.7% |
| Add. Fund./Gap | \$0 |
| Cash subsidy per unit | \$0 |

14. Conclusion and Action

P3 housing is a proven way to complement the existing efforts of the governments and to accelerate meeting the critical workforce housing shortage in the region. Waiting for the problem to go away or maintaining the current pace for housing product entering the market undermines the community and economic future of the region. Acting now enables the region to invest in the long-term economic and social sustainability for the region and make a deliberate and critical impact today.

As a demonstration of collaboration and commitment to this effort and an expression of intended common action, the Foundation suggests that the government boards consider the following action items in support of the P3HS.

- 1) Express your support and commitment for the P3HS by signing the attached Memorandum of Understanding (MOU) to address regional housing issues through Public Private Partnerships (P3) and increase the supply of moderate/workforce housing.
- 2) Designate a Staff level representative to work with the P3HS to refine potential parcels and creative incentives and help build the process to pilot P3 projects.
- 3) Jointly retain and fund an independent owner's representative (Representative) to work with the private and public sectors to implement the P3HS goals. The Representative will act on behalf of the governments' interests to provide a central point of contact, provide technical assistance, identify funding sources and development partners, align the common interests of the governments, and negotiate with interested private developers/investors. The Foundation is willing to help with the role definition, scoping and request for services and would consider being a funding partner.

- 4) Jointly identify and adopt an efficient development process and implementation schedule within the timeframes outlined in the MOU.

DRAFT

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
Mortgage Assistance Pool Fund
Summary

| | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|-------------------------------------------|--------------|-----------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|-----------------------|-----------------|-----------------|-----------------|------------------|
| | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Revenues | | | | | | | | | | | | |
| Interest | 5,572 | - | - | - | - | - | - | - | - | - | - | - |
| Total Revenues | 5,572 | - | - | - | - | - | - | - | - | - | - | - |
| Expenditures | | | | | | | | | | | | |
| Mountain Village Mortgage Assistance Pool | - | 30,000 | 60,000 | 60,000 | - | 60,000 | - | 60,000 | 60,000 | 60,000 | 60,000 | 360,000 |
| Other Mortgage Assistance | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Development Costs | - | 30,000 | 60,000 | 60,000 | - | 60,000 | - | 60,000 | 60,000 | 60,000 | 60,000 | 360,000 |
| Surplus / (Deficit) | 5,572 | (30,000) | (60,000) | (60,000) | - | (60,000) | - | (60,000) | (60,000) | (60,000) | (60,000) | (360,000) |
| Transfer from General Fund | - | 30,000 | - | - | - | - | - | - | - | - | - | - |
| Transfer from AHDF | - | - | 60,000 | 60,000 | - | 60,000 | - | 60,000 | 60,000 | 60,000 | 60,000 | 360,000 |
| Surplus / (Deficit) | 5,572 | - | - | - | - | - | - | - | - | - | - | - |
| Beginning Fund Balance | - | 5,572 | 5,572 | 5,572 | | 5,572 | | 5,572 | 5,572 | 5,572 | 5,572 | 5,572 |
| Ending Fund Balance | 5,572 | 5,572 | 5,572 | 5,572 | - | 5,572 | - | 5,572 | 5,572 | 5,572 | 5,572 | 5,572 |

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
Housing Authority (VCA)
Summary

| | Sch | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|--------------------------------------------------------------|-----|-------------------|-------------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|-----------------------|-------------------|-------------------|-------------------|-------------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Operating Revenues | | | | | | | | | | | | | |
| Rental Income | A | 2,206,763 | 2,264,605 | 2,225,944 | 2,225,944 | - | 2,225,944 | - | 2,247,771 | 2,247,771 | 2,269,817 | 2,269,817 | 13,487,063 |
| Other Operating Income | A | 117,483 | 72,856 | 94,225 | 89,225 | (5,000) | 87,225 | (2,000) | 82,225 | 82,225 | 82,225 | 82,225 | 505,349 |
| Total Operating Revenue | | 2,324,246 | 2,337,461 | 2,320,169 | 2,315,169 | (5,000) | 2,313,169 | (2,000) | 2,329,996 | 2,329,996 | 2,352,041 | 2,352,041 | 13,992,413 |
| Operating Expenditures | | | | | | | | | | | | | |
| Office Operations | B | 186,519 | 199,744 | 199,229 | 196,547 | (2,682) | 202,709 | 6,162 | 204,984 | 207,296 | 209,873 | 212,508 | 1,233,918 |
| General & Administrative | C | 109,656 | 111,240 | 131,289 | 107,289 | (24,000) | 141,667 | 34,378 | 112,936 | 114,237 | 115,572 | 116,942 | 708,644 |
| Utilities | D | 362,007 | 348,609 | 407,695 | 381,026 | (26,669) | 394,463 | 13,437 | 409,411 | 425,005 | 441,275 | 458,253 | 2,509,433 |
| Repair & Maintenance | E | 347,354 | 357,412 | 395,412 | 395,732 | 320 | 375,566 | (20,166) | 380,082 | 384,895 | 390,025 | 395,495 | 2,321,796 |
| Non-Routine Repair & Maintenance | F | 135,987 | 88,967 | 159,316 | 148,816 | (10,500) | 126,996 | (21,820) | 108,816 | 108,816 | 208,816 | 208,816 | 911,078 |
| Contingency (1% of Operating Expenditures) | | - | - | 12,929 | 12,294 | (635) | 12,414 | 120 | 12,162 | 12,402 | 13,656 | 13,920 | 76,849 |
| Total Operating Expenditures | | 1,141,523 | 1,105,972 | 1,305,871 | 1,241,705 | (64,166) | 1,253,817 | 12,111 | 1,228,392 | 1,252,652 | 1,379,218 | 1,405,935 | 7,761,718 |
| Surplus/(Deficit) after Operations | | 1,182,723 | 1,231,489 | 1,014,298 | 1,073,464 | 59,166 | 1,059,352 | (14,111) | 1,101,605 | 1,077,344 | 972,823 | 946,107 | 6,230,695 |
| Non-Operating (Income) / Expense | | | | | | | | | | | | | |
| Earning on Restricted Funds in Debt Service Funds | G | (179) | (72) | (1,500) | (1,500) | - | (1,500) | - | (1,500) | (1,500) | (1,500) | (1,500) | (9,000) |
| Interest | G | 413,408 | 480,291 | 419,848 | 419,848 | - | 406,401 | (13,447) | 394,541 | 381,884 | 369,833 | 355,374 | 2,327,881 |
| Debt Service Fees | | 338,963 | - | - | - | - | - | - | - | - | - | - | - |
| Fees | G | 179,573 | 4,500 | - | - | - | - | - | - | - | - | - | - |
| Debt Principal Payments | G | 235,192 | 356,834 | 367,621 | 367,621 | - | 357,073 | (10,548) | 393,738 | 406,393 | 418,441 | 432,904 | 2,376,170 |
| Total Non-Operating (Income) / Expense | | 1,166,957 | 841,553 | 785,969 | 785,969 | - | 761,974 | (23,995) | 786,779 | 786,777 | 786,774 | 786,778 | 4,695,051 |
| Surplus/(Deficit) after Operations & Debt Service | | 15,766 | 389,937 | 228,329 | 287,495 | 59,166 | 297,378 | 9,884 | 314,826 | 290,567 | 186,049 | 159,329 | 1,535,644 |
| Capital Investing Activities | | | | | | | | | | | | | |
| Capital Outlay | | 70,819 | 1,754 | 5,000 | - | (5,000) | - | - | - | - | - | - | - |
| Capital Improvements | | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Capital Investing Activity | | 70,819 | 1,754 | 5,000 | - | (5,000) | - | - | - | - | - | - | - |
| Other Financing Sources/(Uses), net | | | | | | | | | | | | | |
| Sale of Assets | | - | - | - | - | - | - | - | - | - | - | - | - |
| New Loan Proceeds | G | 100,000 | - | - | - | - | - | - | - | - | - | - | - |
| Grant Proceeds | | - | - | - | - | - | - | - | - | - | - | - | - |
| Overhead Allocation to General Fund | | (116,635) | (105,444) | (108,614) | (103,654) | 4,960 | (112,211) | (8,557) | (105,080) | (114,016) | (125,296) | (124,768) | (685,025) |
| Contribution from TMV General Fund | | - | - | - | - | - | - | - | - | - | - | - | - |
| Contribution of Affordable Housing Funds | | 33,752 | - | - | - | - | - | - | - | - | - | - | - |
| Total Financing Sources/(Uses), net | | 17,117 | (105,444) | (108,614) | (103,654) | 4,960 | (112,211) | (8,557) | (105,080) | (114,016) | (125,296) | (124,768) | (685,025) |
| Surplus/(Deficit) | | (37,936) | 282,739 | 114,715 | 183,841 | 69,126 | 185,167 | 1,326 | 209,746 | 176,552 | 60,753 | 34,560 | 850,619 |
| Working Capital Beginning Fund Balance | | 59,130 | 21,194 | 242,748 | 303,933 | 61,185 | 487,773 | 183,841 | 672,940 | 882,686 | 1,059,238 | 1,119,991 | |
| Working Capital Ending Fund Balance | | 21,194 | 303,933 | 357,463 | 487,773 | 130,311 | 672,940 | 185,167 | 882,686 | 1,059,238 | 1,119,991 | 1,154,552 | |
| Outstanding Debt | | 13,357,055 | 13,000,221 | 12,632,600 | 12,632,600 | - | 12,275,527 | (357,073) | 11,881,789 | 11,475,396 | 11,056,955 | 10,624,051 | |

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
Housing Authority (VCA)
Schedule A - VCA Operating Revenues

| | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|---------------------------------------|------------------|------------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|-----------------------|------------------|------------------|------------------|-------------------|
| | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Apartment Rental Income | 2,163,200 | 2,220,437 | 2,182,713 | 2,182,713 | - | 2,182,713 | - | 2,204,540 | 2,204,540 | 2,226,586 | 2,226,586 | 13,227,677 |
| Other Rents | | | | | | | | | | | | |
| Commercial Rental Income | | | | | | | | | | | | |
| Nursery/Preschool Space Lease | 28,488 | 28,488 | 28,488 | 28,488 | - | 28,488 | - | 28,488 | 28,488 | 28,488 | 28,488 | 170,928 |
| Storage Units - 26 | 15,075 | 15,680 | 14,743 | 14,743 | - | 14,743 | - | 14,743 | 14,743 | 14,743 | 14,743 | 88,458 |
| Total Commercial Rental Income | 43,563 | 44,168 | 43,231 | 43,231 | - | 43,231 | 43,231 | 43,231 | 43,231 | 43,231 | 43,231 | 259,386 |
| Other Operating Revenues | | | | | | | | | | | | |
| Late Fees 0% | 10,170 | 9,086 | 9,500 | 9,500 | - | 9,500 | - | 9,500 | 9,500 | 9,500 | 9,500 | 57,000 |
| NSF Fees 0% | 285 | 200 | 250 | 250 | - | 250 | - | 250 | 250 | 250 | 250 | 1,500 |
| Recovery Income 0% | - | 389 | - | - | - | - | - | - | - | - | - | - |
| Forfeited Deposit Income 0% | 9,636 | 3,942 | 15,000 | 15,000 | - | 15,000 | - | 15,000 | 15,000 | 15,000 | 15,000 | 90,000 |
| Apartment Furnishings 0% | 557 | 300 | 500 | 500 | - | 500 | - | 500 | 500 | 500 | 500 | 3,000 |
| Laundry Revenues 0% | 39,880 | 37,194 | 44,000 | 39,000 | (5,000) | 37,000 | (2,000) | 32,000 | 32,000 | 32,000 | 32,000 | 204,000 |
| Cleaning Charges Revenue 0% | 7,200 | 2,642 | 10,000 | 10,000 | - | 10,000 | - | 10,000 | 10,000 | 10,000 | 10,000 | 60,000 |
| Repair Charge Revenue 0% | 2,233 | 1,187 | 1,100 | 1,100 | - | 1,100 | - | 1,100 | 1,100 | 1,100 | 1,100 | 6,600 |
| Credit Card Transaction fee Revenues | 6,703 | 5,625 | 7,000 | 7,000 | - | 7,000 | - | 7,000 | 7,000 | 7,000 | 7,000 | 42,000 |
| Interest | 652 | 1,668 | 10 | 10 | - | 10 | - | 10 | 10 | 10 | 10 | 60 |
| Credit Check Revenue 0% | 4,320 | 2,910 | 2,165 | 2,165 | - | 2,165 | - | 2,165 | 2,165 | 2,165 | 2,165 | 12,989 |
| Pet Fees 0% | 5,289 | 3,565 | 4,000 | 4,000 | - | 4,000 | - | 4,000 | 4,000 | 4,000 | 4,000 | 24,000 |
| Miscellaneous 0% | 30,558 | 4,148 | 700 | 700 | - | 700 | - | 700 | 700 | 700 | 700 | 4,200 |
| Total Other Operating Income | 117,483 | 72,856 | 94,225 | 89,225 | (5,000) | 87,225 | (2,000) | 82,225 | 82,225 | 82,225 | 82,225 | 505,349 |

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
Housing Authority (VCA)
Schedule C- VCA General & Administrative Expenditures

| | Ann. Inc. | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|-----------------------------------------|-----------|----------------|----------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|-----------------------|----------------|----------------|----------------|-----------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| General and administrative | | | | | | | | | | | | | |
| Website Development | 0% | 1,680 | - | 20,000 | - | (20,000) | 20,000 | 20,000 | - | - | - | - | 20,000 |
| Legal | 0% | - | 8,690 | 8,500 | 8,500 | - | 8,500 | - | 8,500 | 8,500 | 8,500 | 8,500 | 51,000 |
| Consulting (1) | | - | - | - | - | - | 10,000 | 10,000 | - | - | - | - | 10,000 |
| Village Association Dues | 0% | 24,192 | 24,192 | 24,192 | 24,192 | - | 24,192 | - | 24,192 | 24,192 | 24,192 | 24,192 | 145,152 |
| Credit Card fees | 4% | 10,198 | 11,509 | 10,816 | 10,560 | (256) | 10,983 | 422 | 11,422 | 11,879 | 12,354 | 12,848 | 70,047 |
| R&M Office Equipment | 4% | 1,079 | 1,496 | 1,687 | 1,687 | - | 1,755 | 67 | 1,825 | 1,898 | 1,974 | 2,053 | 11,192 |
| Damages by Tenant | | - | - | 1,500 | 1,500 | - | 1,500 | - | 1,500 | 1,500 | 1,500 | 1,500 | 9,000 |
| Insurance-Property and Liability | 1% | 68,803 | 61,497 | 61,000 | 57,256 | (3,744) | 61,000 | 3,744 | 61,610 | 62,226 | 62,848 | 63,477 | 368,417 |
| Operating Lease Copier | 4% | 1,814 | 1,663 | 2,278 | 2,278 | - | 2,369 | 91 | 2,463 | 2,562 | 2,664 | 2,771 | 15,107 |
| General Supplies | 4% | 1,890 | 2,192 | 1,316 | 1,316 | - | 1,369 | 53 | 1,423 | 1,480 | 1,539 | 1,601 | 8,729 |
| Total General and Administrative | | 109,656 | 111,240 | 131,289 | 107,289 | (24,000) | 141,667 | 34,378 | 112,936 | 114,237 | 115,572 | 116,942 | 708,644 |

1. Costs associated with a possible RFP.

Housing Authority (VCA)
Schedule D- VCA Utilities

| | Ann. Inc. | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|-------------------------------|-----------|----------------|----------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|-----------------------|----------------|----------------|----------------|------------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Utilities | | | | | | | | | | | | | |
| Water/Sewer | 2% | 102,230 | 101,778 | 106,003 | 102,503 | (3,500) | 104,553 | 2,050 | 106,644 | 108,777 | 110,952 | 113,171 | 646,600 |
| Waste Disposal | 4% | 22,427 | 20,948 | 26,318 | 26,318 | - | 27,371 | 1,053 | 28,466 | 29,605 | 30,789 | 32,020 | 174,569 |
| Cable | 2% | 42,682 | 43,308 | 42,682 | 45,513 | 2,831 | 45,513 | - | 46,423 | 47,352 | 48,299 | 49,265 | 282,364 |
| Electricity- Rental Units | 5% | 191,962 | 180,328 | 226,890 | 200,890 | (26,000) | 210,935 | 10,045 | 221,482 | 232,556 | 244,183 | 256,393 | 1,366,439 |
| Electricity- Maintenance Bldg | 5% | 1,613 | 1,408 | 2,945 | 2,945 | - | 3,092 | 147 | 3,247 | 3,409 | 3,580 | 3,759 | 20,032 |
| Propane - Maintenance Bldg | 5% | 1,093 | 839 | 2,856 | 2,856 | - | 2,999 | 143 | 3,149 | 3,307 | 3,472 | 3,646 | 19,429 |
| Total Utilities | | 362,007 | 348,609 | 407,695 | 381,026 | (26,669) | 394,463 | 13,437 | 409,411 | 425,005 | 441,275 | 458,253 | 2,509,433 |

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
Housing Authority (VCA)
Schedule E- VCA Repair & Maintenance Expenditures

| | Ann. Inc. | Actual | | Annual Budgets | | | | Long Term Projections | | | | Total 2016-2021 | |
|--------------------------------------------|-----------|----------------|----------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|----------------|----------------|----------------|-----------------|------------------|
| | | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | | 2021 |
| Employee Costs | | | | | | | | | | | | | |
| Salaries & Wages (1) | | 138,579 | 137,426 | 145,022 | 145,022 | - | 142,792 | (2,230) | 142,792 | 142,792 | 142,792 | 142,792 | 858,983 |
| Payroll Taxes (2) | | 22,049 | 19,851 | 22,304 | 22,304 | - | 21,961 | (343) | 21,961 | 21,961 | 21,961 | 21,961 | 132,112 |
| Workers Compensation | 5% | 7,937 | 8,669 | 7,936 | 7,936 | - | 8,333 | 397 | 8,750 | 9,187 | 9,647 | 10,129 | 53,983 |
| Health Benefits (4) | 7.00% | 40,959 | 57,493 | 51,660 | 51,660 | - | 53,462 | 1,802 | 57,204 | 61,209 | 65,493 | 70,078 | 359,106 |
| Dependent Health Reimbursement (5) | | - | - | - | - | - | - | - | - | - | - | - | - |
| Retirement Benefits (3) | 2.58% | 4,884 | 4,986 | 4,237 | 4,237 | - | 4,280 | 42 | 4,322 | 4,366 | 4,409 | 4,453 | 26,068 |
| Other Employee Benefits (6) | 4% | 149 | 2,899 | 3,180 | 3,500 | 320 | 3,500 | - | 3,640 | 3,786 | 3,937 | 4,095 | 22,457 |
| Housing Allowance (7) | | 20,436 | 20,240 | 23,021 | 23,021 | - | 23,021 | - | 23,021 | 23,021 | 23,021 | 23,021 | 138,126 |
| Subtotal, Employee Costs | | 234,992 | 251,564 | 257,361 | 257,681 | 320 | 257,350 | (331) | 261,691 | 266,322 | 271,261 | 276,529 | 1,590,834 |
| Employee Appreciation | | - | - | 200 | 200 | - | 200 | - | 200 | 200 | 200 | 200 | 1,200 |
| Travel, Education & Conferences | | - | 48 | 1,000 | 1,000 | - | 1,000 | - | 1,000 | 1,000 | 1,000 | 1,000 | 6,000 |
| Vehicle Fuel | 5% | 4,541 | 3,259 | 3,308 | 3,308 | - | 3,473 | 165 | 3,647 | 3,829 | 4,021 | 4,222 | 22,500 |
| Supplies | | 42,657 | 50,785 | 41,000 | 41,000 | - | 41,000 | - | 41,000 | 41,000 | 41,000 | 41,000 | 246,000 |
| Uniforms | | 991 | 672 | 1,000 | 1,000 | - | 1,000 | - | 1,000 | 1,000 | 1,000 | 1,000 | 6,000 |
| Parking Supplies | | - | 228 | - | - | - | - | - | - | - | - | - | - |
| Contract Labor | | 16,855 | 16,690 | 50,000 | 44,000 | (6,000) | 35,000 | (9,000) | 35,000 | 35,000 | 35,000 | 35,000 | 219,000 |
| Roof Snow Removal | | 15,975 | 13,352 | 15,000 | 21,000 | 6,000 | 15,000 | (6,000) | 15,000 | 15,000 | 15,000 | 15,000 | 96,000 |
| Fire Alarm Monitoring System | | 3,780 | 8,810 | 10,400 | 10,400 | - | 10,400 | - | 10,400 | 10,400 | 10,400 | 10,400 | 62,400 |
| Fire Sprinkler Inspections | | 14,749 | - | 5,000 | 5,000 | - | 5,000 | - | 5,000 | 5,000 | 5,000 | 5,000 | 30,000 |
| Equipment/Tools | | - | 2,774 | - | - | - | - | - | - | - | - | - | - |
| Telephone | | 2,078 | 2,312 | 5,062 | 5,062 | - | 5,062 | - | 5,062 | 5,062 | 5,062 | 5,062 | 30,372 |
| Laundry/Vending Supplies | | - | 3,287 | - | - | - | - | - | - | - | - | - | - |
| Laundry Equipment | | - | 292 | 5,000 | 5,000 | - | - | (5,000) | - | - | - | - | 5,000 |
| Repair & Maintenance- Vehicles & Equipment | | 10,737 | 3,339 | 1,082 | 1,082 | - | 1,082 | - | 1,082 | 1,082 | 1,082 | 1,082 | 6,490 |
| | | 347,354 | 357,412 | 395,412 | 395,732 | 320 | 375,566 | (20,166) | 380,082 | 384,895 | 390,025 | 395,495 | 2,321,796 |

Notes:

1. Plan assumes the following staffing level

| | Actual 2014 | Actual 2015 | Original 2016 | Revised 2016 | Variance | Proposed 2017 | Variance | Projected 2018 | Projected 2019 | Projected 2020 | Projected 2021 |
|--------------------|-------------|-------------|---------------|--------------|-------------|---------------|-------------|----------------|----------------|----------------|----------------|
| Maintenance Staff | 3.00 | 3.00 | 3.00 | 3.00 | 0.00 | 3.00 | 0.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Laundry / Cleaning | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | 1.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Staff | 4.00 | 4.00 | 4.00 | 4.00 | 0.00 | 4.00 | 0.00 | 4.00 | 4.00 | 4.00 | 4.00 |

- PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.68%.
- Retirement benefits consists of matching employee 401k contributions from 1% to 9%.
- Projected health care costs in 2017 are \$13,172 annually per FTE and are anticipated to increase at a rate of 7% annually. FTE rates are affected by dependent health care options.
- Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.
- Plan assumes ski pass cost to be \$875 per FTE for the 2016-2017 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$815.
- Discounted housing for certain maintenance staff will be provided.

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
Housing Authority (VCA)
Schedule F- VCA Repairs & Maintenance and Capital Expenditures

| | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|-----------------------------------------------------------------------|----------------|---------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|-----------------------|----------------|----------------|----------------|-----------------|
| | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Routine Repair & Maintenance | | | | | | | | | | | | |
| Roof Repairs (1) | 3,063 | - | 3,200 | 3,200 | - | 3,200 | - | 3,200 | 3,200 | 103,200 | 103,200 | 219,200 |
| Carpeting Replacement (2) | 12,257 | 20,486 | 35,096 | 35,096 | - | 35,096 | - | 35,096 | 35,096 | 35,096 | 35,096 | 210,573 |
| Vinyl Replacement (2) | - | 4,027 | 20,683 | 20,683 | - | 20,683 | - | 20,683 | 20,683 | 20,683 | 20,683 | 124,098 |
| Cabinet Replacement (3) | 54,539 | 47,367 | 10,000 | 10,000 | - | 10,000 | - | 10,000 | 10,000 | 10,000 | 10,000 | 60,000 |
| Appliances | 9,042 | 7,287 | 17,033 | 17,033 | - | 17,033 | - | 17,033 | 17,033 | 17,033 | 17,033 | 102,196 |
| Hot Water Heaters | 2,612 | - | 1,265 | 1,265 | - | 1,265 | - | 1,265 | 1,265 | 1,265 | 1,265 | 7,593 |
| Sidewalk Repairs (4) | - | - | 2,340 | 2,340 | - | 2,340 | - | 2,340 | 2,340 | 2,340 | 2,340 | 14,038 |
| Parking Lot Paving/Resurfacing/Striping (9) | - | - | 30,000 | 30,000 | - | 16,180 | (13,820) | 15,000 | 15,000 | 15,000 | 15,000 | 106,180 |
| Apartment Furnishings | - | - | 1,200 | 1,200 | - | 1,200 | - | 1,200 | 1,200 | 1,200 | 1,200 | 7,200 |
| Fire System Repairs/Maintenance | 357 | 2,600 | - | - | - | - | - | - | - | - | - | - |
| Bobcat (5) | 2,806 | 3,000 | 3,000 | 3,000 | - | 3,000 | - | 3,000 | 3,000 | 3,000 | 3,000 | 18,000 |
| Special Projects (8) | 51,311 | 4,200 | 25,000 | 25,000 | - | 17,000 | (8,000) | - | - | - | - | 42,000 |
| Software Upgrade | - | - | 10,500 | - | (10,500) | - | - | - | - | - | - | 10,500 |
| Energy Upgrades (6) | - | - | - | - | - | - | - | - | - | - | - | - |
| Non Routine Repair & Maintenance | | | | | | | | | | | | |
| Mold remediation | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Non Routine Repair & Maintenance | 135,987 | 88,967 | 159,316 | 148,816 | (10,500) | 126,996 | (21,820) | 108,816 | 108,816 | 208,816 | 208,816 | 921,578 |
| Capital | | | | | | | | | | | | |
| Street Lights | - | - | - | - | - | - | - | - | - | - | - | - |
| Interior LED Lighting | 70,819 | 1,754 | - | - | - | - | - | - | - | - | - | - |
| Laundry Equipment | - | - | 5,000 | - | (5,000) | - | - | - | - | - | - | - |
| Grant Funded Rehabilitation Costs | - | - | - | - | - | - | - | - | - | - | - | - |
| Vehicle Replacement (7) | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Capital | 70,819 | 1,754 | 5,000 | - | (5,000) | - | - | - | - | - | - | - |
| Total Routine & Non Routine Repair & Maint and Capital | 206,805 | 90,721 | 164,316 | 148,816 | (15,500) | 126,996 | (21,820) | 108,816 | 108,816 | 208,816 | 208,816 | 921,578 |

Notes:

1. General allowance for minor, non-routine roof repairs annually. Starting 2020, roofs on phase I buildings need to be replaced at a cost of \$100,000 per roof.
2. The Plan assumes that carpet and vinyl replacement will occur approximately every seven years.
3. Plan assumes cabinets in units will be replaced completely over the next five years.
4. General allowance to repair sidewalk damage to prevent trip and other hazards each year.
5. The Bobcat lease is net of the trade-in vs. the purchase price.
6. Energy upgrades TBD.
7. Vehicle replacement - replace manger vehicle.
8. 2014 - Basketball court, dog park, and a community garden; 2016 - outside deck, drive aisle drainage pans, bear doors; 2017 - outside deck, interior corridor updates.
9. 2017 - Resurfacing and restriping.

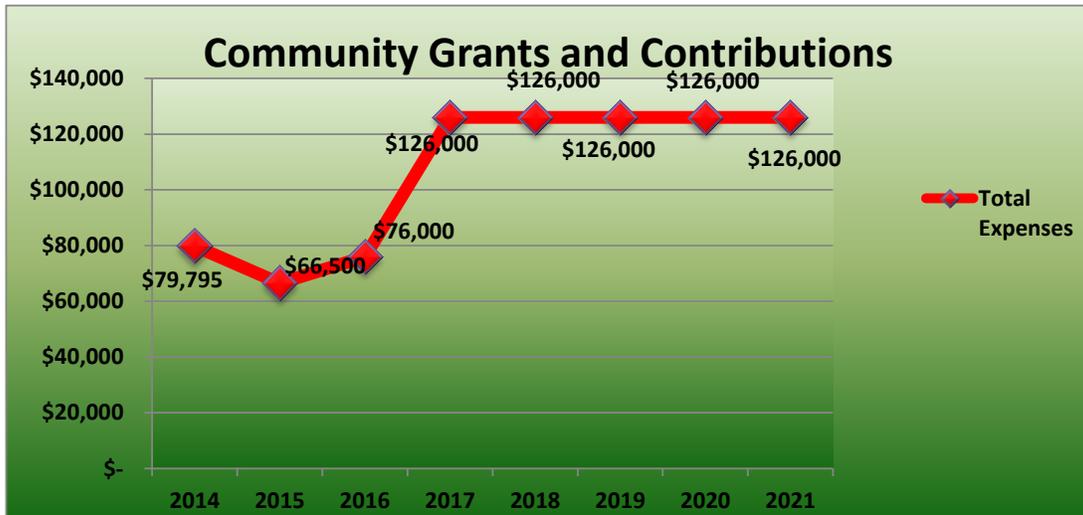
Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
Housing Authority (VCA)
Schedule G- VCA Debt Service

| | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|-----------------------------------------------------------------|-------------------|-------------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|-----------------------|-------------------|-------------------|-------------------|-------------------|
| | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Phase I & II Bonded Debt Service | | | | | | | | | | | | |
| Interest Expense (Note 1) | 177,117 | 396,611 | 397,698 | 397,698 | - | 396,611 | (1,087) | 394,541 | 381,884 | 369,833 | 355,374 | 2,295,941 |
| Loan Fees | - | 4,500 | - | - | - | - | - | - | - | - | - | - |
| Total Phase I & II Interest Expense & Other Fees | 177,117 | 401,111 | 397,698 | 397,698 | - | 396,611 | (1,087) | 394,541 | 381,884 | 369,833 | 355,374 | 2,295,941 |
| Net Scheduled Debt Reduction | 110,000 | - | - | - | - | 64,473 | 64,473 | 393,738 | 406,393 | 418,441 | 432,904 | 1,715,949 |
| Total Phase I & II Debt Service | 287,117 | 401,111 | 397,698 | 397,698 | - | 461,084 | 63,386 | 788,279 | 788,277 | 788,274 | 788,278 | 4,011,890 |
| Total Phase I & II Outstanding Debt | 12,340,000 | 12,340,000 | 12,340,000 | 12,340,000 | - | 12,275,527 | (64,473) | 11,881,789 | 11,475,396 | 11,056,955 | 10,624,051 | 10,624,051 |
| Phase III Debt Service | | | | | | | | | | | | |
| Interest Expense | 85,682 | 83,680 | 22,150 | 22,150 | - | 9,790 | (12,360) | - | - | - | - | 31,940 |
| Total Phase III Interest Expense | 85,682 | 83,680 | 22,150 | 22,150 | - | 9,790 | 12,360 | - | - | - | - | 31,940 |
| Net Scheduled Debt Reduction | 25,192 | 356,834 | 367,621 | 367,621 | - | 292,600 | (75,021) | - | - | - | - | 660,221 |
| Total Phase III Debt Service | 110,874 | 440,514 | 389,771 | 389,771 | - | 389,771 | - | - | - | - | - | 692,161 |
| Total Phase III Outstanding Debt | 1,017,055 | 660,221 | 292,600 | 292,600 | - | - | (292,600) | - | - | - | - | - |
| Total Debt Service | | | | | | | | | | | | |
| Interest Expense | 262,799 | 480,291 | 419,848 | 419,848 | - | 406,401 | (13,447) | 394,541 | 381,884 | 369,833 | 355,374 | 2,327,881 |
| Loan Fees | 160,323 | 4,500 | - | - | - | - | - | - | - | - | - | - |
| Trustee fee | 6,800 | - | - | - | - | - | - | - | - | - | - | - |
| Remarketing fee | 12,450 | - | - | - | - | - | - | - | - | - | - | - |
| Total Interest Expense & Other Fees | 442,372 | 484,791 | 419,848 | 419,848 | - | 406,401 | (13,447) | 394,541 | 381,884 | 369,833 | 355,374 | 2,327,881 |
| Total Scheduled Debt Reduction | 135,192 | 356,834 | 367,621 | 367,621 | - | 357,073 | (10,548) | 393,738 | 406,393 | 418,441 | 432,904 | 2,376,170 |
| Total Unscheduled Debt Reduction | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Debt Service | 397,991 | 841,625 | 787,469 | 787,469 | - | 763,474 | 63,386 | 788,279 | 788,277 | 788,274 | 788,278 | 4,704,051 |
| Total Outstanding Debt | 13,357,055 | 13,000,221 | 12,632,600 | 12,632,600 | - | 12,275,527 | (357,073) | 11,881,789 | 11,475,396 | 11,056,955 | 10,624,051 | |
| Restricted Earnings | | | | | | | | | | | | |
| Interest Income | | | | | | | | | | | | |
| Debt Service Reserve Fund Earnings | 179 | 72 | 1,500 | 1,500 | - | 1,500 | - | 1,500 | 1,500 | 1,500 | 1,500 | 9,000 |
| Total Interest Income | 179 | 72 | 1,500 | 1,500 | - | 1,500 | - | 1,500 | 1,500 | 1,500 | 1,500 | 9,000 |

**TOWN OF MOUNTAIN VILLAGE
2017 BUDGET
COMMUNITY GRANTS & CONTRIBUTIONS**

Each year various organizations request funding from the Town. The grant committee considers these requests, along with budget considerations and makes recommendations to Town Council using the following criteria:

1. Capabilities of the organization
2. Funding sources available
3. Meeting local needs/presence in Mountain Village
4. Necessity of Mountain Village Funding



| Percentage Change in Expenditures | | | | | | |
|-----------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2018-2019 | 2019-2020 | 2020-2021 |
| -16.66% | 14.29% | 65.79% | 0.00% | 0.00% | 0.00% | 0.00% |

Town of Mountain Village
2016 Revised/2017 Proposed Budget and Long Term Financial Plan
General Fund
Schedule F- Grants and Contributions

| | Actual | | Annual Budgets | | | | | Long Term Projections | | | | |
|--------------------------------------------|---------------|---------------|----------------------|---------------------|------------------------------|----------------------|-------------------------------|-----------------------|----------------|----------------|----------------|-----------------|
| | 2014 | 2015 | Original Budget 2016 | Revised Budget 2016 | Revised to Original Variance | Proposed Budget 2017 | 2017 to 2016 Revised Variance | 2018 | 2019 | 2020 | 2021 | Total 2016-2021 |
| Bright Futures School Readiness Initiative | - | - | - | - | - | - | - | - | - | - | - | - |
| Midwestern Colorado Mental Health Center | - | - | - | - | - | - | - | - | - | - | - | - |
| Fen Partnership | - | - | - | - | - | - | - | - | - | - | - | - |
| San Miguel Juvenile Diversion Program | - | 10,000 | 10,000 | 10,000 | - | 10,000 | - | 10,000 | 10,000 | 10,000 | 10,000 | 60,000 |
| Miscellaneous Funding | 20,795 | - | - | - | - | - | - | - | - | - | - | - |
| Regional Mental Health Project | - | - | - | - | - | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 250,000 |
| San Miguel Watershed Coalition | 4,000 | 4,000 | 10,000 | 10,000 | - | 10,000 | - | 10,000 | 10,000 | 10,000 | 10,000 | 60,000 |
| San Miguel Resource Center | 15,000 | 16,000 | 16,000 | 16,000 | - | 16,000 | - | 16,000 | 16,000 | 16,000 | 16,000 | 96,000 |
| TNCC/Eco Action Partners | 40,000 | 36,500 | 40,000 | 40,000 | - | 40,000 | - | 40,000 | 40,000 | 40,000 | 40,000 | 240,000 |
| Telluride Adaptive Sports Program | - | - | - | - | - | - | - | - | - | - | - | - |
| University Centers San Miguel | - | - | - | - | - | - | - | - | - | - | - | - |
| Wright Stuff | - | - | - | - | - | - | - | - | - | - | - | - |
| Telluride Medical Center | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Grants and Contributions | 79,795 | 66,500 | 76,000 | 76,000 | - | 126,000 | 50,000 | 126,000 | 126,000 | 126,000 | 126,000 | 731,000 |



August 11, 2016

Dear Town of Mountain Village,

The San Miguel Watershed Coalition has had an exciting and productive 2016. SMWC has worked to both build upon its relationships with existing partners and to create new ties within the Watershed. In 2016, the Coalition has collaborated with: Trout Unlimited, Valley Floor Preservation Partners, Rimrocker Historical Society, CCC Ditch, Norwood Lawn and Garden Group, Watershed Education Program, Mountain Studies Institute, Southwestern Water Conservation District, local governments and many more entities. The increased funding that Mountain Village provided last year has been a tremendous boon for the Coalition and has played a large role in enabling SMWC to take a more active, inclusive role in all reaches of the San Miguel River. The Town of Mountain Village's 2016 funding has helped the Coalition to accomplish the following:

- Will complete six months of water quality testing and analysis in October. Sampling is conducted at sites in Telluride, Mountain Village, Ophir, Sawpit, Placerville and Nucla--all results are uploaded to the publicly-accessible CDSN.
- Leveraged government funding and membership donations to obtain \$130,000 from the Colorado Water Conservation Board to manage the San Miguel Stream Management Plan.
- Implemented the San Miguel Stream Management Plan—a project that analyzes environmental and recreational gaps and needs in the San Miguel Watershed. The Coalition is currently conducting outreach meetings to introduce the plan to important stakeholders. Stakeholders include recreational outfits, local governments, public land agencies, energy companies, ditch companies, agricultural interests and environmental groups.
- Will participate in the 2016 Nucla Heritage Days, working alongside the Rimrocker Historical Society to provide information on the ecological and cultural history of the San Miguel River.
- Completed the San Miguel River Corridor Guide, a streamside living guide for property owners along the San Miguel and its tributaries. This guide will be distributed to landowners in Telluride, Ophir, Sawpit, Placerville, Norwood, Nucla and Naturita in August 2016.
- Presented information on the state of the San Miguel at the 6th Annual San Juan Mining and Reclamation Conference. Highlighted the upcoming reclamation projects at the Carribeau and Carbonero mines and how they will improve water quality in the Howard Fork.
- Hosted a community watershed forum, an education event designed to inform the public on river health and current Watershed projects.
- Participated in a river clean-up day alongside the Watershed Education Program.
- Presented at the Southwest Water Conservation District's 35th Annual Water Seminar.
- Hired a part-time Program Coordinator, Elizabeth Stuffings.
- Initiated the restructuring of the Coalition's Board of Directors.

In 2017, the Coalition will continue work on its ongoing 2016 projects and accomplish the following, new goals:

- Develop an emergency response plan for hazardous material spills and releases on the San Miguel River.
- Finalize Board restructuring efforts. Increase representation of West End communities, public agencies, recreational outfits, agricultural interests and at-large community members.

- Complete the San Miguel Stream Management Plan's initial outreach and analysis phase. Begin to hold community forums to identify and implement cooperative project and management efforts.
- Revamp the Coalition's website: create an interactive Watershed map, link to current river flows, and highlight boater news/warnings.
- Increase the Coalition's participation in community education efforts.

We greatly appreciate your 2016 contribution of \$10,000 to the Coalition and ask that these funds are provided again for 2017. These funds will allow the Coalition to gain upon its recent momentum to broaden its reach within the Watershed and to find new, innovative ways to engage all members of the Watershed community in the common pursuit of a healthy, productive San Miguel River.

Sincerely,

Elizabeth Stuffings
Program Coordinator, San Miguel Watershed Coalition

The San Miguel Watershed Coalition's purpose is to give the communities and stakeholders in the watershed a voice to direct the future management of watershed resources. Its mission is to advance the ecological health and promote the economic vitality of the watershed through the collaborative efforts of the entire community. Our ultimate goal is to realize a watershed that is healthy in every respect, while offering a sustainable and quality lifestyle for all who live within it.

**San Miguel & Ouray Counties
Juvenile Diversion & Juvenile Services**

P.O. Box 1068
Telluride, CO 81435
(970) 728-4463
(970) 325-7244

July 28, 2016

Dear Town of Mountain Village,

The Juvenile Diversion Program of San Miguel and Ouray Counties respectfully requests \$10,000 for our 2017 general operating budget. It is the mission of the Juvenile Diversion Program to promote public safety and prevent criminal behavior in youth by providing youth offenders ages 10-17 a community alternative to a formal court filing and / or criminal record. Juvenile Diversion offers youth offenders 3-12 month contracts consisting of a variety of requirements that promote accountability, self awareness, skill building and restorative justice.

Though we are small, we are committed to providing youth and their families a quality experience. It is our goal for 85% of referred youth to graduate the Juvenile Diversion program successfully. This means complete all contract requirements as well as demonstrate a change in behavior and commitment to not re-offend. In 2014, 92% of referred youth completed successfully. Youth referred into the program have been charged with crimes such as, theft, possession of marijuana or alcohol, harassment, trespassing, assault and criminal mischief. All Juvenile Diversion clients are required to give back service to their communities and have provided community service hours to various organizations. 100% of 2014 surveyed parents and 86% youth say they were satisfied overall with the Juvenile Diversion Program.

In 2015 the Juvenile Diversion Program served 25 referred youth through formal contracts and in total these youth committed 33 crimes. In 2015 The Mountain Village Police Department referred 3 of 15 San Miguel County clients to the program. 3 youth were referred through Social Services, schools, and families. Through collaborative prevention events, Juvenile Diversion came in contact with almost 200 youth. Prevention events in 2015 included the Norwood, Ridgway and Ouray Boys and Girls Middle School lunch group, and the Norwood, Ridgway and Ouray After prom parties. We are pleased to be working with San Miguel and Ouray Counties Social Services, along with four school districts as attendance advocates. Research shows truancy is the first indicator of future delinquency.

Thank you for your consideration and ongoing support throughout the years. Please let us know how we can serve you best.

Respectfully Submitted,
Wendy Crank,
Director

r

San Miguel & Ouray Counties
Juvenile Diversion & Juvenile Services
P.O. Box 1068
Telluride, CO 81435
(970) 728-4463
(970) 626-5365

**Board Meeting Agenda
August 22, 2016**

New Board Members:

Barb Sanford, Ouray District Attorney
Rob Whiting, San Miguel District Attorney

New Chairperson: Ouray Sheriff, Junior Mattivi

Statistics & PP presentation:

2017 Budgets: Juvenile Diversion
SB94
SB 215 Marijuana \$

Referral process to Juvenile Diversion:

- Current process: Law Enforcement/School/ Social Services/ Parent -VS- Court Process
- Pros - MIP marijuana & Colorado Legalization
 - FAFSA schedule I drug reporting
 - Equality in reporting
 - School, Social Services, & Parent Support
 - Early intervention
 - Immediate consequences for behavior
- Cons - State money through judicial grant (not guaranteed)
 - 215 funds for Juvenile Diversion clients

New Programs & Fees

- Victim Empathy Course \$20
- No Show appt. fee \$5/\$10
- Restorative Justice Services/ Conferencing

New Grants

- Federal vs. State
- Colorado Department of Health & Human Services Marijuana Funds
- Telluride Foundation year off for 2018

San Miguel and Ouray Counties Juvenile Diversion and Services

| | 2013 | 2014 | 2015 |
|------------------------------------|-----------------|---------------------|-----------------|
| Total Clients | 18 | 42 | 25 |
| Females | 6 (33%) | 15 (35%) | 15 (32%) |
| Males | 12 (67%) | 27 (65%) | 17 (68%) |
| 10 and under | | 3 (6%) | 0 |
| 11-13 years old | 2 (13%) | 7 (16%) | 5 (20%) |
| 14 & 15 years old | 8 (46%) | 13 (31%) | 6 (24%) |
| 16 & 17 years old | 7 (41%) | 19 (47%) | 14 (56%) |
| San Miguel County | 13 (73%) | 32 (80%) | 15 (64%) |
| Telluride Marshal | 5 (28%) | 8 (20%) | 9 (36%) |
| Mountain Village PD | 1 (5%) | 0 | 3 (12%) |
| Norwood Marshal | 2 (12%) | 5 (13%) | 0 |
| San Miguel Sheriff | 1 (5%) | 7 (19%) | 0 |
| Other (school, family, DSS) | 4 (23%) | 12 (4-MSO) (28%) | 2 (8%) |
| Ouray County | 5 (27%) | 9 (20%) | 10 (40%) |
| Ridgway Marshal | 1 (5%) | 0 | 1 (4%) |
| Ouray Police Dept. | 1 (5%) | 4 (9%) | 8 (32%) |
| Ouray County Sheriff | 2 (12%) | 1 (2%) | 0 |
| Other (school, family, DSS) | 1 (5%) | 4 (9%) | 1 (4%) |

- One client was a 14 year old male, in kind for Montrose County. (2014)
- A 14 year old Norwood client, was referred by Delta County. (2015)

Senate Bill 94

| | 2013 | 2014 | 2015 |
|----------------------|----------|----------|----------|
| Total Clients | 3 | 7 | 4 |
| Males | 3 | 4 | 4 |
| Females | 0 | 3 | 0 |
| San Miguel | 3 | 5 | 4 |
| Ouray | 0 | 2 | 0 |

Clients receiving services per town

| Population | 2013 | | 2014 | | 2015 | |
|----------------------------------|-------------|--------------|-------------|--------------|-------------|--------------|
| Telluride 2,325 | 9 | (50%) | 13 | (31%) | 14 | (56%) |
| Mountain Village 1,320 | 1 | (5%) | 0 | | 0 | |
| Norwood 518 | 3 | (15%) | 19 | (45%) | 2 | (8%) |
| Ridgway 924 | 1 | (5%) | 2 | (6%) | 2 | (8%) |
| Ouray 1000 | 4 | (25%) | 7 | (17%) | 7 | (28%) |

| | 2013 | 2014 | 2015 |
|-----------------------------------------------------------|-------------|-------------|-------------|
| Total offense committed * | 25 | 55 | 33 |
| Assault | 3 | 1 | |
| Careless driving | | 1 | |
| Criminal Mischief | - | 7 | 1 |
| Conspiracy | - | | |
| Curfew | | 5 | |
| Discharge of Firearms | - | | |
| Disorderly Conduct | - | | |
| Failure to Appear | 1 | | |
| False Reporting | 1 | | 2 |
| Fleeing the scene of an accident that caused death | - | | |
| Fraud | 1 | | |
| Harassment | 1 | | 2 |
| Menacing | - | | |
| Kidnapping | - | | |
| Obstructing a Lifeline | - | | |
| Obstructing a Peace Officer | - | 1 | |
| Possession of Alcohol | 7 | 10 | 9 |
| Possession of Marijuana | 4 | 8 | 7 |
| Possession of Drug Paraphernalia | 1 | | 1 |
| Possession of Schedule II,III drug | - | | |
| Abusing Toxic Vapors | - | | |
| Possession of Illegal Weapon | 1 | 2 | 1 |
| Resisting Arrest | - | 1 | |
| Reckless Endangerment | - | | |
| Sexual Assault | | 2 | |
| Theft | 3 | 8 | 5 |
| Throwing Missiles | | | |
| Truancy | 2 | 5 | 2 |
| Trespass | | 4 | 3 |

JUVENILE DIVERSION



| | | 2013 | 2014 | 2015 | 2016 Budget | 2017 Preliminary Budget |
|---------------------------|----------------------------|----------------|----------------|----------------|----------------|-------------------------------|
| Revenues | | | | | | |
| 101.0380.10.33100 | DEPARTMENT FEES | 1,030.00 | 1,307.50 | 1,267.00 | 1,500 | 2,000 |
| 101.0380.10.34157 | JAG GRANT | 2,791.03 | 4,263.84 | 0.00 | 0 | 0 |
| 101.0380.10.34351 | SB94 GRANT | 8,827.06 | 13,724.96 | 18,676.72 | 13,262 | 13,262 |
| 101.0380.10.34503 | LOCAL AGENCY CONTRIBUTIONS | 56,250.00 | 45,500.00 | 61,750.00 | 56,750 | 59,000 |
| 101.0380.10.35100 | LOCAL DONATIONS | 1,460.00 | 12,500.00 | 12,500.00 | 12,500 | 12,500 |
| 101.0380.10.35105 | EMPLOYEE INSURANCE REIMB | 798.60 | 804.75 | 1,602.06 | 0 | 0 |
| 101.0380.10.35106 | REIMBURSEMENTS | 7,037.23 | 1,582.25 | 2,294.78 | 1,000 | 1,200 |
| 101.0380.10.35121 | AFTER PROM DONATIONS | 1,928.37 | 1,953.00 | 2,171.79 | 2,200 | 3,700 |
| Total Revenues | | 80,122 | 81,636 | 100,262 | 87,212 | 91,662 |
| Expenditures | | | | | | |
| 101.0380.10.4010 | SALARIES -FULLTIME | 49,613.00 | 50,663.62 | 51,925.78 | 54,115 | 0 |
| 101.0380.10.4011 | SALARIES-PART TIME | 29,842.56 | 30,313.21 | 36,836.22 | 37,916 | 0 |
| 101.0380.10.4022 | VEHICLE USE | 0.00 | 0.00 | 0.00 | 0 | 0 |
| 101.0380.10.4024 | CELL PHONE ALLOWANCE | 0.00 | 0.00 | 1,248.00 | 1,248 | 1,248 |
| 101.0380.10.4051 | SOC SECURITY/MEDICARE | 6,081.07 | 6,199.70 | 6,830.90 | 7,136 | 95 |
| 101.0380.10.4052 | HEALTH INSURANCE | 14,017.80 | 14,624.80 | 14,953.60 | 15,634 | 0 |
| 101.0380.10.4053 | DENTAL INSURANCE | 842.65 | 790.30 | 1,690.80 | 731 | 0 |
| 101.0380.10.4054 | VISION INSURANCE | 131.75 | 149.80 | 313.20 | 137 | 0 |
| 101.0380.10.4055 | DISABILITY INSURANCE | 195.22 | 200.52 | 434.93 | 451 | 0 |
| 101.0380.10.6051 | VEHICLE MAINTENANCE | 8,317.44 | 1,906.12 | 1,390.23 | 1,800 | 3,000 |
| 101.0380.10.7010 | INSURANCE | 455.00 | 490.00 | 507.50 | 500 | 530 |
| 101.0380.10.7015 | TELEPHONE | 1,514.15 | 1,676.86 | 1,244.93 | 1,200 | 1,400 |
| 101.0380.10.7030 | TRAVEL | 0.00 | 157.69 | 213.44 | 220 | 220 |
| 101.0380.10.7040 | TRAINING | 35.00 | 0.00 | 0.00 | 0 | 0 |
| 101.0380.10.8001 | OPERATING SUPPLIES | 0.00 | 87.30 | 376.86 | 200 | 100 |
| 101.0380.10.8095 | POSTAGE | 124.56 | 2.38 | 9.80 | 50 | 50 |
| 101.0380.10.8130 | FUEL | 3,552.11 | 3,862.07 | 2,901.63 | 2,700 | 2,700 |
| 101.0380.10.9515 | MISCELLANEOUS | 20.96 | 0.00 | 0.00 | 20 | 300 |
| 101.0380.10.9517 | ADJUNCT SERVICES | 2,296.37 | 5,399.21 | 5,057.00 | 5,000 | 5,000 |
| 101.0380.10.9535 | AFTER PROM PROGRAM | 2,792.86 | 1,549.19 | 2,238.79 | 2,200 | 0 |
| 101.0380.10.9601 | SB94 | 1,835.26 | 4,099.73 | 6,361.16 | 5,000 | 3,344 |
| 101.0380.10.9621 | JAG GRANT | 2,426.93 | 1,661.96 | 0.00 | 0 | 0 |
| Total Expenditures | | 124,095 | 123,834 | 134,535 | 136,258 | 17,987 |

TO: Mountain Village Town Council
FROM: Heather Knox
DATE: July 12, 2016
RE: EcoAction Partners 2017 Funding Request

EcoAction Partners would like to thank the Mountain Village Town Council for your continued support of our organization, which allows EcoAction Partners to provide programs and services to our constituents, as well as coordination throughout the region on sustainability efforts.

Attached is the EcoAction Partners 2017 Draft Work Plan that also highlights our accomplishments for each topic. For 2017, EcoAction Partners is respectfully requesting \$40,000 from Mountain Village for the services we provide.

Thank you again to the Mountain Village for the continued support of your region's sustainability organization.

ECOACTION PARTNERS 2017 DRAFT WORK PLAN & PROGRAM ACCOMPLISHMENTS

- **SAN MIGUEL POWER ASSOCIATION INCOME QUALIFIED WEATHERIZATION PROGRAM (SMPA IQ)**

EcoAction Partners, in partnership with Energy Outreach Colorado, and San Miguel Power Association, is managing the SMPA Income Qualified (IQ) Weatherization Program, which targets low to mid-income residents in our region for energy efficiency improvements. Qualified renters or homeowners receive an energy assessment, prioritizing cost effective energy efficiency measures, which are then implemented. Once the weatherization is complete, the SMPA member is eligible for a free solar panel associated with their account in the new SMPA Income Qualified solar garden.

The 2016 goal for the SMPA IQ Weatherization program was to reach 12-15 residences in the first year. EcoAction Partners currently has 19 approved customers in the queue for service, 2 of whom are Mountain Village residents/families. Nearly all of the energy audits have been completed and the improvements are being coordinated.

- **REGIONAL COMPOSTING PROGRAM**

EcoAction Partners is currently two thirds of the way towards completing a State of Colorado Department of Health and Environment Recycling Resources Economic Opportunity (RREO) Planning Grant that we received to support our goal of creating a regional composting program. Once the planning grant is completed at the end of the year, EcoAction Partners will apply for an Implementation Grant for the Regional Composting Program. If EcoAction Partners receives the implementation grant with funding to support the infrastructure needed, a regional composting program will be targeted to get off the ground in 2017/2018.

- **SNEFFELS ENERGY BOARD: ONGOING REGIONAL COORDINATION & COLLABORATION**

Since 2009, EcoAction Partners has coordinated our regional energy board (previously known as the Western San Juan Regional Energy Board, now the Sneffels Energy Board) which includes representatives from: the governments of: Telluride, Mountain Village, San Miguel County, Ridgway, Ouray, Ouray County, Norwood and Ophir; as well as representatives from SMPA and Black Hills Energy (previously SourceGas), and community members.

The Sneffels Energy Board facilitates regional collaboration to reach sustainability goals, shares information from the Colorado statewide sustainability network, and researches successful programs from other communities as possible models to implement locally. Advantages of this regional approach include a stronger voice to influence political change, combined resources and greater economy of scale to apply for and implement grant programs, and sharing of experiences across the region.

- **GREENHOUSE GAS EMISSIONS INVENTORY & ENERGY USE ANALYSIS**

As part of the work with the Sneffels Energy Board, EcoAction Partners is our region's resource for gathering, updating and maintaining both jurisdiction specific, and regional, Greenhouse Gas Emissions data. This work began in 2010; the six years of data reflects our region's economic, visitor and population fluctuations, in the context of the goal to reduce emissions.

EcoAction Partners works with the Sneffels board and each government's Energy Action Coordinators (EACs) to interpret the results. The information is shared annually with each government and their communities to

facilitate continued progress towards reduction goals. Ongoing analysis of the six years of energy use data is helping to determine success of energy efficiency programs, renewable energy projects, and where to continue to direct efforts for energy conservation.

- **GOVERNMENT ENERGY USE ANALYSIS**

Four of our regional governments use FacilityDude software to track and analyze government energy use. EcoAction Partners assists each EAC as needed with utility data upload, analysis, and identifying opportunities for reducing energy consumption at government owned facilities.

- **BUILDING ENERGY CODES**

EcoAction Partners continues to assist our region’s building departments with updating, interpreting, and applying building energy codes for new construction. With the goal of maintaining some consistency within the region, current priorities include assisting building departments that have not yet gone through the update recently completed by Mountain Village. Ongoing assistance to and communication with the Mountain Village building department continues on an as-needed basis.

- **GREENLIGHTS LED PROGRAM**

Lighting, particularly commercial lighting, is an effective way to reduce greenhouse gases because of the fantastic return on investment. Amory Lovins touts the benefits of LED lighting upgrades for their better light quality, energy savings, and environmental benefits, as “not just a free lunch, but a lunch you are paid to eat.”

Greenlights is a program similar to Relight Mountain Village targeting our regional community partners. EcoAction Partners brought the program to the Town of Telluride, San Miguel County, and the Town of Ridgway in 2015. EcoAction Partners will be running Greenlights for these entities again in the fall of 2016.

Greenlights 2015 Results:

| GREENLIGHTS Community Bulb Purchase Report 2015 | | | | | | | |
|-------------------------------------------------|--------------|--------------|---------------------|---------------|---------------|----------------|------------------|
| | | Bulbs | Government | Watts | Annual | Lbs CO2 | |
| | Participants | Purchased | Rebate | Saved1 | kWh | Saved | Dollar per |
| | | | | | Saved2 | Year3 | CO2 20 Yr |
| Town of Telluride | 116 | 3,195 | \$ 13,514.82 | 33,908 | 37,129 | 72,951 | \$ 0.0093 |
| San Miguel County | 111 | 2,088 | \$ 8,680.19 | 16,761 | 28,607 | 55,919 | \$ 0.0078 |
| Town of Ridgway | 19 | 260 | \$ 2,300.00 | 9,233 | 10,110 | 20,118 | \$ 0.0057 |
| Total | 246 | 5,543 | \$ 24,495.01 | 59,901 | 75,846 | 148,988 | \$ 0.0082 |

Assumptions: A. Based on average of 60% watt reduction per bulb B. 3 hours per day use C. 1.93 lbs. CO2 per kWh

- **SAN MIGUEL ENERGY FORUMS**

Biannually, EcoAction Partners coordinates Energy Forums, which have historically been held in the Mountain Village. The 2016 San Miguel Energy Forum was a successful event. A group of regional energy and fuel leaders joined together on June 1st at the Mountain Village Town Hall and presented on an array of topics related to energy efficiency in homes and facilities, renewable energy opportunities, and alternative fuel vehicles, to name a few. Representatives from Black Hills Energy (previously SourceGas) and San Miguel Power Association presented on rebates and efficiency programs available. San Miguel Power Association recently launched an

exciting Income Qualified “IQ” Weatherization and Solar Project, which will help qualifying homeowners and renters in the SMPA service area in reducing their electricity costs.

The 2016 forum was well attended by commercial and residential building managers of local hotel, condo, building management and HOA personnel. The panel discussion shared the latest in building efficiency to aid in saving money for their companies and clients, and to reduce their building’s footprint on the environment. View presentations from the panel on our website at <http://www.ecoactionpartners.org/san-miguel-energy-forum>

San Miguel Energy Forums promote the latest opportunities for lighting, weatherization and general commercial and residential building efficiency, and renewable energy opportunities, and recycling, composting, and special disposal. The EcoAction Partners 2016 San Miguel Energy Forum was sponsored by San Miguel Power Association, Black Hills Energy, San Miguel County, and the Towns of Mountain Village and Telluride.

- **GREEN PROJECTS GRANT PROGRAM**

Green Projects Grant Program was a strategic grant program created by EcoAction Partners and San Miguel County in 2014 to demonstrate how potential funding can be used to measurably reduce greenhouse gases. Utilizing \$100K from a one-time San Miguel County energy impact fee, EcoAction Partners and SMC solicited “incentive grants” that:

- Measurably reduced greenhouse gases,
- Prioritized energy efficiency, and
- Leveraged other funding sources.

| Grantee | Project | Annual Kilowatts / Pounds Carbon Saved | Project Lifespan |
|------------------------------------------------|---------------------------------------------------------------------------------------------------------|-------------------------------------------------------|------------------|
| Town of Mountain Village | New LED fixtures & bulbs for the gondola terminals | 105,000 KW / 202,647 lbs. carbon | 10 – 15 years |
| Town of Ophir (2) projects for their town hall | A window and door replacement & a photovoltaic installation | 2,028 KW / 3,915 lbs. carbon | 25+ years |
| Telluride School District | New LED parking lot lights & motion sensors tied to classroom lights | 37,187 KW / 71,770 lbs. carbon | 10+ years |
| Norwood School District | Replacement of HID lighting to LEDs in the gymnasium, exterior lights, student union & all purpose room | 30,268 KW / 58,417 lbs. carbon | 15+ years |
| Ah Haa School for the Arts | New LED fixtures and bulbs for the historic Depot building | 12,267 KW / 26,987 lbs. carbon | 20+ years |
| San Miguel Power Association | New LED fixtures and bulbs in the Telluride branch office | 14,089 KW / 27,192 lbs. carbon | 10 – 15 years |
| Telluride Historical Museum | New Insulating interior windows, creating a second barrier for the historic single-pane windows | 9,601 KW / 18,529 lbs. carbon | 25+ years |
| Residential project | Removal and replacement of a coal burning furnace to a natural gas | Assessment difficult Assumed very significant | Forever |
| Residential project | LED bulbs | 5,207 KW / 10,049 lbs carbon | 15-25 years |
| ANNUAL TOTAL | | 215,647 KW 419,509+ significant lbs. | |

If our government partners are interested, EcoAction Partners can make recommendations on a funding mechanism to continue a jurisdiction-specific Green Projects Grant Program.

- **TRUTH OR DARE SCHOOL PROGRAM**

The *Truth or Dare* program was initially developed as an educational challenge for adults in our community to reduce their carbon footprint and develop lasting habits to decrease the amount of carbon emissions released during daily activities and home life. An equally important goal of the program was to estimate and quantify the amount of carbon emission reductions that were achieved during the course of the program. In 2014, the program was redesigned for 9-13 year olds and teens, and it was introduced to the Telluride Intermediate School with overwhelming approval. Over the course of a week students participate in the elective program earning points for their sustainability efforts. Through carpooling, walking or biking, using reusable containers (instead of single-use disposable bags), taking short showers (< 5 minutes), unplugging electric gadgets when not in use, and recycling, for example, the Telluride Intermediate School students significantly reduced their carbon footprints, saving money, energy, and waste. Since 2014, the program continues to gain traction, with more students participating, and greater carbon savings.

Thus far, in 2016, three intermediate schools in San Miguel & Ouray Counties (Telluride Intermediate School, The Telluride Mountain School, and the Ouray School) have participated. Students at these three schools collectively saved 15,704 pounds of carbon and they had fun doing it! This is the carbon equivalent to over 60,000 miles driven. Leadership students introduced the topic to their peers through skits to get them excited about the program. San Miguel Power Association donated great prizes to incentivize the students to participate. The Norwood and Ridgway Schools will host the program in the fall of 2016. We look forward to more success and greater carbon savings in 2017.

- **GREEN BUSINESS CERTIFICATION PROGRAM**

EcoAction Partners' Green Business Certification is a holistic sustainability certification program designed to engage our regional business community to undertake smart environmental practices, and recognize businesses' accomplishments. The certification program encourages energy efficiency, water conservation, waste diversion, land stewardship and renewable energy. EcoAction Partners works with each business to navigate, identify, prioritize, and select optimal sustainability actions. Once certified, EcoAction Partners showcases businesses' sustainability accomplishments through a variety of marketing tools including: website listings on EcoAction Partners, towns and tourism board websites, window cling, certificate and events.

Certified Businesses and some highlights include:

- Inn at Lost Creek & Talay Grille: 50% Local sustainably-sourced organic food, guest room towel/linen saving program, 75% LED lighting, utility bill tracking, low-flow water fixtures.
- Boot Doctors/Paragon: LED lighting in all 3 stores, recycling of old boots & skis, and active education and engagement of staff in sustainability efforts.
- Fairmont Heritage Place: 100% converted in room washing machines to front loading with 1/3 the water savings, and 80% of shower heads have been replaced to low flow with 1-2 gallon per minute water savings.
- Luminosity: Is LEED Accredited Professional – 5 Completed LEED Projects nationally. In addition, several projects were certified with Green Star, a similar program based in Australia and they purchase carbon offsets for all travel.

- Telluride Naturals: 75% of products are locally crafted, require reusable bag purchase if request bag, all programmable thermostates, and all LED Lighting.
- Jagged Edge: On-site solar PV system, communication with suppliers to reduce packaging, recycling or return of all shipping products, CFL/LED lighting.
- La Cocina de Luz: 70% local sustainably-sourced organic food, on-site restaurant compost program, LED lighting, low-flow water fixtures.
- Alpine Bank (efforts across all offices in Colorado): LED lighting, programmable thermostats, extensive utility bill tracking, SMPA solar farm purchase, and working on tracking travel reduction as a result of videoconferencing use by staff.
- Ah-Haa School: Completed a full LED lighting retrofit, responsible art product reuse/disposal, responsible office management, bathroom remodel with low-flow fixtures.
- Telluride Historical Museum: LED lighting retrofit, storm window installation to reduce energy consumption (awarded Green Grant funding), power-down of all office equipment at night.
- San Miguel Power Association's branch offices in Telluride & Ridgway: New LED lighting & programmable thermostats.
- Telluride Realty & Investment (TRI): This business operates from a sustainably-built, off-grid home on Hastings Mesa that was featured in EcoAction Partners Green Home Tour a few years ago. Their other focus is to promote energy efficient, sustainable homes in the region.
- RIGS Adventure Company in Ridgway, and Guide Garage in Ouray both use energy efficient fixtures among other sustainable practices.
- Others: Hotel Madeline, Telluride Resort Store, Picaya, Alternative Power Solar Enterprises, Lotus Energy Solutions, Reinhart Contracting, and the Wilkinson Public Library.

EcoAction will also be presenting the LED Lighting Program and the Green Certification Program for the Telluride Lodging Association later this month. We are expecting several new Green Businesses and larger hotels to be converting to LED lighting in the coming year.

FESTIVAL CRT SERVICES ON A FEE-FOR-SERVICE BASIS

EcoAction Partners continues to provide festival and event compost, recycling and trash (CRT) services on a fee-for-service basis. In 2016, EcoAction Partners provided CRT services to: Mountain Film, Telluride's Fourth of July Celebration, and Blues and Brews. EcoAction Partners will continue to offer Festival CRT services on a fee-for-service basis.

REGIONAL SPRING/FALL CLEAN UP ASSISTANCE

EcoAction Partners provides assistance with the Town of Telluride and San Miguel County for our region's Spring and Fall Clean-ups by providing paid and volunteer staff as well as promotion and publicity through the EcoAction Partner's newsletter, and phone inquiries.

ON-GOING PARTNERSHIP PROGRAMS

Alpine Bank Energy Efficiency Loan Program

Seeing a need to offer a way for individuals and families to finance energy efficiency improvements for their homes, EcoAction Partners approached Alpine Bank to create a loan product to fill this niche. Loans up to \$8,000 unsecured are available (and greater amounts with collateral) for energy efficiency improvements. The

loan payments can be structured over a length of time so that the energy savings, and thus utility savings, is greater than the loan payment, so the improvements provide a positive cash flow.

Clean Energy Collective

In the past EcoAction Partners has assisted the Clean Energy Collective in sales support for our regional community solar garden. Clean Energy Collective’s solar garden is now completely sold out. Once a new renewable energy project comes on-line, EcoAction will continue to partner with this organization to promote sales.

Co-promotion and support for regional sustainability efforts

EcoAction Partners continues to provide support for regional sustainability efforts through marketing and outreach on our newsletter (1,394 subscribers with a 26% open rate), website and other avenues.



Town of Mountain Village Narrative Proposal 2016

History

In 1993, we were founded as the “Tomboy House” by a group of citizens who were concerned that the needs of domestic and sexual violence victims were not being met by local service providers. Before the San Miguel Resource Center (SMRC) was formed, all crisis calls and client contacts related to domestic violence and sexual assault were handled by local law enforcement and social service agencies. The effects of domestic violence can often be complex due to the pervasive consequences of living with frequent episodes of violence and coercion, and local government agencies lacked the time, training, and often the desire to sufficiently address these issues. Victims/survivors, their families and friends, and community professionals initiated a grassroots effort that resulted in the first victim services agency in San Miguel County. Today, we are still the only organization in our region that provides these services. Over the years, we have significantly expanded our staff and program services in response to greater community need as evidenced by a consistent increase in client numbers. Since 1993, we have evolved from a strictly volunteer organization to a highly credible, well-established service provider agency with 7 employees, a 10 member board, and a team of (86) currently active volunteers. We have demonstrated maturity and stability as an agency with diversified funding streams and a highly engaged Board of Directors with 100% Board contribution.

We are the only victim service program in our catchment area, and the services that we provide for our clients are unduplicated within San Miguel and the West End of Montrose County. The San Miguel County Sheriffs, Telluride Marshals, Mountain Village Police, Norwood Marshal, and the West End Sheriffs are the law enforcement agencies we collaborate with. We offer 24-hour victim advocacy services, translation and interpretation for non-English speaking victims, Crime Victim’s Compensation advocacy, Victim’s Rights advocacy, and criminal justice system support including court accompaniment. Telluride Medical Center, Uncompahgre Medical Clinic, Basin Clinic, and San Miguel County Nursing are the medical agencies in our area. We offer 24-hour victim advocacy, and translation or interpretation. We coordinate a Sexual Assault Response Team (SART) with one investigator from each law enforcement agency, our two local Sexual Assault Nurse Examiner (SANE) nurses, and our District Attorney. Telluride Elementary, Telluride Intermediate, Telluride High Telluride Middle, Mountain School, Norwood K-12, Naturita Elementary/Middle, Nucla High and Paradox Valley Schools are all in our service area and participate in our violence prevention program. We also offer training to school staff on victim issues and mandatory reporting of child abuse. Tri-County Resource Center in Montrose

offers long-term shelter to our clients as we are only able to provide 3 nights of emergency safehousing. Second Chance provides care and shelter for pets of our clients both short and long term. Salvation Army offers emergency housing and transportation to our clients who need an extended stay or are in need of a bus ticket. San Miguel Social Services and Montrose County Social Services have MOU's with us stating our working relationship and shared training. An MOU with San Miguel Regional Housing Authority outlines our roles and clearly illustrates housing priority given to victims. Area non-profits such as Uncompahgre Legal Aid, Parents as Teachers, Angel Baskets, Wilkinson Public Library, One to One Mentoring Program, and Telluride Academy all work with our agency on ensuring appropriate referrals, cross-training and addressing any gaps in services. Clients would typically have to travel 60-100 miles to receive similar services if we did not exist. Our neighboring counties do have similar programs with more extensive options for transitional housing, and we do work closely with them when a client wishes to relocate, but ultimately we are the only organization that addresses these primary needs within our rural county.

Mission

Our mission is to eliminate domestic violence and sexual assault in our community through intervention services, prevention education, and social change.

Past Achievements

We have been extremely successful in creating long term sustainability by cultivating relationships with a well varied array of foundations, granters, local governmental agencies, and donors, by developing an annual signature event that has become well known and successful, by having an active, engaged Board and volunteers, and most importantly, by providing a critical community service in a professional and competent manner.

Our greatest achievements are reflected in the success of our clients. Our services are structured to create an opportunity for true change. Take Rea for example. After nearly 10 years of abuse, Rea called the SMRC hotline looking for support services which would help her to escape her abusive partner. She had endured a decade of physical, emotional and financial abuse. She had wanted to escape for a long time, but was frozen by the continual threat that her abuser would kill her or her children should she decide to leave. A friend who utilized the SMRC suggested she call and ask for help.

Staff and advocates first helped her with safety planning so she could organize important possessions and evidence while she prepared for her departure. The SMRC provided financial and logistical assistance in the escape process. Once Rea was able to leave, the SMRC helped her file for a Civil Protection Order and embark on the long journey of fighting for custody of her son. The SMRC also helped her with safe housing services, providing shelter for her and her two kids where her abuser would not be able to find them. Rea's daughter and son received art therapy to help them cope and process the abuse they had experienced. The SMRC provided

short-term counseling services to support Rea and empower her to stay out of the abusive relationship and to avoid abuse in the future.

After a long and arduous custody battle, Rea was awarded full custody of her children. Rea reports that they are now straight A students in school and excel in extracurricular activities. Rea has gone back to school to become a nurse, has moved closer to her mother where she has added support, and is thriving as a single mother.

Your support can help us continue to create positive change in the lives of victims like Rea and her children. After working with Rea, she stated, "The SMRC was my sanctuary, it was hope. It was my strength when I was weak. Without their help, love, and support for my children and me, I am not sure where I would have ended up. The SMRC never viewed me less than a beautiful, strong, courageous person....and eventually it rubbed off and I started believing it too."

Organization Goals and Priorities

Our Board wrote a strategic plan for 2014-17. The following have been identified as priority areas. 1) Direct service - to provide high quality and clearly defined services. 2) Communicate clearly the mission, vision and services. 3) Attract, nurture and retain quality board members and employees. 4) Increase efficiency and internal operations and maintain highest level of fiscal responsibility. We utilize a planning chart to detail our progress which lists all goals and objectives, details strategies, tactics, task owner, start date, completion date, metric, and quarterly status.

We are currently in the process of a staff restructure due to the drastic and consistent increase in demand of our services. We will go from two Co-Executive Directors at 30 hours a week who job shared our executive function to one Executive Director and a Director of Grants. The Executive Director will focus on fundraising, donor and program management, and personnel supervision working 40 hours a week. The Director of Grants will focus on grant writing and grant administration, working 35 hours a week. Our goal with this restructure is to allow more time for community leadership and collaboration efforts, a clear delineation of responsibilities ensuring administrative effectiveness, and for securing additional donor and grant funds. During the last year we have increased staff time by 56 hours a week and by the end of this year we plan to have an additional increase of 25 hours a week totaling 81 additional staff hours per week and two new staff positions. It has been a struggle to keep up with the demand of services needed and our philosophy of providing quality services has not been sacrificed. This restructure will allow us to sustain and flourish without burning out the staff and many volunteers we depend on.

Primary Programs

Our agency structure is based on the following five program areas: Client Services, Prevention Education, Cultural Outreach, Volunteer Training, and West End Rural Outreach. Our Client

Services Program provides all of our basic non-residential intervention services, such as: emergency safe-housing which is available for up to three nights and is donated by a local lodging company, crisis intervention, personal advocacy, civil legal advocacy, criminal legal advocacy, short term counseling, three 24-hour help lines, emergency financial assistance, and court accompaniment to victims of domestic violence and sexual assault in our service region. The overall numbers served in our Client Services Program have steadily grown over the last few years, reflecting the growth in population in our service area and our success in outreach. In 2011, we served 218 unduplicated victims of domestic violence or sexual assault, with 221 served in 2012, 292 in 2013, and 318 in 2014. Our program operates on an empowerment, strengths-based model, and is both client-driven and client-directed. We focus on a client's identified needs and goals, and encourage them to access their own strengths to achieve their desired outcomes. We are able to objectively assess our clients' needs and provide education, tools, guidance, and links to community resources to empower them to make progress towards their identified goals. Most notably, we are committed to accomplish these acts with neither a spirit of judgment nor a preconceived notion of what we believe that our clients' outcomes or interpretations of success should be. In this manner, we are able to respect the autonomy of our clients while encouraging their progress and permit them to measure "success" according to their own definitions. Additionally, we are not bound to the restriction of time constraints, so clients are allowed to move at a pace that feels comfortable to them.

Our Prevention Education Program provides over 400 violence prevention presentations annually in the three school districts in our service region, including teen dating violence prevention, bullying prevention, and pre-school effective communication skill-building. We use evidence-based curriculum such as "Second Step" to impart prevention education information to our local youth. These prevention programs serve over 1,300 students each year.

Our Cultural Outreach Program provides outreach and support to the Hispanic community with all of our basic client services, as well as innovative programming such as "Mujeres Hispanas", our monthly education and empowerment group. Our outreach to underserved populations continues to set a standard in the region, with assistance to 78 Hispanic clients in 2014, notable in a population of 7,678 with 722 (9.5%) Hispanic residents. We have assisted 11 immigrants with the time consuming process of receiving a U Visa, 5 of them within the past year, and are currently advising 8 others, with 2 actively working towards obtaining that goal. The acquisition of a U Visa through the VAWA program is a pathway to residency for victims of violent crimes.

The Volunteer Training Program provides three volunteer advocate training programs each year, as well as monthly advocate meetings. We currently have 98 trained volunteers, with 86 of them considered active. This highly successful program educates our community about victim issues, involves the community in social change activities such as the Equal Pay Bake Sale, and creates a pool of trained volunteer advocates to staff our 24 hour helpline. We rely greatly on volunteer efforts to support clients and act as their advocates both personally and within our community. Furthermore, having such a large team of volunteers sends a strong

message that there is a commitment to addressing and ending violence within our community. The value that our volunteers provide to our agency cannot be emphasized enough.

Finally, the Rural Outreach Program was developed to meet the needs of clients living in the isolated West End of our service area. In 2013, we served 59 clients from this area, in 2014 that number increased to 69 west end clients. We now have two satellite offices in the West End. One is located in Norwood and is staffed one day a week and the other is in Nucla and is staffed two days a week.

Organization Evaluation

A variety of national and state recommendations, as well as an assortment of evidence based methods were considered and applied when crafting our agency's philosophy, policies and procedures and best practices for delivery of services. One example is the review of trauma-based treatments, "A Systematic Review of Trauma-Focused Interventions for Domestic Violence Survivors," Warshaw, Sullivan, & Rivera (2013). This review concludes that there is evidence the following components are helpful in supporting individuals who have been victims of inter-personal violence: (1) psychoeducation about the causes and consequences of IPV and its traumatic effects; (2) attention to ongoing safety; (3) cognitive and emotional skill development to address trauma related symptoms and other life goals and concerns; and (4) a focus on survivors' strengths as well as cultural strengths on which they can draw. We have also implemented practices that are specific to rural communities such as ours.

Our organization conducts evaluations that measure our overall impact on clients, as well as the quality and impact of our individual programs. Throughout the year a minimum of 10% of clients served are contacted and asked about satisfaction and impact of our services. We focus on areas that researchers have identified as related to victims improving the outcomes of their abusive situations, such as whether victims have increased strategies for enhancing their safety. In addition, we ask about satisfaction with our services, and allow opportunity to make general comments. Over the years, we have incorporated feedback to improve our agency performance. For example, comments reporting a lack of community referrals provided to our Hispanic clients led to an improved community referral list in Spanish, which has improved our client's awareness of other resources available.

According to the 58 confidential client surveys we completed in 2014, 100% indicated that they had received enough support from SMRC advocates, 99% reported that they had a better understanding about domestic violence or sexual assault, 99% indicated that they knew more ways to plan for their safety, 86% knew more about community resources as a result of meeting with SMRC advocates, and 100% feel their ability to deal effectively with domestic violence or victimization has improved.

By supporting the SMRC with \$16,000, you will be supporting survivors and their children in their efforts to escape violent living situations and move towards lives of greater empowerment and self-sufficiency. Additionally, you will be aiding the SMRC to meet basic, tangible needs of

our clients, as well as helping us to increase the scope and capacity of direct client services to the rising number of those in need of them. Thank you for taking the time to consider our general operating request and please feel free to contact me if you require any further information.

In peace,

Angela Goforth

Director of Grants and Finance

San Miguel Resource Center

970-728-5842 ext. 4# - office

970-428-2273 - cell

San Miguel Resource Center Profit & Loss Budget Overview January through December 2016

| | Jan - Dec 16 |
|-----------------------------------------|--------------|
| Ordinary Income/Expense | |
| Income | |
| 4000 · Fundraising | |
| 4010 · Special Events | |
| 4015 · BRavo | 1,768.31 |
| 4012 · Movies | 1,500.00 |
| 4011 · Clutch For A Cause | 0.00 |
| 4010 · Special Events - Other | 20,108.15 |
| Total 4010 · Special Events | 23,376.46 |
| 4020 · Fling | |
| 4021M · 2015 Fling Contributions | 18,070.00 |
| 4021L · 2014 Fling Contributions | 38,265.00 |
| 4022 · Silent Auction | 11,794.50 |
| 4023 · Ticket Sales | 17,434.58 |
| 4024 · Other SE Revenues | 2,007.00 |
| Total 4020 · Fling | 87,571.08 |
| 4030 · Womenade | 660.00 |
| Total 4000 · Fundraising | 111,607.54 |
| 4100 · Grants | |
| 4110 · Local Government | |
| 4111 · Town of Telluride | 16,000.00 |
| 4112 · San Miguel County | 8,000.00 |
| 4113 · Town of Mt. Village | 16,000.00 |
| 4114 · Town of Norwood | 250.00 |
| 4115 · VALE | 15,000.00 |
| Total 4110 · Local Government | 55,250.00 |
| 4120 · State Government | |
| 4123 · TGYS | 39,400.00 |
| Total 4120 · State Government | 39,400.00 |
| 4121 · DVP | 69,437.00 |
| 4131 · VOCA | 61,080.00 |
| 4140 · Other Government | 0.00 |
| Total 4100 · Grants | 225,167.00 |
| 4200 · Foundations | |
| 4250 · Other | 35,000.00 |
| 4240 · Telluride HS | 1,000.00 |
| 4230 · Telluride Fnd | 44,000.00 |
| 4210 · Rivendell | 22,000.00 |
| 4200 · Foundations - Other | 0.00 |
| Total 4200 · Foundations | 102,000.00 |
| 4500 · Donations | 42,102.00 |
| Total Income | 480,876.54 |
| Expense | |
| 6950 · Miscellaneous Expense | -206.35 |
| 5011B · Director of Grants | 65,000.00 |
| 5000 · Payroll | |
| 5010 · Personnel Salaries | |
| 5018 · Client services WE | 13,000.00 |
| 5014B · Prevention Ed. Program - Salary | 0.00 |
| 5011 · Executive Director | 75,000.00 |
| 5012 · Client Services Program | 39,520.00 |
| 5013 · Volunteer Program | 37,440.00 |
| 5014 · Prevention Ed. Program | 56,420.00 |
| 5015 · Cultural Outreach Program | 33,280.00 |
| 5010 · Personnel Salaries - Other | 0.00 |
| Total 5010 · Personnel Salaries | 254,660.00 |
| 5030 · Payroll Taxes | 18,718.90 |

San Miguel Resource Center Profit & Loss Budget Overview January through December 2016

| | Jan - Dec 16 |
|------------------------------------------------|-------------------|
| 5040 · Payroll Benefits | 23,125.19 |
| 5050 · Overtime Wages | 0.00 |
| 5060 · Workers Comp | 717.00 |
| 5070 · Paid Crisis Line | 15.00 |
| 5000 · Payroll - Other | 1,808.30 |
| Total 5000 · Payroll | 299,044.39 |
| 6000 · Direct Program Expenses | |
| 6005 · Mileage | 1,736.48 |
| 6015 · Meeting Expenses | 2,502.77 |
| 6025 · Program Materials & Supplies | 1,428.83 |
| 6035 · Community Awareness Events | 2,863.19 |
| 6045 · Crisis Line | 4,861.65 |
| 6055 · Support Groups | 109.71 |
| 6065 · Client Financial Assist. | 2,521.46 |
| 6075 · Client Housing Fund | 4,041.29 |
| 6085 · Client Transportation | 759.71 |
| 6095 · Child Therapy Asst. Fund | 3,825.00 |
| 6000 · Direct Program Expenses - Other | 36.50 |
| Total 6000 · Direct Program Expenses | 24,686.59 |
| 6100 · Indirect Program Expenses | |
| 6185 · Computer Programs & Support | 2,156.94 |
| 6105 · Advertising | 693.47 |
| 6110 · Membership Dues | 981.99 |
| 6120 · Conferences & Training | |
| 6128 · Meals | 446.75 |
| 6127 · Lodging | 1,110.18 |
| 6126 · Mileage | 6,088.33 |
| 6120 · Conferences & Training - Other | 25.00 |
| Total 6120 · Conferences & Training | 7,670.26 |
| 6130 · Office Rent | 600.00 |
| 6135 · Utilities & Maintenance | 50.16 |
| 6140 · Liability Insurance | 5,257.30 |
| 6145 · Professional Fees | 23,297.10 |
| 6150 · Office Expense | |
| 6151 · HOA Dues | 9,387.66 |
| 6152 · Property Taxes | 75.00 |
| 6154 · HOA Special Assessments | 3,775.24 |
| 6150 · Office Expense - Other | 1,556.37 |
| Total 6150 · Office Expense | 14,794.27 |
| 6155 · Equipment & Furniture | 25.64 |
| 6160 · Postage & Shipping | 435.40 |
| 6165 · Printing & Reproduction | 1,384.87 |
| 6170 · Telephone & Fax | 3,063.78 |
| Total 6100 · Indirect Program Expenses | 60,411.18 |
| 6200 · Fund Raising Expenses | |
| 6210 · Fling | 13,468.06 |
| 6220 · Special Events | |
| 6221 · Clutch For A Cause | 100.00 |
| 6222 · Movies | 514.25 |
| 6220 · Special Events - Other | 870.00 |
| Total 6220 · Special Events | 1,484.25 |
| 6230 · Womenade | 500.00 |
| 6200 · Fund Raising Expenses - Other | 755.69 |
| Total 6200 · Fund Raising Expenses | 16,208.00 |
| 66900 · Reconciliation Discrepancies | 1.00 |
| 6900 · Alpine Bank Fees | 85.89 |
| Total Expense | 465,230.70 |

San Miguel Resource Center
Profit & Loss Budget Overview
January through December 2016

| | <u>Jan - Dec 16</u> |
|----------------------------------|----------------------|
| Net Ordinary Income | 15,645.84 |
| Other Income/Expense | |
| Other Income | |
| 7000 · Interest Earned | 56.96 |
| Total Other Income | 56.96 |
| Other Expense | |
| 9000 · Mortgage Interest Expense | 15,531.57 |
| Total Other Expense | 15,531.57 |
| Net Other Income | -15,474.61 |
| Net Income | <u><u>171.23</u></u> |

San Miguel Resource Center
Balance Sheet
As of August 31, 2015

| | Aug 31, 15 |
|-----------------------------------------|-------------------|
| ASSETS | |
| Current Assets | |
| Checking/Savings | |
| 1000 · General Fund Checking 432914 | 26,809.16 |
| 1020 · Alpine Bank #3670 | 2,750.41 |
| 1050 · Capital Fund - MMF 604181 | 504.93 |
| 1051 · Alpine #613570 | 137,665.46 |
| Total Checking/Savings | 167,729.96 |
| Other Current Assets | |
| Petty Cash | 60.00 |
| Total Other Current Assets | 60.00 |
| Total Current Assets | 167,789.96 |
| Fixed Assets | |
| 1255 · New Office | 941,460.42 |
| 1300 · Equipment | 6,176.00 |
| 1350 · Less Acc Depreciation | -191,380.08 |
| Total Fixed Assets | 756,256.34 |
| TOTAL ASSETS | 924,046.30 |
| LIABILITIES & EQUITY | |
| Liabilities | |
| Current Liabilities | |
| Accounts Payable | |
| 2000 · Accounts Payable | 584.70 |
| Total Accounts Payable | 584.70 |
| Other Current Liabilities | |
| 2100 · Payroll Liabilities | |
| 2105 · Accrued Payroll | 7,133.74 |
| 2120 · Colorado Liabilities | 692.00 |
| 2130 · SUTA | 88.77 |
| 2100 · Payroll Liabilities - Other | 150.22 |
| Total 2100 · Payroll Liabilities | 8,064.73 |
| 2111 · Direct Deposit Liabilities | -12.60 |
| Total Other Current Liabilities | 8,052.13 |
| Total Current Liabilities | 8,636.83 |
| Long Term Liabilities | |
| 2500 · N/P Wells Fargo - 300 Pine | 293,826.37 |
| Total Long Term Liabilities | 293,826.37 |
| Total Liabilities | 302,463.20 |
| Equity | |
| 3100 · Retained Earnings | 625,163.16 |
| Net Income | -3,580.06 |
| Total Equity | 621,583.10 |
| TOTAL LIABILITIES & EQUITY | 924,046.30 |

San Miguel Resource Center
Profit & Loss Budget vs. Actual
 January through December 2014

| | Jan - Dec 14 | Budget | \$ Over Budget | % of Budget |
|-----------------------------------------|--------------|------------|----------------|-------------|
| Ordinary Income/Expense | | | | |
| Income | | | | |
| 4000 · Fundraising | | | | |
| 4010 · Special Events | | | | |
| 4015 · BRAvo | 1,768.31 | | | |
| 4012 · Movies | 2,258.27 | | | |
| 4011 · Clutch For A Cause | 2,380.29 | | | |
| 4010 · Special Events - Other | 108.15 | 25,000.00 | -24,891.85 | 0.4% |
| Total 4010 · Special Events | 6,515.02 | 25,000.00 | -18,484.98 | 26.1% |
| 4020 · Fling | | | | |
| 4021M · 2015 Fling Contributions | 18,070.00 | | | |
| 4021L · 2014 Fling Contributions | 28,620.00 | | | |
| 4022 · Silent Auction | 11,794.50 | | | |
| 4023 · Ticket Sales | 17,434.58 | | | |
| 4024 · Other SE Revenues | 2,007.00 | | | |
| 4020 · Fling - Other | 0.00 | 90,500.00 | -90,500.00 | 0.0% |
| Total 4020 · Fling | 77,926.08 | 90,500.00 | -12,573.92 | 86.1% |
| 4030 · Womenade | 660.00 | | | |
| Total 4000 · Fundraising | 85,101.10 | 115,500.00 | -30,398.90 | 73.7% |
| 4100 · Grants | | | | |
| 4110 · Local Government | | | | |
| 4111 · Town of Telluride | 13,000.00 | 13,000.00 | 0.00 | 100.0% |
| 4112 · San Miguel County | 8,000.00 | 10,000.00 | -2,000.00 | 80.0% |
| 4113 · Town of Mt. Village | 15,000.00 | 15,000.00 | 0.00 | 100.0% |
| 4114 · Town of Norwood | 250.00 | 250.00 | 0.00 | 100.0% |
| 4115 · VALE | 25,000.00 | 25,000.00 | 0.00 | 100.0% |
| Total 4110 · Local Government | 61,250.00 | 63,250.00 | -2,000.00 | 96.8% |
| 4120 · State Government | | | | |
| 4123 · TGYS | 7,119.25 | | | |
| Total 4120 · State Government | 7,119.25 | | | |
| 4121 · DVP | 55,712.51 | 63,500.00 | -7,787.49 | 87.7% |
| 4131 · VOCA | 58,870.00 | 58,870.00 | 0.00 | 100.0% |
| 4140 · Other Government | 5,437.50 | | | |
| Total 4100 · Grants | 188,389.26 | 185,620.00 | 2,769.26 | 101.5% |
| 4200 · Foundations | 81,900.00 | 87,250.00 | -5,350.00 | 93.9% |
| 4500 · Donations | 43,577.00 | 5,000.00 | 38,577.00 | 871.5% |
| 4800 · Court Ordered Fees | 0.00 | 600.00 | -600.00 | 0.0% |
| Total Income | 398,967.36 | 393,970.00 | 4,997.36 | 101.3% |
| Expense | | | | |
| 6950 · Miscellaneous Expense | -206.35 | | | |
| 5000 · Payroll | | | | |
| 5010 · Personnel Salaries | | | | |
| 5014B · Prevention Ed. Program - Salary | 0.00 | | | |
| 5011 · Executive Director | 69,157.78 | 67,500.00 | 1,657.78 | 102.5% |
| 5012 · Client Services Program | 51,179.88 | 42,952.00 | 8,227.88 | 119.2% |
| 5013 · Volunteer Program | 33,369.65 | 34,994.39 | -1,624.74 | 95.4% |
| 5014 · Prevention Ed. Program | 41,745.00 | 41,600.00 | 145.00 | 100.3% |
| 5015 · Cultural Outreach Program | 35,146.10 | 37,440.00 | -2,293.90 | 93.9% |
| 5010 · Personnel Salaries - Other | 0.00 | | | |
| Total 5010 · Personnel Salaries | 230,598.41 | 224,486.39 | 6,112.02 | 102.7% |
| 5030 · Payroll Taxes | 18,718.90 | 22,449.00 | -3,730.10 | 83.4% |
| 5040 · Payroll Benefits | 23,123.11 | 19,634.00 | 3,489.11 | 117.8% |
| 5050 · Overtime Wages | 0.00 | 500.00 | -500.00 | 0.0% |
| 5060 · Workers Comp | 717.00 | 647.00 | 70.00 | 110.8% |
| 5070 · Paid Crisis Line | 15.00 | | | |
| 5000 · Payroll - Other | 1,808.30 | | | |
| Total 5000 · Payroll | 274,980.72 | 267,716.39 | 7,264.33 | 102.7% |

San Miguel Resource Center
Profit & Loss Budget vs. Actual
January through December 2014

| | Jan - Dec 14 | Budget | \$ Over Budget | % of Budget |
|------------------------------------------------|-------------------|-------------------|------------------|---------------|
| 6000 · Direct Program Expenses | | | | |
| 6005 · Mileage | 1,751.30 | 1,000.00 | 751.30 | 175.1% |
| 6015 · Meeting Expenses | 3,132.85 | 1,000.00 | 2,132.85 | 313.3% |
| 6025 · Program Materials & Supplies | 2,240.80 | 1,500.00 | 740.80 | 149.4% |
| 6035 · Community Awareness Events | 2,863.19 | 2,300.00 | 563.19 | 124.5% |
| 6045 · Crisis Line | 5,036.34 | 5,000.00 | 36.34 | 100.7% |
| 6055 · Support Groups | 96.79 | 400.00 | -303.21 | 24.2% |
| 6065 · Client Financial Assist. | 2,521.46 | 3,800.00 | -1,278.54 | 66.4% |
| 6075 · Client Housing Fund | 4,041.29 | 4,000.00 | 41.29 | 101.0% |
| 6085 · Client Transportation | 626.39 | 700.00 | -73.61 | 89.5% |
| 6095 · Child Therapy Asst. Fund | 3,825.00 | 8,000.00 | -4,175.00 | 47.8% |
| 6000 · Direct Program Expenses - Other | 36.50 | | | |
| Total 6000 · Direct Program Expenses | 26,171.91 | 27,700.00 | -1,528.09 | 94.5% |
| 6100 · Indirect Program Expenses | | | | |
| 6185 · Computer Programs & Support | 2,156.94 | | | |
| 6105 · Advertising | 1,107.47 | 800.00 | 307.47 | 138.4% |
| 6110 · Membership Dues | 981.99 | 1,235.00 | -253.01 | 79.5% |
| 6115 · Library Materials | 0.00 | 400.00 | -400.00 | 0.0% |
| 6120 · Conferences & Training | | | | |
| 6128 · Meals | 446.75 | 650.00 | -203.25 | 68.7% |
| 6127 · Lodging | 1,110.18 | 600.00 | 510.18 | 185.0% |
| 6126 · Mileage | 6,200.96 | 3,700.00 | 2,500.96 | 167.6% |
| 6120 · Conferences & Training - Other | 25.00 | 1,500.00 | -1,475.00 | 1.7% |
| Total 6120 · Conferences & Training | 7,782.89 | 6,450.00 | 1,332.89 | 120.7% |
| 6130 · Office Rent | 600.00 | 600.00 | 0.00 | 100.0% |
| 6135 · Utilities & Maintenance | 50.16 | | | |
| 6140 · Liability Insurance | 5,257.30 | 5,750.00 | -492.70 | 91.4% |
| 6145 · Professional Fees | 23,573.90 | 14,500.00 | 9,073.90 | 162.6% |
| 6150 · Office Expense | | | | |
| 6151 · HOA Dues | 9,387.66 | 8,544.00 | 843.66 | 109.9% |
| 6152 · Property Taxes | 75.00 | | | |
| 6154 · HOA Special Assessments | 3,775.24 | | | |
| 6150 · Office Expense - Other | 1,508.61 | 2,800.00 | -1,291.39 | 53.9% |
| Total 6150 · Office Expense | 14,746.51 | 11,344.00 | 3,402.51 | 130.0% |
| 6155 · Equipment & Furniture | 25.64 | 200.00 | -174.36 | 12.8% |
| 6160 · Postage & Shipping | 445.18 | 1,200.00 | -754.82 | 37.1% |
| 6165 · Printing & Reproduction | 1,418.29 | 2,000.00 | -581.71 | 70.9% |
| 6170 · Telephone & Fax | 3,293.05 | 3,600.00 | -306.95 | 91.5% |
| 6175 · Subs & Publications | 0.00 | 250.00 | -250.00 | 0.0% |
| Total 6100 · Indirect Program Expenses | 61,439.32 | 48,329.00 | 13,110.32 | 127.1% |
| 6200 · Fund Raising Expenses | | | | |
| 6210 · Fling | 16,515.79 | 14,000.00 | 2,515.79 | 118.0% |
| 6220 · Special Events | | | | |
| 6221 · Clutch For A Cause | 100.00 | | | |
| 6222 · Movies | 514.25 | | | |
| 6220 · Special Events - Other | 570.00 | 10,000.00 | -9,430.00 | 5.7% |
| Total 6220 · Special Events | 1,184.25 | 10,000.00 | -8,815.75 | 11.8% |
| 6230 · Womenade | 500.00 | | | |
| 6200 · Fund Raising Expenses - Other | 755.69 | | | |
| Total 6200 · Fund Raising Expenses | 18,955.73 | 24,000.00 | -5,044.27 | 79.0% |
| 66900 · Reconciliation Discrepancies | 1.00 | | | |
| 6900 · Alpine Bank Fees | 85.89 | | | |
| Total Expense | 381,428.22 | 367,745.39 | 13,682.83 | 103.7% |
| Net Ordinary Income | 17,539.14 | 26,224.61 | -8,685.47 | 66.9% |
| Other Income/Expense | | | | |
| Other Income | | | | |
| 7000 · Interest Earned | 56.96 | 500.00 | -443.04 | 11.4% |
| 7200 · Phenomenal Women - Income | | | | |

3:43 PM

09/24/15

Accrual Basis

San Miguel Resource Center
Profit & Loss Budget vs. Actual
January through December 2014

| | <u>Jan - Dec 14</u> | <u>Budget</u> | <u>\$ Over Budget</u> | <u>% of Budget</u> |
|----------------------------------------|---------------------|---------------|-----------------------|--------------------|
| 7204 · Ticket Sales | 945.00 | | | |
| Total 7200 · Phenomenal Women - Income | 945.00 | | | |
| Total Other Income | 1,001.96 | 500.00 | 501.96 | 200.4% |
| Other Expense | | | | |
| 8200 · Phenomenal Women - Expenses | 122.39 | | | |
| 9000 · Mortgage Interest Expense | 15,531.57 | 25,800.00 | -10,268.43 | 60.2% |
| Total Other Expense | 15,653.96 | 25,800.00 | -10,146.04 | 60.7% |
| Net Other Income | -14,652.00 | -25,300.00 | 10,648.00 | 57.9% |
| Net Income | <u>2,887.14</u> | <u>924.61</u> | <u>1,962.53</u> | <u>312.3%</u> |

San Miguel County Behavioral Health Strategic Plan 2016-2019
Town of Mountain Village Town Council
August 18, 2016

Agenda

1. How Did We Get Here?
2. The Strategic Plan
3. The Way Forward: Implementation of the Strategic Plan

Attachments: San Miguel Behavioral Health Strategic Plan
A Brief History of Community and Agency Efforts Around Behavioral
Health & Substance Prevention
The Way Forward: Strategic Plan Working Group Recommendations
2014-16 Cannabis and Alcohol Taxes from Town of Telluride & San
Miguel County
Project Budget
Regional Commission on Behavioral Health & Substance Prevention
Organization Chart

SAN MIGUEL COUNTY BEHAVIORAL HEALTH STRATEGIC PLAN 2016-2019

VISION

the future we aim to create

A community that inspires hope and improves overall well-being.

MISSION

what we do and who we serve

Enhance the well-being of our community through education, prevention, advocacy and services that support resilience and recovery.

STRATEGIES for CHANGE

*the approach we use to
achieve our mission*

OVERALL APPROACH

We create, implement, and manage behavioral health initiatives, utilizing our existing resources and increasing community education and awareness around behavioral health and wellness. We develop county-wide prevention activities, eliminating gaps and assuring a comprehensive approach. We focus on availability and affordability to all community members regardless of socioeconomic status. Aware of our rural setting, we will improve access to training and services by finding new models of care, using grass-roots support, and integrating mental health into non-traditional settings.

GOAL 1: Create, Implement, and Manage Initiatives of the Strategic Plan

OBJECTIVE 1a: Create a County Commission for Mental Health and Substance Abuse

- Identify composition of Commission
- Research successful existing Commission models
- Launch the Commission and provide model research results

OBJECTIVE 1b: Undertake mapping of existing Mental Health resources

- Research existing resources and identify gaps, including demographics and geographics, in surrounding San Miguel County
- Identify format of “map” and distribution
- Develop plan for ongoing maintenance of the guide to include program changes

OBJECTIVE 1c: Create tracking and reporting systemⁱ

- Protocols for every trackable action of Strategic Plan will mandate that as tracking components are launched, we will convene to assure all tracking components are in place
- Mutual accountability will be assured by establishing tracking protocols
- Identify global tracking and reporting system to encompass all participants

OBJECTIVE 1d: Undertake a countywide promotional campaign on Mental Health Strategic Plan activitiesⁱⁱ

- Work with committee to identify most effective means/format
- Determine what we share
- Determine frequency of reporting
- Evaluate increase in awareness through campaign efforts to evaluate effectiveness

OBJECTIVE 1e: Work collaboratively to leverage and expand funding for Mental Health Strategic Plan Initiatives

- Identify diverse potential funding streamsⁱⁱⁱ
- Collaborate on joint grant partnerships
- Leverage resources for funding initiatives

GOAL 2: Increase Community Education and Awareness About Mental Health and Wellness

OBJECTIVE 2a: Establish National Alliance on Mental Illness (NAMI) Chapter^{iv}

- Research process and requirements to become official NAMI Chapter
- Identify roles and responsibilities
- Launch

OBJECTIVE 2b: Create Multimedia campaign to change norms and reduce stigma

- Adopt a tool to determine community readiness
- Research and launch effective stigma reducing campaign/s
- Evaluate the change in community norms

OBJECTIVE 2c: Provide research-based trainings to educate community members on Mental Health^v

- Promote and increase participation in existing trainings
- Identify new evidence-based trainings to address gaps in populations and areas served
- Partner to launch new trainings - one per year

OBJECTIVE 2d: Join the “Compassionate Communities” initiatives^{vi}

- Research process and requirements to become officially recognized as a “Compassionate Community”
- Identify roles and responsibilities
- Launch

OBJECTIVE 2e: Increase participation in existing programs and expand early childhood programming

- Promote and increase participation in existing trainings
- Identify new evidence-based trainings to address gaps in populations and areas served
- Partner to launch new trainings - one per year

GOAL 3: Develop and Implement Prevention Activities Avoiding Duplication and Eliminating Gaps

OBJECTIVE 3a:

Implement a program to reduce people with Mental Health issues in jails^{vii viii}

- Conduct Mental Health Needs Assessment with law enforcement and other criminal justice stakeholder groups
- Research and develop program/s that address findings
- Launch, with necessary partners

OBJECTIVE 3b:

Increase universal Mental Health and substance abuse screenings in as many sectors as possible^{ix}

- Identify and adopt lifespan screenings
- Identify, partner, and train appropriate sectors
- Address confidentiality requirements regarding sharing information
- Partner and launch

OBJECTIVE 3c: Ensure curriculum that addresses both Mental Health and substance abuse is available to all children; ensuring confidentially, as appropriate^x

- Identify current available curriculums and identify gaps
- Research other existing curriculums to fill gaps
- Partner, as appropriate and launch
- Educate and increase awareness regarding state law concerning minors and confidentiality

OBJECTIVE 3d: Create inter-generational and cross-cultural learning experience through civic engagement^{xi}

- Engage faith-based, school, and civic groups to provide needs assessment information regarding applicable program availability
- Identify opportunities for partnerships (example: shared resources)
- Engage senior population and Spanish speakers to understand barriers to participating in programming
- Address barrier and create appropriate plan/s

OBJECTIVE 3e: “Safe Tourism” campaign addressing substance use, using harm-reduction strategies

- If appropriate, adapt, and adopt existing state/city campaign collateral materials on similar campaign
- Partner with chambers of commerce to distribute

GOAL 4: Improve Access to Training and Services

OBJECTIVE 4a: Integrate Mental Health into non-traditional settings

- Assess readiness of non-traditional partners
- Assist in integration of services in willing partners

OBJECTIVE 4b: Find models of care that address the Mental Health workforce shortage^{xii}

- Research telehealth
- Identify and promote incentives for Behavioral Health professionals to relocate and remain in county
- Identify models of care that utilize non-traditional clinicians & para-professionals
- Adopt better use of group therapy and treatments

OBJECTIVE 4c: Launch grassroots, peer-support groups^{xiii}

- Encourage launching of NAMI support group models
- Diversify peer support model to encourage a broad spectrum of peer-support needs

OBJECTIVE 4d: Ensure Mental Health workforce is trained in trauma-informed care

- Identify existing trauma-informed care used in medical settings
- Identify local trauma-informed expertise; contact for effective use within county
- Encourage countywide trainings regarding ACE testing and findings

OBJECTIVE 4e: Encourage use of Recovery Support Specialists (RSS) in appropriate programs

- Identify existing programs and roles of RSS
- Determine effective use of RSS in rural communities
- Partner and launch appropriate program/s

Endnotes

- ⁱ "DCF: Trauma Informed Care." DCF: Trauma Informed Care. Department of Children and Families, 2015. Web. 29 Oct. 2015. Link: <http://www.ct.gov/dcf/cwp/view.asp?a=4368&Q=514042>
- ⁱⁱ Novotney, Amy. "Creating Internships in Rural Areas." American Psychological Association, 2015. Web. 28 Oct. 2015. Link: <http://www.apa.org/monitor/2015/01/internships.aspx>
- ⁱⁱⁱ Hartley, David, Donna Bird, David Lambert, and John Coffin. "The Role of Community Health Centers as Rural Safety Net Providers." Muskie School of Public Service Working Paper.30 (2011): Web. 28 Oct. 2015. Link: <https://muskie.usm.maine.edu/Publications/rural/wp30.pdf>
- ^{iv} "Find Your Local NAMI." NAMI: National Alliance on Mental Illness. N.p., 2015. Web. 28 Oct. 2015. Link: <https://www.nami.org/Find-Your-Local-NAMI>
- ^v Blanch, Andrea, and David Shern. "The Power of Community." Mental Health America. N.p., 2015. Web. 30 Oct. 2015. Link: <http://www.mentalhealthamerica.net/blog/power-community>
- ^{vi} "Overview." Charter for Compassion. N.p., 2015. Web. 2015. Link: <http://www.charterforcompassion.org/index.php/charter/charter-overview>
- ^{vii} "Stepping Up: A National Initiative to Reduce the Number of People with Mental Illnesses in Jails" American Psychiatric Foundation. Web. 28 Oct. 2015. Link: <https://csgjusticecenter.org/wp-content/uploads/2014/12/SteppingUpInitiative.pdf>
- ^{viii} "Welcome to OC Drug and Alcohol Detox" Orange County Detox. 28 Oct. 2015. Link: <http://www.ocdrugalcoholdetox.com/>
- ^{ix} Marc Lerner, M.D. "Mental Health Screening and Early Intervention in Schools" Center for Healthy Kids and Schools and National Adolescent Health Information Center. Web. 2015. 28 Oct. 2015. Link: <http://www.cdph.ca.gov/programs/cclho/Documents/LERNER%20Mental%20Health%20Screening%20and%20Early%20Intervention%20in%20Schools%20CCLHO%20presentation.pdf>
- ^x For an example see: "Mental Health First Aid" Mental Health First Aid. Oct. 2015. Link: <http://www.mentalhealthfirstaid.org/cs/>
- ^{xi} "Integration and Civic Engagement" Calgary Chinese Community Service Association. 28 Oct. 2015. Link: <http://cccsa.ca/service/integration-civic-engagement>
- ^{xii} "Telebehavioral Health Training and Technical Assistance" SAMHSA-HRSA Center for Integrated Health Solutions. 28 Oct. 2015. Link: <http://www.integration.samhsa.gov/operations-administration/telebehavioral-health>
- ^{xiii} SMART Recovery – Self-Management for Addiction Recovery" SMART Recovery. 2015. 28 Oct. 2015. Link: <http://www.smartrecovery.org/>

Regional Commission for Behavioral Health & Substance Prevention

A Brief History of Behavioral Health & Substance Prevention Efforts in San Miguel County

Our regional economy is heavily oriented toward tourism—a world class destination ski resort in the winter and a summer vacation area featuring numerous festivals and outdoor activities. Many of our visitors come to enjoy themselves in the “party atmosphere” and it is often challenging for the community to balance the needs of the full-time resident population with the sometimes contradictory impulses of a “party” environment. While not quite Bourbon Street at Mardi Gras, the community does have a reputation of being very relaxed toward the use of various legal and illegal substances, and it is not surprising that many tourists enjoy access to substances that are not available at home. A recent Watch article on the cannabis trade cited Mike Davis, owner of the Telluride Bud Company, “I’d say 75% of my customers right now are visitors from out of state.” A similar situation probably exists for our liquor stores and bars.

Further, the demographics of many of our seasonal employees leans heavily toward the 18 to 30-year-old population, many of whom are attracted to the same “party atmosphere.” At the same time, the high cost of living, seasonal nature of employment, and the transient nature of much of our workforce challenges individuals and coping mechanisms and safety nets are often lacking.

In addition, in light of the limited resources that are available in rural Colorado directed at physical and behavioral health, it is not surprising that our communities are challenged to address the behavioral health needs of their citizens.

Over the past fifteen years numerous efforts have been undertaken by community volunteers, social service agencies and organizations, and Tri-County Health Network, to address the real and perceived gaps in behavioral health care in San Miguel County and neighboring communities.

In the early 2000’s school-based efforts included the Positive Alternatives Team, the Telluride Regional Youth Initiative, and APEX. While modestly successful, including a one-time funding of a full-time substance prevention specialist in the area high schools, the effort consistently foundered due to the overreliance on volunteers, the reliance on one-time grant funding streams, and the failure of the broader community to engage on this issue.

In 2014, under the direction of the Tri-County Health Network (TCHNetwork), a Mental Health Learning Summit was held in Mountain Village, engaging 49 local governments and stakeholders in discussing behavioral health and substance abuse. The day-long session included an overview of existing services in our region (Center for Mental Health), innovations

in funding (Rocky Mountain Health Plans) and delivery of services (tele-psychiatry and school-based mental health integration), and a panel addressing substance abuse in our communities.

Additionally, TCHNetwork conducted a Community Health Needs Assessment that summer. Over 1,000 local residents, of varying age, race, and socio-economic status, as well as key stakeholders, including healthcare providers, social service providers, and community and government leaders, identified access to care, including mental health and substance abuse services, as one of the top three health care issues in the region.

In 2015 a Youth Substance Prevention Summit was held to raise awareness of the issue of youth substance use and abuse in our region, and to engage the community and important stakeholders in developing a community coalition centered around substance prevention efforts. A small group of volunteers agreed to continue the dialogue and under the direction of a school counselor met 4 times over the course of the 2015-16 school year without clearly establishing a path forward for the group or the community.

In mid-2015 San Miguel County and the TCHNetwork jointly funded the creation of a Behavioral Health Strategic Plan to assess current needs in the community centered around behavioral health and substance abuse. Multiple focus groups and individual meetings with key stakeholders took place over several months to identify existing services, gaps in services, and the needs of the community in the areas of behavioral health and substance abuse prevention.

In late fall 2015 TCHNetwork engaged with a small group of stakeholders, including San Miguel Resource Center, Telluride R-1 School District, San Miguel County Social Services, and the Center for Mental Health, to discuss the Strategic Plan and map out future steps. As a result of that effort the Strategic Plan Working Group strongly encourages the community to move forward with implementation of the Strategic Plan over the course of the next three years, with initial efforts directed at 5 areas of opportunity:

- Create a Regional Commission for Behavioral Health and Substance Abuse to improve access to and education of behavioral health throughout the region, while ensuring collaboration and efficient deployment of resources across the region;
- Establish stable funding sources (reduce reliance on one-time grants) by accessing local cannabis and alcohol tax revenues, and contributions by stakeholders and retail cannabis and alcohol vendors;
- Engage the community on the strategic plan in a second Behavioral Health Summit (September 2016) to increase community education & awareness about mental health
- Develop and implement prevention activities across agencies to avoid duplication and eliminate gaps
- Improve access to training and services

In June of 2016, in response to a cluster of suicides in our region that greatly elevated the concerns in the community around mental health, TCHNetwork organized a community meeting on the topic. A panel of local experts discussed existing resources and identified gaps in the services based on input from both the panel as well as over 50 community members who attended the lunchtime meeting.

At present, behavioral and mental health services are provided directly by the Center for Mental Health (largely to Medicaid & Underserved Populations), the Telluride Medical Center (private pay, 3rd party insurance), private providers, indirectly by organizations such as the San Miguel Resource Center, and in school settings by school counselors. In addition, TCHNetwork and the Center for Mental Health have provided community trainings for Mental Health First Aid, a nationally recognized, research-based program for educating laypersons about mental health issues.

Regional Commission for Behavioral Health & Substance Prevention

The Way Forward: Strategic Plan Working Group Recommendations

The aforementioned Strategic Plan Working Group is recommending that the community move forward to implement the Regional Behavioral Health Strategic Plan. To accomplish this, the working group recommends the following actions.

1. Establish a Regional Commission for Behavioral Health & Substance Prevention

This Commission would work to improve access to and education of behavioral health throughout the region. The Commission would initially consist of representatives from area agencies engaged in behavioral and physical health, as well as those stakeholders working with the target populations. This would initially include the following entities with additional participants to be determined based on interest and need:

- Tri-County Health Network
- The Center for Mental Health
- Telluride Medical Center
- Uncompahgre Medical Center
- San Miguel County Department of Social Services
- San Miguel Resource Center
- Telluride School District

The Regional Commission would work to implement the Behavioral Health Strategic Plan over the next three years to achieve the goals set out therein including, but not limited to:

- Coordinate efforts in behavioral health and substance abuse prevention across agencies;
- Collaborate in new and innovative approaches to providing services;
- Increase public awareness of behavioral health issues and community resources;
- Leverage resources in the region;
- Provide a framework for securing local, state and national grants;
- Award grant dollars to area providers to support ongoing and new programs aligned to the goals of the strategic plan;
- Research and implement evidence-based practices in the areas of behavioral health and substance abuse prevention.

2. Establish a stable, sustainable, and adequate source of funds and enlist local governments as leaders for local solutions to the behavioral health issues in our region

Local governments and agencies already involved in working in behavioral health are being asked to provide leadership and financial support to fund a locally controlled means of

achieving the successful implementation of the Strategic Plan. Along with stable, sustainable, and adequate funding, the leadership of the elected officials in the region is critical to highlight the importance of behavioral health and substance prevention efforts across our communities.

Funding for implementation of the Strategic Plan can be achieved, in part, by financial support from San Miguel County and the Towns of Telluride and Mountain Village. Potentially, the three governments could allocate a portion of the tax revenues derived from cannabis (in two of the three government jurisdictions) and alcohol sales (in all three government jurisdictions) toward behavioral health and substance prevention work, including implementing the Strategic Plan (See attached chart of tax revenues for these substances).

In addition, the Regional Commission will seek direct contributions from selected stakeholders, including the Telluride Medical Center and the Center for Mental Health, as well as local foundation grants, including the Telluride Foundation. Long term, supplemental funding will be sought through outreach to the distributors of these substances (retail and medical cannabis dispensaries, local retail liquor stores and bars), local, state and national grants (Communities That Care, etc.), and private donations.

It is important to reemphasize that the success of this initiative requires that a stable, sustainable, and adequate source of funds be dedicated to the Regional Commission. Without this funding, and the leadership of our three governments, successful implementation of the strategic plan over the next three years is unlikely.

3. **Empower the Commission to implement the Behavioral Health Strategic Plan over the next three years**

The Commission will specifically work to:

- Ensure collaboration among existing providers and ongoing programs;
- Encourage innovation to improve access to services;
- Secure additional funding sources to ensure the sustainability of programming;
- Establish and promote community wide initiatives in the areas of substance prevention education;
- Raise community awareness of mental health issues;
- Seek collaborative solutions to the challenges facing our community to maximize resources and ensure sustainability of programming.

Over the next year, the Commission will focus on the following areas:

- **Education:** Providing opportunities to educate the community on behavioral health issues and resources;
- **Prevention:** Expand the prevention education efforts in areas schools and in the community, in general;
- **Direct Services:** Investigate and implement initiatives to improve access to behavioral health and substance prevention resources.

This may include work in the following areas:

- Improve outcomes for incarcerated populations;
- Educate the local population in Mental Health First Aid and Youth Mental Health First Aid, evidence based programs shown to benefit the general population in assisting community members with behavioral health issues;
- Convene the 2nd Regional Behavioral Health Summit to further explore the issues and educate the community of behavioral health issues and resources;
- Expand school-based prevention programs, including funding programs provided by Freedom From Chemical Dependency, a Hazelden/Betty Ford program previously used in the local schools.
- Establish two new community coalitions comprised of a wide variety of community groups and stakeholders, including a Community Behavioral Health Coalition and a Youth Substance Prevention Coalition, to serve as “boots on the ground” to implement evidence-based programs in their specific areas, ensure collaboration among the stakeholders, and monitor the success of the programs.

Over the next three years, the focus of the Commission and its initiatives may include:

- Explore alternative means of delivering behavioral health treatment in schools, including tele-therapy;
- Explore initiatives to increase access to behavioral health services in rural areas, including telehealth, behavioral health integration, and technology;
- Develop public awareness campaigns around behavioral health to reduce the stigma of mental illness;
- Develop a public awareness campaign around Safe Tourism, encouraging responsible behavior among our visitors;
- Work with primary care clinics to ensure the use of evidence-based screening assessments and using the results of those tools to inform care, develop new programming, and expanding coverage as needed;
- Evaluate the feasibility of deploying a new community workforce of recovery specialists or peer support specialists to aid behavioral health interventions;
- Explore alternatives to incarceration for individuals with behavioral health issues.

Regional Commission for Mental Health & Substance Prevention

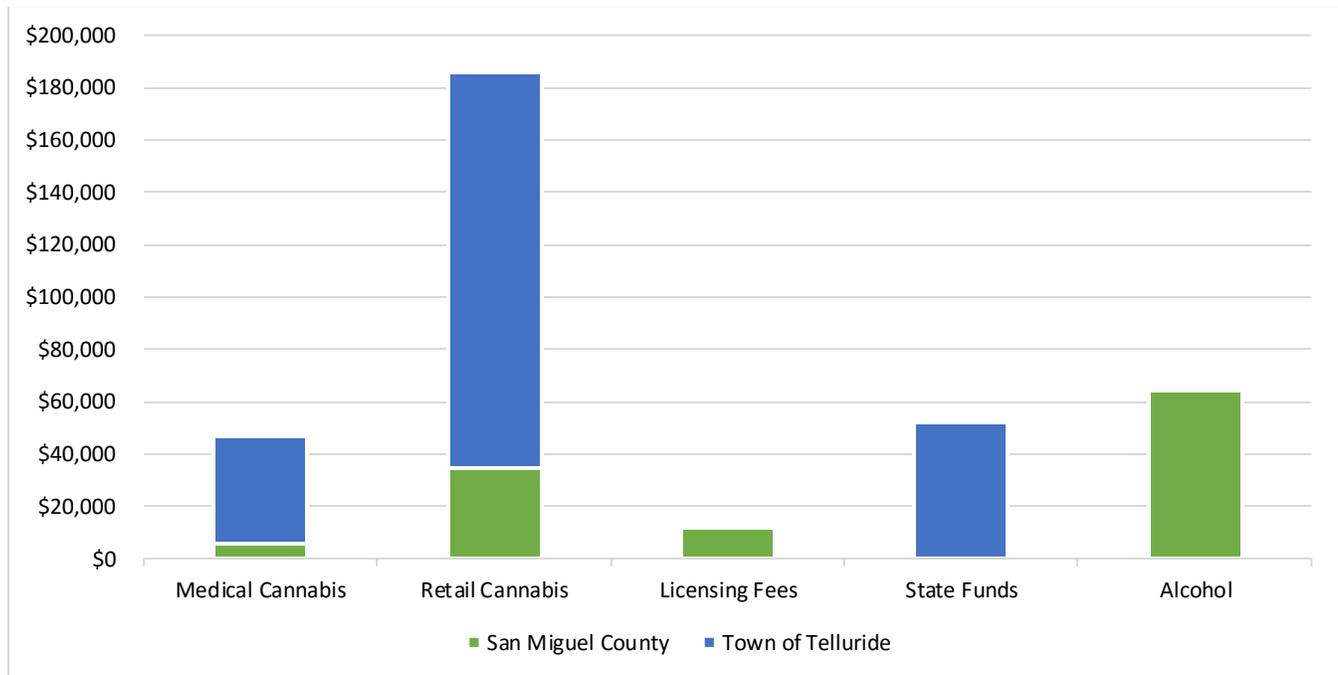
Cannabis and Alcohol Tax Revenues by Jurisdiction, by Year

| <u>San Miguel County*</u> | <u>2014</u> | <u>2015</u> | <u>2016 (Jan-Mar)</u> |
|--------------------------------|------------------|------------------|-----------------------|
| Medical Cannabis | \$ 7,457 | \$ 5,929 | |
| Retail Cannabis | \$ 43,352 | \$ 34,661 | |
| Alcohol | <u>\$ 59,657</u> | <u>\$ 64,249</u> | |
| Total San Miguel County | \$110,466 | \$104,839 | |

*Does not include \$12K in Cannabis License Fees collected in 2015 by SM County

| <u>Town of Telluride</u> | <u>2014</u> | <u>2015</u> | <u>2016 (Jan-Mar)</u> |
|--------------------------------|-------------|------------------|-----------------------|
| Medical Cannabis | | \$ 30,482 | \$ 8,681 |
| Retail Cannabis | | \$150,770 | \$50,155 |
| State Funds | | <u>\$ 52,174</u> | <u>\$15,553</u> |
| Total Town of Telluride | | \$233,426 | \$74,389 |

2015 Combined Total **\$338,265**



Mountain Village does not separately track sales tax for alcohol-related sales

Regional Commission for Behavioral Health and Substance Prevention

2017 Fiscal Year Budget

Expenses

| | |
|----------------------|------------------|
| Salary | \$ 63,000 |
| Benefits | \$ 18,900 |
| Travel | \$ 6,000 |
| Training/Conferences | \$ 10,000 |
| Contractual | \$ 25,000 |
| Programming | \$150,000 |
| Educational Campaign | \$ 15,000 |
| Admin/Operating | <u>\$ 12,000</u> |
| | |
| Total | <u>\$299,000</u> |

Regional Behavioral Health & Substance Prevention Commission

Area Providers & Agencies Including, but not limited to:

San Miguel County Social Services

Center for Mental Health

San Miguel Resource Center

Telluride Medical Center

Uncompaghre Medical Center

Telluride School District

Tri County Health Network

