

**TOWN OF MOUNTAIN VILLAGE
TOWN COUNCIL SPECIAL MEETING
WEDNESDAY, OCTOBER 9, 2019 8:30 A.M.
2nd FLOOR CONFERENCE ROOM, MOUNTAIN VILLAGE TOWN HALL
455 MOUNTAIN VILLAGE BLVD, MOUNTAIN VILLAGE, COLORADO
AGENDA**

	Time	Min.	Presenter	
1.	8:30			Call to Order
2.	8:30	10	Swain	2020 Budget Overview
3.	8:40	30	Swain Montgomery	Capital Projects
4.	9:10	20	Swain	Town Council Acting as the Board of Directors for the Dissolved Mountain Village Metropolitan District: Debt Service Fund
5.	9:30	10	Swain Kennefick	Telluride Conference Center
6.	9:40	10	Swain	Tourism Fund & Historical Museum Fund a. Guest Services Agent
7.	9:50	40	Haynes	Planning & Development Services: a. Building b. Planning Mountain Village Housing Authority: a. Affordable Housing Development Fund i. San Miguel Regional Housing Authority b. Mortgage Assistance Fund c. Village Court Apartments
8.	10:30	15	Katz	Child Development Fund
9.	10:45	45	Soukup	Broadband Services and Information Technology
10.	11:30	60	Kjome	Public Works: a. Building & Facility Maintenance b. Road & Bridge c. Vehicle Maintenance Shop d. Water & Sewer e. Vehicles & Equipment Acquisitions f. Plaza Services & Public Trash
	12:30	30		Lunch Break
11.	1:00	30	Broady	Public Safety: a. Police b. Community Services c. Municipal Court
12.	1:30	30	Loebe	Transportation & Parking Services: a. Parking Services b. Municipal Bus Service c. Employee Shuttle d. Gondola & Chondola

13.	2:00	30	Loebe	Parks & Recreation
14.	2:30	60	Montgomery Kennefick Reed Kunz Swain	Administration: a. Town Manager b. Legal c. Town Council d. Town Clerk e. Human Resources f. Communications & Business Development g. Finance
15.	3:30	30	Grant Committee	Community Grants and Contributions
16.	4:00			Adjourn



Memorandum

To: Town Council
From: Kevin Swain, Finance Director
Date: October 2, 2019
Re: October 9, 2019 Work Session on Budget 2020

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.

Budget Changes from the September 19, 2019 Work Session:

- Budget funding for the position of the Director of Communications and Business Development was removed.
- \$ 35,000 in funding from the Regional Daycare organization was added to the childcare development budget.

Budget and Finance Committee questions and comments:

In addition to the departmental budget documents you will also find attached a document with questions posed by Town Council member Pete Duprey on behalf of the Budget and Finance Committee. Staff has directly responded to most and will be prepared to discuss all at the work session during the appropriate departmental review.

There remain two meetings on the budget calendar for the Town Council to arrive at adoption of the 2020 Budget. The schedule of events follows.

Town Council schedule to adoption:

November 21, 2019

Council meets for First Reading and Consideration of 2019 Revised Budget and 2020 Proposed Budget and for the 2020 fines and fees changes resolution

December 12, 2019

Second Reading, Public Hearing and Adoption of 2019 Revised Budget and 2020 Budget

2020 Budget Questions

General Fund

Revenue

Licenses & Fees - Why is there a 40% decline in Licenses and Fees. I thought we had a \$35MM backlog of projects in various stages of permitting. I would think that would be comparable with 2017. How much cushion is built into the forecast?

2017 was an abnormal year for development fees based on \$65,000,000 in permitted valuation. This compares as an anomaly to our forecast of \$35,000,000 for 2020. Other metrics to support the budgeted level for 2020.

- Last 10 years average permitted \$32,098,165.
- Last 5 years average permitted \$34,769,026
- Current forecast for 2019 permitted valuation \$50,216,666

Charges for Services – why is there a 45% decline in this line item. Has there been a change in our approach in billing for these things?

There has been no change in how fees are assessed however Town Council will study this and it is possible that fee changes may occur that could result in a modification to future revenue collection budgets. As mentioned above 2017 was an abnormal year for development fees and charges for development

Expenses

Information Tech – Large increases to update systems and cyber security. There is a 19% increase in expenses YOY. When do the investments plateau?

It is primarily a result of replacing an outsourced contractor with in house staffing. Staff and Town Council members of the Broadband and IT Committee will be prepared to discuss these comments at the work-session.

Comm & Bus Development – Expenses are up 160%. It is not clear regarding the benefits of this additional investment. From the presentation in Sept regarding the accomplishments it is not clear what the financial impact is to the Town. We need to see what incremental revenue, guest visits or sales tax revenue that has been generated as a result of this \$350k investment.

Expenses have been reduced for the 2020 budget. The Department Director position was eliminated.

Police – Expenses are up 31% from 2017. I'd like to understand what types of new challenges that chief is dealing with. We don't hear much about some of the new challenges the Police team are encountering that they weren't 4 years ago.

From December 2016 through September of 2018, the Mountain Village Police were down 2 sworn officers. Then from October 2018 until March 2019 we were down one sworn officer. Since March we have finally gotten to full staffing. This staffing vacancy savings accounts for the lower 2017 and 2018 actual budget numbers as compared to what is budgeted for 2020 as we plan to stay at authorized staffing levels.

To answer the question of new challenges – I think the most dramatic indicator is that until last year – we did not have any patrol cars with transport cages in them. Due to the continued increase of violent, mentally ill or drug issue transport/ arrests we have now outfitted all the marked patrol cars with full transport cages.

Community Grants – revenues are flat, why are community grants up 42%. Are there some contributions that don't really benefit MV taxpayers.

Increase based on 2018 surplus result and by direction from the Budget and Finance Committee at its initial goal setting meeting in April and direction from Council.

Municipal Bus – Why isn't this part of SMART?

- (1) TMV must provide bus service when the G is down due to weather, mechanical, etc. issues.
- (2) Local bus service (Meadows) was not contemplated under the SMART agreement. The SMART agreement encompasses regional transportation services only, not services provided within either town. SMART is funding shoulder season bus services between TMV and TOT through an IGA providing for an hourly fee for TMV bus operating hours.

Plaza Services – Expenses are up 30%. Much of this is around utilities, planter repair and S&B. Is there any way to mitigate some of these expenses? Could we plow the plaza to reduce the amount of snow melt?

Town staff will be prepared to discuss at the budget worksession for Plaza Services.

Building / Facilities Services – Seems like a lot of onetime expenses from 2017. What is the driver of these? Were we doing this preventive maintenance in 2017?

Town staff will be prepared to discuss at the budget worksession.

Broadband Fund

Gross Profit before Operations expense

- Cable \$ 98,512
- Phone \$ 13,225
- Internet \$732,904

Operating Expenses \$551,251

The internet is carrying Cable and Phone. Is it time to stop offering cable and phone? I believe that with the new internet platform this will accelerate the cord cutting of cable. Regarding phone it is so small why bother with it. People now have plenty of options for both phone and cable. We need a transition plan for Cable and phone.

We need a 15-year proforma for the new internet to understand the profits and capital requirements and pricing strategy.

Staff and Town Council members of the Broadband and IT Committee will be prepared to discuss these comments at the work-session. Budget narratives and a pro-forma analysis prepared by the consultant from Uptown Services are included with the Broadband Services section of the packet.

VCA

Revenues are up 12% and expenses are up 32%. It is not clear why expenses are up so much other than catch up of O&M. We need a regular program to refurbish units with carpets, appliances, etc. I would think that after 10 years a unit would get a full upgrade of kitchen, bath, carpeting and paint.

As part of the budget I'd like to see the frequency of maintenance (weekly, monthly, quarterly, or annually) of the buildings and common areas. This would include washing of windows, power washing of exterior common areas, cleaning of common area carpets, cleaning of laundry rooms, pest treatment, etc. There should be guidelines around painting / staining of interior and exterior common areas.

Regarding outside grounds we need to develop a similar maintenance program around landscaping, lawn weed and feed, snow removal, chip sealing, parking lot sweeping and relining parking spots.

I'd like to have a discussion around potential outsourcing of some of the functions to see if there are ways to lower the overall costs.

Maintenance Logs, schedules and a discussion memo from the Housing Director are included with the VCA Budget section of the packet. No changes have been made to the budget for maintenance but will be updated as a follow-up from the discussion with Town Council.

Childhood Development Fund

We have 17 kids in daycare and 17 in preschool. The daycare program is losing \$171k which the majority is associated with infant care which MV is the only provider of infant care. Of all the kids in daycare were infants it is costing the town \$10K per child. It is likely infant care is higher than \$10k loss per child. The losses are getting larger and to have the taxpayers to continue to fund these losses is a big ask.

Are there funds available at the state or federal level that could help offset the infant care program?

Could employers of the parent's fund some of the losses as an employee benefit?

The County passed a new tax in 2018 for child care. Is there money available to help support infant care?

Could there be a campaign to raise the money through private sources to fund these losses similar to Rainbow Rascals?

Could other providers takeover these programs to create greater scale advantages?

The MV benefit structure makes offering programs like these difficult. Could we develop a separate benefit structure for these businesses?

We need a plan to lower the losses within a year.

The draft budget has been amended to include an award of property taxes collected by the Regional Childcare Organization. The amount is \$35,000 per year.

Parking Services Fund

Parking revenues are down 5% and expenses are up 10%. I thought we signed two parking agreements with festivals in 2019 that would add revenue in 2020. Why is it down \$52K YOY

PARKING SERVICES				
REVENUES AND EXPENDITURES PER GL				
2019 YTD VS 2018 YTD				
	2019 @8.31.19	2018 @8.31.18	YOY Variance	YOY %Variance
REVENUES				
Parking Permits	\$ 8,565.00	\$ 10,665.00	\$ (2,100.00)	-19.69%
Parking Revenues	319,944.00	268,185.43	51,758.57	19.30%
Parking Fines	34,035.00	27,109.13	6,925.87	25.55%
TOTAL REVENUES	\$ 362,544.00	\$ 305,959.56	\$ 56,584.44	18.49%
EXPENDITURES				
Parking Services	\$ 92,633.77	\$ 88,099.00	\$ 4,534.77	5.15%
Gondola Intercept Pkg.	37,040.85	25,657.87	11,382.98	44.36%
Surface Lots	3,638.54	15,250.48	(11,611.94)	-76.14%
Heritage Parking Garage	58,369.07	50,719.63	7,649.44	15.08%
Meadows Parking	16.49	1,000.00	(983.51)	-98.35%
PARKING EXPENSES	\$ 191,698.72	\$ 180,726.98	\$ 10,971.74	6.07%
Capital	63,979.62	5,615.39	58,364.23	1039.36%
TOTAL EXPENDITURES	\$ 255,678.34	\$ 186,342.37	\$ 69,335.97	37.21%

Why is Heritage Parking revenue down 14% YOY?

TMV has not received the second installment from Planet Bluegrass (\$74,141 estimated based on audit numbers). TMV has received \$10,000 from Blues and Brews (not shown in the above figures) and estimates another \$15,000 will be received from Blues and Brews.

HPG Annual Revenues			
Year	Revenues	YOY Variance	YOY %Variance
2014	\$ 139,895		
2015	\$ 153,063	\$ 13,168	9.41%
2016	\$ 157,278	\$ 4,215	2.75%
2017	\$ 195,112	\$ 37,834	24.06%
2018	\$ 207,257	\$ 12,145	6.22%
2019 YTD 9.30.19	\$ 188,561	\$ (18,696)	-9.02%

Heritage Parking Garage expenses in 2019 YTD include a \$10,000 charge for repair of the main door which will be reimbursed by proceeds from the insurance claim. This makes expenses across the parking fund flat when compared to 2018.

2018 was a light year for parking capital expenditures. The Market Plaza parking lot was paved this summer which accounts for the increase in capital and total expenditures.

When looking at total annual parking revenues, there was a substantial increase from 2014 to 2015 because of renegotiated valet parking rates as well as increased revenue in special events. The decrease in revenue in 2016 is due solely to the elimination of day use charges in GPG. When looking at total annual parking revenues, there was a substantial increase from 2014 to 2015 because of renegotiated valet parking rates as well as increased revenue in special events. The decrease in revenue in 2016 is due solely to the elimination of day use charges in GPG. In 2017 there was an \$80,000 anomaly. A one-time parking buyout was paid by agreement with a property owner. That payment was refunded in 2019 when the owner was able to privately secure parking for his project and thereby triggering the refund. We are conservatively projecting 2019 end of year parking revenues to approach \$500,000 mainly due to the increase in special event parking rates.

Total Annual Parking Revenues			
Year	Revenues	YOY Variance	YOY %Variance
2014	\$ 397,500		
2015	\$ 502,091	\$ 104,591	26.31%
2016	\$ 407,432	\$ (94,659)	-18.85%
2017	\$ 493,116	\$ 85,684	21.03%
2018	\$ 427,452	\$ (65,664)	-13.32%
2019 YTD 9.30.19	\$ 377,284	\$ (50,168)	-11.74%

We are talking to TSG about charging for the Market (Gondola Parking Garage) parking facility. The idea would be free for residents and a short-term rate and a day rate. We will need to develop a forecast for the budget.

This is a topic for discussion. There is no written staff response.

Road & Bridge

Why are gasoline expenses so high from 2017?

In March of 2019 unleaded was up from March 2017 by 11.28% and diesel was up by 13.7%. Snow removal hours were also up by 32% in the first quarter of 2019 over 2017. Town staff is prepared to discuss this to a greater degree at the worksession for Road and Bridge budget.

General Fund Capital

We have allocated \$300K for trails. There were a couple of safety issues that were discussed at the July meeting. Country club Drive and the separation of bikes. We have budgeted \$850K to deal with some of these issues.

The Meadows trail was discussed and the safety issue in getting across 145. Jim Loebe has some options around this and partnering with the County.

There was a discussion around the Jurassic trail and the issue with Bikers and Hikers. Jim L. was proposing a separate hikers trail only called Stegosaurus that would run along the ridge behind the homes on Country Club Drive through the woods.

These initiatives should be high priority for the 2020 budget and costed out by Jim Loebe.

Capital Projects

Safety Improvements	-	-	-	-	-	850,000	850,000
Town Hall Sub Area Improvements (1)	-	-	-	-	-	2,000,000	2,000,000
Shop Remodel	-	-	50,000	50,000	-	1,238,000	1,238,000

Safety improvements really are around Country Club drive.

Engineered costing estimates for lower San Joaquin, Country Club, and Village Center safety improvements per the mayor's direction have been included in the general fund capital budget for consideration. Costing estimates are still being developed for safety improvements in the Jurassic corridor.

Town Hall is around the road realignment which I'm not sure we are all on board with. I think we need to develop a phasing plan and determine who is paying for it, (TMVOA, TSG, MV).

The shop remodel is actually \$750K which is net of the \$488,000 from the proceeds of the sale of the 3rd floor to the fire district.

Water Sewer Fund

What is associated with the \$647K of capital expenditures? Is this our 35% portion of the Waste Water Treatment Facility?

\$250,000 is for the Ski Ranches system and \$387,608 for our share of the regional WWTP capex in 2020. This is per the Town of Telluride.

Is there anything we could do to lower our electricity consumption? Variable speed pumps?

Town Staff will be prepared to discuss this at the appropriate time during the October 9th worksession.

TCC Fund

Where is the revenue associated with the conference center? The revenue sharing thresholds have not yet been achieved by the operator.

We need a plan for the conference center. We can't continue to lose \$260K per year. The TCC Committee has been reactivated.

Gondola Fund

Our benefits are running 42% of base salaries which seems to be excessive for a transient work force. Most gondola employees are not transient. Management, maintenance, operations supervisors, and core operators are FTYR. The gondola is budgeted for 20 (14.67 FTEs) seasonal operators out of 54 positions. The gondola and chondola are budgeted for 13.5 FTYR FTEs for operators. The gondola has employed 8 to 12 FTYR operators over the last couple of years. Employing seasonal versus FTYR operators saves health insurance costs which is the largest driver of an individual's benefits.

Do the employees really value the PERA retirement benefit?

- (1) FTYR employees that are from the area or plan to be in the area long term value the PERA retirement benefit and the matching 401K benefit.
- (2) Seasonal employees that work for us for a season or two do not place the same value on PERA.
- (3) Structurally it is difficult for TMV to have different classes of employees with different retirement plans. TMV cannot simply opt out of PERA for a certain class of employees.

Could you lower the benefits plan to say 22% of base salary and provide them \$2 more per hour to \$18 / hr. (incl the end of bonus). This change would put \$4160 pretax cash in their paycheck which is more money to live on today rather than waiting 40 years for their pension. This I believe would help in recruiting. This could save \$85K and potentially be more valuable to employees. We need to have a discussion on this?

- (1) Seasonal employees receive benefits equal to 15.86% of direct compensation assuming they work two full seasons. The primary benefits received are the employer PERA contribution, the employer Medicare contribution, and a ski pass if they work the winter season.
- (2) Changing from PERA to social security is a 7.5% employer savings maximum for a seasonal employee (13.7% PERA employer contribution less 6.2% employer social security contribution).
- (3) Increasing a seasonal operator's wages \$2/hr and converting to social security increases TMV costs \$1,487 per seasonal operator. Seasonal employees work 1,560 hours. They do not work 2,080 hours per year. The increase to their wages is \$3,120. The savings from converting to social security from PERA for TMV is \$1,679. The increase to the Medicare employer contribution is \$45.

	Seasonal Operator						
	PERA		Social Sec		SS &+\$2/hr		SS &+\$1.12/hr
Hours	1,560	0	1,560	0	1,560	0	1,560
Base Rate	15.00	0.00	15.00	2.00	17.00	-0.89	16.11
Base Annual	\$ 23,400.00	\$ -	\$ 23,400.00	\$ 3,120.00	\$ 26,520.00	\$ (1,380.91)	\$ 25,139.09
Bonus	1,560.00	-	1,560.00	-	1,560.00	-	1,560.00
Direct Compensation	24,960.00	-	24,960.00	3,120.00	28,080.00	(1,380.91)	26,699.09
Benefits							
PERA/Social Security	3,419.52	(1,872.00)	1,547.52	193.44	1,740.96	(85.62)	1,655.34
Medicare Insur	361.92	-	361.92	45.24	407.16	(20.02)	387.14
Ski Pass/Wellness Benefit	925.00	-	925.00	-	925.00	-	925.00
Health Insurance	-	-	-	-	-	-	-
401K (max match)	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Total Benefits	4,706.44	(1,872.00)	2,834.44	238.68	3,073.12	(105.64)	2,967.48
Total Compensation	\$ 29,666.44	\$ (1,872.00)	\$ 27,794.44	\$ 3,358.68	\$ 31,153.12	\$ (1,486.55)	\$ 29,666.57
Differences from Current	\$ 29,666.44	\$ (1,872.00)		\$ 1,486.68		\$ 0.13	

- (1) Base annual wages of a FTYR operator are \$34,091 (\$16.39/hr * 2080 hours). 22% of the FTYR operator base is \$7,500 which will not cover the health insurance premium.
- (2) Our long-term employees (management, maintenance, supervisors, young employees with children) value the increased benefits. Long-term, committed employees are integral to the gondola's successful operation.
- (3) Increased wages are an excellent recruiting incentive. At this time, staff would prefer to look at the cost/benefits of a) an increased seasonal bonus and/or b) a night shift differential or late night hours differential versus increasing base rates. These incentives are currently being discussed with our funding partners at TMVOA.

We cannot offer PERA benefits to some town employees and not others. To opt out of PERA completely would require ordinance or resolution from town council that has been approved by 65% of employees.

If seasonal gondola operators were not Town employees, they would not have to pay into PERA. (i.e. if they were TMVOA employees)

General HR Questions

The budget assumes a total salary increase of 4.1%. This seems to be quite high by industry standards. Most approaches I have seen on salary increases is a cost of living increase and then a merit pool of between 0 and 7%. Zero merit would apply to someone who is who is performing the same in their job and is not really going above and beyond. For someone who is performing below average may not get any cost of living or merit. You may have a cost of living increase of 2% and a merit pool of 1%.

The Town historically has never offered a cost of living increase, only merit increases based on performance which do average between 0 and 7%.

When the compensation study was implemented in 2018, any employees who were not in their pay range were brought up to minimum or midpoint as applicable. Our philosophy is the Town's current base pay ranges are +/- 5% of market value. Employees with five years of service and good performance should be at or above midpoint in their pay range.

Similar to the comment on the Gondola fund, for some of our lower paid employees, do they really appreciate the high level of benefits vs more pay in their pay check. **Seasonal gondola operators? Maybe?** Most young people don't appreciate higher health care and pension benefits. Employees in the ground keepers, Bus drivers, etc. **Seasonal employees are not eligible for benefits such as health care and 401(k) match. See Gondola Fund above regarding PERA.**

Plazas. Most of the seasonal employees have been promoted to full time, year-round, in which case, they appreciate PERA benefits. (We only have two seasonal plazas employees.)

Similar to the comment on the Gondola fund, for some of our lower paid employees, do they really appreciate the high level of benefits vs more pay in their pay check. Most young people don't appreciate higher health care and pension benefits. Employees in the ground keepers, Bus drivers, etc. **Same as above.**

General Finance Questions

How conservative is this budget. My sense is it is very conservative. I'd prefer to have a realistic budget that managers need to work to achieve and then at the top level have a contingency to cover recessions, or unforeseen issues.

This is a topic for discussion. There is no written staff response.

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections
General Fund Capital

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019		2020		2021 Long Term Projection	2022 Long Term Projection	2023 Long Term Projection	2024 Long Term Projection	
				2019 Original	Forecasted	2019 Adjustments	2020 Proposed					2020 Adjustments
General Fund Capital Outlay	Boilers - MR&R	-	-	60,000	-	(60,000)	-	-	-	-	-	
General Fund Capital Outlay	Sunset Plaza Project	749,545	8	-	-	-	-	-	-	-	-	
General Fund Capital Outlay	Zamboni Building	4,250	-	-	-	-	-	-	-	-	-	
General Fund Capital Outlay	Plaza Services Capital	56,918	345	-	-	-	-	-	-	-	-	
General Fund Capital Outlay	Wayfinding-Marketing & Development	110,079	97,290	100,000	100,000	-	-	(100,000)	-	-	-	
General Fund Capital Outlay	Police Equipment (1)	19,917	-	-	-	-	28,000	28,000	-	-	-	
General Fund Capital Outlay	Municipal Offices/Town Hall	-	5,603	27,000	27,000	-	-	(27,000)	-	-	-	
General Fund Capital Outlay	Capital Equipment (4)	-	-	-	-	-	-	-	375,000	-	-	
General Fund Capital Outlay	Firehouse Replacements/Repairs (2)	-	-	20,000	54,500	34,500	20,000	(34,500)	-	-	-	
General Fund Capital Outlay	Trail Improvements (3)	-	-	300,000	300,000	-	300,000	-	300,000	300,000	300,000	
General Fund Capital Outlay	MVB Trail	-	-	-	-	-	-	-	-	-	-	
General Fund Capital Outlay	Village Pond Restoration	-	-	115,000	115,000	-	-	(115,000)	-	-	-	
General Fund Capital Outlay	Emergency Exit	-	11,152	-	-	-	-	-	-	-	-	
Total		940,709	181,646	622,000	596,500	(25,500)	348,000	(248,500)	675,000	300,000	300,000	300,000

- (1) Replace end of life Hand held radios
- (2) 2019 \$20,000 AV equipment in conference room / EOC \$34,500 repair water service to Municipal building (town share = 46%), 2020 - New office furniture
- (3) Trails master plan hot list implementation
- (4) Generator for Town Hall complex facilities

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections
Capital Projects Fund

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019		2020		2021 Long Term Projection	2022 Long Term Projection	2023 Long Term Projection	2024 Long Term Projection
				2019 Original	Forecasted	Adjustments	Proposed				
Capital Projects Fund Revs	DOJ Grant Revenue	-	9,487	-	-	-	-	-	-	-	-
Capital Projects Fund Revs	Firehouse Buy Out	-	-	-	-	-	-	-	-	-	-
Capital Projects Fund Revs	Interest-Developer Notes	-	-	-	-	-	-	-	-	-	-
Total Revenues		-	9,487	-	-	-	-	-	-	-	-
Capital Projects Fund	Meadows Improvement Plan	266,071	11,248	-	-	-	-	-	-	-	-
Capital Projects Fund	Meadows Park	-	-	25,000	-	(25,000)	-	300,000	-	-	-
Capital Projects Fund	Safety Improvements	-	-	-	-	-	1,496,546	-	-	-	-
Capital Projects Fund	Town Hall Sub Area Improvements	-	-	-	-	-	-	-	-	-	-
Capital Projects Fund	Shop Remodel (1)	-	-	50,000	50,000	-	1,238,000	-	-	-	-
Capital Projects Fund	Radio Technology & Equipment	-	9,487	-	-	-	-	-	-	-	-
Total Expense		266,071	20,735	75,000	50,000	(25,000)	2,734,546	300,000	-	-	-
CPF Transfers/Other Sources	Transfer (To)/From General Fund	266,071	11,248	75,000	17,970	(57,030)	2,246,546	300,000	-	-	-
CPF Transfers/Other Sources	Sale of Assets (1)	-	-	-	-	-	488,000	-	-	-	-
CPF Transfers/Other Sources	Transfer (To)/From General Fund	-	-	-	-	-	-	-	-	-	-
Total Other Sources/Uses		266,071	11,248	75,000	17,970	(57,030)	2,734,546	300,000	-	-	-
Surplus (Deficit)		-	-	-	(32,030)	(32,030)	-	32,030	-	-	-
Beginning Fund Balance		32,030	32,030	-	32,030	-	-	-	-	-	-
Ending Fund Balance		32,030	32,030	-	-	-	-	-	-	-	-

(1) Offset by sale of assets

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections

Municipal Debt Service

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019 Original	2019 Forecasted	2019 Adjustments	2020 Proposed	2020 Adjustments	2021 Long Term Projection	2022 Long Term Projection	2023 Long Term Projection	2024 Long Term Projection
DSF Revs	Tax - Specific Ownership	149,712	29,307	32,000	32,000	-	32,000	-	32,000	32,000	32,000	32,000
DSF Revs	Tax - Property - 2007 Bonds	1,704,922	-	-	-	-	-	-	-	-	-	-
DSF Revs	Tax - Property - 2009 Bonds	306,445	-	-	-	-	-	-	-	-	-	-
DSF Revs	Tax - Property - 2014 Bonds	248,849	498,185	555,545	555,545	-	548,019	(7,526)	549,506	545,594	548,693	551,183
DSF Revs	Tax - Property - 2005 Bonds	673,199	-	-	-	-	-	-	-	-	-	-
DSF Revs	Tax - Property - 2006A Bonds	480,933	-	-	-	-	-	-	-	-	-	-
Total Property Taxes		3,564,060	527,492	587,545	587,545	-	580,019	(7,526)	581,506	577,594	580,693	583,183
DSF Revs	2014 Bond Reserve Fund	1,315	1,664	300	300	-	300	-	300	300	300	300
DSF Revs	Interest-2006B Liquidity Fund	2,614	2,436	1,500	1,500	-	1,500	-	1,500	1,500	1,500	1,500
DSF Revs	Interest-Other Interest	-	370	-	-	-	-	-	-	-	-	-
DSF Revs	Interest Revenue - 2011 Gondola Bonds	373	531	200	200	-	200	-	200	200	200	200
Total Investment Income		4,302	5,001	2,000	2,000	-	2,000	-	2,000	2,000	2,000	2,000
DSF Revs	Contribution- TMVOA	60,455	59,608	60,066	60,066	-	59,002	(1,064)	60,894	533,676	-	-
DSF Revs	Contribution-Telski	144,060	142,042	143,134	143,134	-	140,598	(2,536)	145,106	1,271,724	-	-
Total Contributions		204,515	201,650	203,200	203,200	-	199,600	(3,600)	206,000	1,805,400	-	-
Total Debt Service Fund Revenues		3,772,877	734,143	792,745	792,745	-	781,619	(11,126)	789,506	2,384,994	582,693	585,183
Debt Service	Bond Admin Fees/Trustee Charges	1,925	1,158	2,750	1,158	(1,592)	1,158	-	1,158	1,158	1,158	1,158
Debt Service	Audit Fees	-	2,000	2,000	2,000	-	2,000	-	2,000	2,000	2,000	2,000
Debt Service	Bank Fees	250	-	-	-	-	-	-	-	-	-	-
Debt Service	County Treasurer Collection Fees	102,762	14,995	16,980	16,980	-	16,763	(217)	16,806	16,692	16,782	16,854
Total Administrative Fees		104,937	18,153	21,730	20,138	(1,592)	19,921	(217)	19,964	19,850	19,940	20,012
Debt Service	2007 Bonds - Principal	1,705,000	-	-	-	-	-	-	-	-	-	-
Debt Service	2007 Bonds Interest	89,513	-	-	-	-	-	-	-	-	-	-
Debt Service	2005 Bonds Principal	680,000	-	-	-	-	-	-	-	-	-	-
Debt Service	2005 Bonds Interest	34,000	-	-	-	-	-	-	-	-	-	-
Debt Service	2009 Bonds Principal	310,000	-	-	-	-	-	-	-	-	-	-
Debt Service	2009 Bonds Interest	12,400	-	-	-	-	-	-	-	-	-	-
Debt Service	2011 Gondola Bonds Principal (1)	115,000	115,000	120,000	120,000	-	120,000	-	130,000	1,770,000	-	-
Debt Service	2011 Gondola Bonds Interest (1)	89,515	86,650	83,200	83,200	-	79,600	(3,600)	76,000	35,400	-	-
Debt Service	2006A Bonds Principal	490,000	-	-	-	-	-	-	-	-	-	-
Debt Service	2014 Parking Bonds Principal	15,000	275,000	285,000	285,000	-	285,000	-	295,000	300,000	315,000	330,000
Debt Service	2006A Bonds Interest	10,655	-	-	-	-	-	-	-	-	-	-
Debt Service	2014 Parking Bonds Interest	256,525	256,225	250,725	250,725	-	245,025	(5,700)	236,475	227,625	215,625	203,025

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections

Municipal Debt Service

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019		2020		2021 Long Term Projection	2022 Long Term Projection	2023 Long Term Projection	2024 Long Term Projection	
				2019 Original	Forecasted	2019 Adjustments	2020 Proposed					2020 Adjustments
	Total Bond Principal & Interest	3,807,608	732,875	738,925	738,925	-	729,625	(9,300)	737,475	2,333,025	530,625	533,025
	Total Expense	3,912,545	751,028	760,655	759,063	(1,592)	749,546	(9,517)	757,439	2,352,875	550,565	553,037
DSF Revs	Transfer (To)/From General Fund	(207,439)	-	-	-	-	-	-	-	-	-	-
DSF Revs	Transfer (To)/From GF Specific Ownership Taxes	(149,712)	(29,307)	(32,000)	(32,000)	-	(32,000)	-	(32,000)	(32,000)	(32,000)	(32,000)
	Total Other Source/Uses	(357,151)	(29,307)	(32,000)	(32,000)	-	(32,000)	-	(32,000)	(32,000)	(32,000)	(32,000)
	Surplus (Deficit)	(496,819)	(46,191)	90	1,682	1,592	73	(1,609)	67	119	128	146
	Beginning Fund Balance	947,098	450,279	450,633	404,088		405,770		405,843	405,911	406,029	406,157
	Ending Fund Balance	450,279	404,088	450,723	405,770		405,843		405,911	406,029	406,157	406,303

(1) The 2022 principal budget reflects the intent of the TMVOA and TSG LLC to call the remaining bonds outstanding as soon as legally allowed and noticed.

**OWN OF MOUNTAIN VILLAGE
2020 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 2020.

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections

Telluride Conference Center (TCC)

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019		2020		2021 Long	2022 Long	2023 Long	2024 Long
				2019 Original	Forecasted	Adjustments	Proposed	Adjustments	Term Projection	Term Projection	Term Projection
TCC Expense	Facility Expenses	58	1,872	-	-	-	-	-	-	-	-
TCC Expense	Contract Labor (1)	5,000	-	50,000	-	(50,000)	50,000	50,000	-	-	-
TCC Expense	HOA Dues (3)	88,467	87,796	92,033	90,833	(1,200)	106,300	15,467	124,676	123,429	99,384
TCC Expense	Marketing (2)	100,000	100,000	100,000	100,000	-	100,000	-	100,000	100,000	100,000
TCC Expense	Capital Expenses (2)	5,564	12,875	20,000	20,000	-	20,000	-	20,000	20,000	20,000
Total Expense		199,089	202,543	262,033	210,833	(51,200)	276,300	65,467	244,676	243,429	219,384
TCC Other Sources/Uses	Transfer (To)/From General Fund Operations	193,525	202,543	242,033	190,833	(51,200)	256,300	65,467	224,676	223,429	199,384
TCC Other Sources/Uses	Transfer (To)/From General Fund Cap/MR&R	5,564	-	20,000	20,000	-	20,000	-	20,000	20,000	20,000
Total Other Source/Uses		199,089	202,543	262,033	210,833	(51,200)	276,300	65,467	244,676	243,429	219,384
Surplus (Deficit)		-	-	-	-	-	-	-	-	-	-

(1) 2020 Study/consulting for possible expansion (pushed from 2019)

(2) Contractual obligation

(3) TMVOA dues increased 25% in 2019, FKL dues are increasing 18.32% in 2020 and increases for a few years to build reserves for capital projects.

**TOWN OF MOUNTAIN VILLAGE
2020 BUDGET
HISTORICAL MUSEUM AND TOURISM FUNDS**

Agenda Item 6

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.

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.

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. The Building Division also administers energy and resource reducing incentive programs including but not limited to the solar energy, heat trace and smart irrigation controls incentive programs.

BUILDING DIVISION GOALS

1. Assemble the necessary professional groups to hold meetings to review, amend and make recommendation to council for adoption the 2018 I Codes. Pay particular attention to how the updated codes may impact construction costs. Also understand how the updated codes may reduce energy use and/or waste consistent with town goals.
2. Ensure all Building Permit applications are processed in a timely manner.
3. Accurately respond to all customer inquiries in a timely manner regarding building design or Town policies.
4. Conduct contractor and architect training on the Electrical Code, Building Regulations and adopted International Code Council series as amended.
5. Operate the department in an environmentally sustainable and sensitive manner including the responsible use of electricity, natural gas, fuel, paper, water, and chemicals.
6. Operate within Town Council adopted budget.
7. 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)
8. Identify the existing CDC language that is contrary to the Building Codes. Present ideas for improving and simplifying the CDC.

BUILDING DIVISION PERFORMANCE MEASURES

1. Present for adoption to council the 2018I Codes and remove Building Codes from the CDC and place within the Municipal Code by October of 2020.
2. Ensure all Building Division applications are processed in accordance with the following timelines:
 - A. Conduct all inspections within 24 business hours of inspection request.
 - 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.
3. Respond to customer inquiries by email or phone call within 24 hours. If it needs research then 72 hours.
4. By the end of the year, conduct contractor and architect training regarding Electrical Code, Building Regulations and adopted International Code Council series as amended.
5. Continue to administer the incentive programs including but not limited to the solar rebate. Consider other incentives.
6. Throughout 2020, operate within Town Council adopted budget throughout the year.
7. 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 Building Department as a resource to protect property and life) by the second quarter of the year.
8. Garner support and compliance around energy reducing building practices, incentives and programs.

2019 BUILDING DIVISION ACHIEVEMENTS

Implementing 2019 Goals

3. Promoted our building inspector to Building Official. Drew holds the highest number of certifications of any jurisdictional regional peer. Including and not limited to combination inspector certification (9 certifications total). Since accepting the building official position, he has completed five plans examiner certifications.
4. We hired a building inspector in 2019. Within the first quarter of employment Matt has completed his residential inspector and commercial building inspector certification.
5. Under Drew's leadership, he initiated clearer roles and communication with the Town of Telluride related to the requirements for boiler installation and the plumbing code.

6. We implemented a policy to allow non ICC contractors to do small repair jobs that previously required an ICC certified contractor to perform. The non ICC contractors are considered handymen, and are required to have a TMV business license and receive building permits (when required).
7. We integrated WUIC exterior deck requirements into design review conditions to proactively address new construction deck issues.
8. We have been working on cleaning up unresolved building permits in Telluride and Mountain Village. - ongoing
9. Adoption of the 2018 I Codes – in process.
10. Ensure all Building Division applications are processed in accordance with the following timelines:
 - C. Conduct all inspections within 24 business hours of inspection request.
 - D. 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. Done
4. Respond to customer inquiries by email or phone call within 24 hours. If it needs research then 72 hours. Done
5. By the end of the second quarter of 2019, conduct contractor and architect training regarding Electrical Code, Building Regulations and adopted International Code Council series as amended – in process.
9. Continue to administer the incentive programs including but not limited to the solar rebate. Consider other incentives. Ongoing.
10. Throughout 2019, operate within Town Council adopted budget throughout the year. Done
11. 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 Building Department as a resource to protect property and life) by the second quarter of the year. – Not done.
12. Garner support and compliance around energy reducing building practices, incentives and programs. Ongoing.

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections

Building Division

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019		2020		2021 Long Term Projection	2022 Long Term Projection	2023 Long Term Projection	2024 Long Term Projection	
				2019 Original	Forecasted	2019 Adjustments	2020 Proposed					2020 Adjustments
Building Division	Salaries & Wages	191,553	202,617	204,157	204,157	-	186,928	(17,229)	186,928	186,928	186,928	186,928
Building Division	Group Insurance	35,237	34,201	34,404	34,404	-	37,156	2,752	37,899	38,657	39,431	40,219
Building Division	Dependent Health Reimbursement	(1,434)	(1,628)	(2,292)	(2,292)	-	(2,292)	-	(2,292)	(2,292)	(2,292)	(2,292)
Building Division	PERA & Payroll Taxes	29,409	31,229	31,400	31,400	-	28,750	(2,650)	28,750	28,750	28,750	28,750
Building Division	PERA 401K	7,577	7,946	8,166	8,166	-	9,346	1,180	9,346	9,346	9,346	9,346
Building Division	Workers Compensation	2,032	750	1,003	1,003	-	1,053	50	1,106	1,161	1,219	1,280
Building Division	Other Employee Benefits	2,857	550	2,461	2,461	-	2,461	-	2,510	2,560	2,612	2,664
Building Division	Uniforms	788	121	500	500	-	500	-	500	500	500	500
Building Division	Consultation Fees	9,988	1,736	7,500	7,500	-	7,500	-	7,500	7,500	7,500	7,500
Building Division	Vehicle Repair & Maintenance	1,566	1,341	650	1,500	850	1,500	-	1,500	1,500	1,500	1,500
Building Division	UBC/IRC/IBC Book Supplies	-	605	2,000	1,000	(1,000)	500	(500)	500	500	2,000	500
Building Division	Dues, Fees, Licenses	530	240	1,000	1,000	-	1,000	-	1,000	1,000	1,000	1,000
Building Division	Travel, Education & Training	1,147	1,884	5,000	5,000	-	5,000	-	5,000	5,000	5,000	5,000
Building Division	Contract Labor	-	-	4,000	4,000	-	4,000	-	4,000	4,000	4,000	4,000
Building Division	Bank Fees - Credit Card Fees	2,032	2,488	2,000	2,000	-	2,000	-	2,000	2,000	2,000	2,000
Building Division	Supplies	-	-	-	-	-	-	-	-	-	-	-
Building Division	Business Meals	-	36	1,000	1,000	-	1,000	-	1,000	1,000	1,000	1,000
Building Division	Employee Appreciation	278	237	300	300	-	300	-	300	300	300	300
Building Division	Books & Periodicals	993	337	500	500	-	500	-	500	500	500	500
Building Division	Utilities - Gasoline	941	1,111	2,205	2,205	-	2,205	-	2,205	2,205	2,205	2,205
Building Division	Non-Capital Equipment	539	-	1,500	1,500	-	1,500	-	1,500	1,500	1,500	1,500
Building Division	Wetlands Study	-	-	3,000	3,000	-	3,000	-	3,000	3,000	3,000	3,000
Building Division	Green Gondola Donation Costs	-	158	3,000	3,000	-	3,000	-	3,000	3,000	3,000	3,000
Building Division	Environmental Projects	675	-	-	-	-	-	-	-	-	-	-
Building Division	Solar Panel Rebates	(10,311)	1,840	5,000	5,000	-	7,500	2,500	7,500	7,500	7,500	7,500
Building Division	Solar Energy Rebates	(11,165)	-	-	-	-	-	-	-	-	-	-
Building Division	LED Lighting Rebates (3)	(4,674)	-	-	-	-	-	-	-	-	-	-
Building Division	Roof Rebates/Waiver Program (1)	10,894	5,149	50,000	-	(50,000)	-	-	-	-	-	-
Building Division	Community Environmental Incentives (2)	25,187	29,598	60,000	60,000	-	60,000	-	60,000	60,000	60,000	60,000
Building Division	Energy Mitigation Expenditures (4)	-	-	67,313	88,310	20,997	-	(88,310)	-	-	-	-
Building Division	Misc & Other	-	-	-	-	-	-	-	-	-	-	-
Total		296,639	322,544	495,767	466,614	(29,153)	364,407	(102,207)	365,252	366,116	368,498	367,900

(1) This is now a fee waiver program, no longer an expense, but a reduction in revenues. TMVOA is funding 50%, reflected in revenues

(2) 50K Defensible Space, 5K heat trace 5K irrigation controls, TMVOA is funding 50% of Defensible Space

(3) Now funded by Green Team

(4) Intend to use for shop solar panels and trash compactor solar panels



**SUPLANNING AND DEVELOPMENT SERVICES
DEPARTMENT**

455 Mountain Village Blvd.
Mountain Village, CO 81435
(970) 728-1392

TO: Town Council
FROM: Michelle Haynes, Planning and Development Services Director & Staff
FOR: Budget Meeting of October 9, 2019
DATE: September 25, 2019
RE: Building Permit Fees & Incentive Programs

INTRODUCTION

Town Council requested additional building permit information as part of the budget discussions in order to evaluate whether Town of Mountain Village building permit fees are in alignment with other communities or otherwise need to be adjusted.

OVERVIEW

This memo will include the following sections:

1. Address permit and fee questions provided by email and called “2020 Budget Questions”
2. Provide general information regarding existing building permit fees/schedule
 - a. 2019 Building Permit Fee Schedule (exhibit A)
3. Provide a comparative building permit fee update showing 2013 data, 2018 and 2019 data (see executive summary and comparative analysis exhibits B & C) between the following communities:
 - Aspen
 - Breckenridge
 - Mountain Village
 - Park City, Utah
 - Snowmass
 - Telluride
 - Vail
4. Letters of Support regarding the Farm to Community Program (exhibit D)

2020 Budget Questions

Question: Licenses & Fees - Why is there a 40% decline in Licenses and Fees. I thought we had a \$35MM backlog of projects in various stages of permitting. I would think that would be comparable with 2017. How much cushion is built into the forecast?

2019 was a record snow year. High country properties retained large areas of snow for a much longer period which slowed down permit activity from March - July. Within the past 30 days, we have received building permits for four projects with 36 million dollars in valuation. Our construction windows are very small between April (optimistically) and November in terms of when the town receives building permit applications.

Licenses and Permits are at 76% of budget and 75% through the year. Licenses and fees are on track with the 2019 budget. 2017 was an unprecedented year due to one high profile and high dollar building permit and considered atypical.

Determining building permit valuations year to year.

Staff reviews approved design review projects over the past 18 months and provides estimated valuations to determine the follow year estimated budget valuations for building permits. (Projects are vested for 18 months so we generally expect 90% of them will subsequently pull a building permit within that timeframe). We also call contractors to get a sense of when projects will submit for building permits. We weight this with a one, five and ten year average (see Kevin’s comments).

Building Permit Fees and Schedule

Building permits are premised on the valuation of the project. The valuation of the project is comprised of labor and materials. (See attached 2019 Building Fee Schedule, exhibit A)

Building Permit Fees are comprised of the following elements:

1. Plan Review fee (65% of the permit fee)
2. Mountain Village Use Tax (established by Ordinance 2012-01)
3. County Use Tax (tax rate established by the County)
4. Road Impact Fee (established by ordinance)

Additional building permit fees could include the following:

- Water/sewer tap fees (if not already paid or if additional square footage warrants additional costs) (rate established by ordinance)
- Renewable Energy Mitigation Program Fees (exterior snow melt in excess of \$1,000 sq ft)(adopted by Ordinance)

To keep the conversation broad, the overall permit fee can be generally characterized as a percentage of the valuation broken down as follows for **Mountain Village Permits**:

<u>In Dollars</u>	<u>Percent of Valuation</u>
0 -2000	4.5 percent of the valuation
2001- 25,000	4.5 percent of the valuation
25,001 – 50,000	4.5 percent of the valuation
50,001 – 100,000	3.8 percent of the valuation
100,001 – 500,000	3.5 percent or the valuation
500,001 to 1,000,000	3.2 percent of the valuation
Over 1,000,000	3.2 percent of the valuation

Telluride Building Permits

Because Mountain Village conducts the plumbing and electrical inspection in Telluride, Mountain Village also issues permits for those specific areas of construction in Telluride.

Telluride permits are slightly less because Town of Mountain use tax and road impact fees are not assessed. These permits include the following elements:

1. Plan Review Fee
2. County Use Tax

<u>In Dollars</u>	<u>Percent of Valuation</u>
0 – 2000	4.5 percent
2001 – 25,000	3 percent of the valuation

25,001 – 50,000 2.8 percent of the valuation
 50,001 – 100,000 2.5 percent of the valuation
 100,001 – 500,000 1.8 percent or the valuation
 500,001 – 1,000,000 1.8 percent of the valuation

Building Permit Fee Comparison

See attached executive summary and supporting data (exhibit B & C).

Building Permit Fee Comparison Summary: Percentage of the Valuation as demonstrated on the Community Development Fee Comparison 2019 Worksheet.

In order to compare apples to apples, I took the total fees (2019 Fee Comparison Table of exhibit C) and removed the following line items: water and sewer tap fees, construction mitigation fees, and housing impact fees. In summary if a project is valued at \$4,000,000 with additional specifications outlined in the fee comparison executive summary, below illustrates the building permit fee comparison expressed as a percentage.

Community	Aspen	Breckenridge	Mountain Village	Park City	Snowmass	Telluride	Vail
Permit Fee Percentage of Valuation	6%	1%	3%	3%	2%	4%	3%

If I leave in all fees (some are specific to each jurisdiction), here are how the building permit fee percentage to valuation compare:

Community	Aspen	Breckenridge	Mountain Village	Park City	Snowmass	Telluride	Vail
Permit Fee Percentage of Valuation	8%	2%	5%	4%	3%	11%	6%

Building Fee Waivers

The Town of Mountain Village waives building fees as follows:

- Town Projects (municipal projects)
- Cedar Shake Roof Rebates
- Deed Restricted Housing (new construction and remodels)
- When warranted the town has waived or reduced building fees on a case by case basis (safety or compliance, meets town need or objectives)

This year in total the town has waived \$2.7 million in valuation between the above listed categories equaling \$105,890.12 in fees waived.

Fee Waiver or Reduction Program	Valuation	Fee Waiver or Reduction Value
Cedar Shake Roof	\$ 1,229,730.64	\$ 50,000.00
Deed Restricted Properties	\$ 1,052,500.00	\$ 38,769.78
Building Compliance	\$ 371,186.00	\$ 13,439.55
Town Projects	\$ 65,400.00	\$ 3,387.39

Maintenance Exemption	\$ 16,300.00	\$ 293.40
TOTAL	\$ 2,735,116.64	\$ 105,890.12

Deed Restricted Details. We issued two permits for new construction of deed restricted homes. Two permits for remodels, and one deed restricted new construction home approved through design review.

Staff will continue to include fee waiver information in this manner because the fee waivers are substantial this year, and reduce our overall building permit fee revenue, by intention.

The manner by which the Town of Mountain Village charges building permit fees is standard and typical.

INCENTIVE PROGRAMS

The building and planning department administers the following resident and community member incentive program. The following fall under Planning and Development Services:

1. Cedar Shake Fire Mitigation (50% Participation by TMVOA)
2. Heat Trace
3. Smart Irrigation Controls
4. Solar Energy
5. Deed Restricted Housing
6. Smart Build Incentives
7. Wildfire Mitigation (50% Participation by TMVOA)

Staff has been asked to evaluate the success of each program and consider suspending some of the incentive programs that have lacked participation.

Staff recommends the following programs be suspended for lack of community interest:

- Heat Trace
- Smart Irrigation Controls

These were each funded at \$5,000 in 2019. This would reallocate \$10,000 total to be utilized for another incentive program or simply reduced from the budget.

Staff recommends the following actions as it relates to the incentive programs listed above:

- Keep \$25,000 (with TMVOA \$25,000 match) for **defensible space** – (no budget impact other than reduced building permit fee revenue)
- Keep the **Deed Restricted** development fee waiver in place (no budget impact other than reduced planning & building fee revenue)
- Increase the **cedar shake fire mitigation** fee waiver (no budget impact other than reduced building permit fee revenue – does have a budget impact to the TMVOA matching portion)
- Suspend **heat trace** and **smart irrigation** controls
- Keep the **solar incentive** at \$5,000
- **Smart Build** (no budget impact other than reduced building permit fee revenues)

Farm to Community. Although Farm to Community is administered by the communications and business development department, I will provide supplemental information here that can be discussed either during planning, building and housing OR revisited during the communications

and business development department budget discussion, as planning successfully transitioned this incentive program to the this department in 2019.

Town Council funded this program at \$30,000 in 2019 and the 2020 budget includes the same level of funding. This program has fully utilized its funding in both years with full and wait listed participation.

Qualifications

Local farm shares were provided by the Norwood HUB, Indian Ridge Farms and Mountain Roots out of Mancos Colorado. This year we were able to diversify the food shares by adding eggs. There were 61 applicants who either live in deed restricted housing in the Mountain Village and were income qualified or lived in deed restricted housing in the Mountain Village and had one or more dependent. In total 126 people benefitted from the program. The town distributed over 7,016 pounds of local, nutritious food.

Market on the Plaza

One of the greatest benefits to the Farm to Community Program is the food share pick up during **Market on the Plaza**. Local families come to the market to pick up their food share, while the Fresh Food Hub also sold produce, baked goods and prepared foods to visitors and community members alike. The Telluride Foundation continues to support the Fresh Food HUB and the Farm to Community Program having provided a VISTA volunteer for the Market of the Plaza food sales and distribution.

Local CSA Pick Up in Mountain Village

For the first time in the Mountain Village, CSA (Community Supported Agriculture) participants not associated with the farm to community program were able to pick up their food shares at the Market on the Plaza, saving our residents time and money, who previously had to pick up their food share in Telluride. Eleven members of our community picked up a local CSA share outside of the Farm to Community program at the Market on the Plaza.

Expanded HUB Presence

In 2019, the Fresh Food Hub expanded their market space from one to two tents. One tent, for selling local produce, baked goods, and prepared foods and the other tent for distributing food shares. Staff, TMVOA and community members volunteered their time distributing shares signing up voluntarily for four separate slots during the Market.

Increased vendor participation

There were ten additional food vendors in the market this year due to the community expectation of fresh local produce, spurred by the Farm to Community program according to Zoe Dohnal, who manages both the Market on the Plaza and the Farm to Community Program. Market on the Plaza has drawn in the visitor demographic year after year. Local produce and local prepared food draws in the local demographic and ensures stability and growth.

Increased Market Revenues & Local participation

Total Market on the Plaza revenues increased 87% from 2017 to 2019. Prior to the Farm to Community Program and the Fresh Food HUB presence at the Market, the Market offered little fresh produce, prepared foods or baked goods. The Market was previously marketed as a craft and artisan market. The past two years has demonstrated that a market that has diversity in products is a more interesting and engaging market, appealing to visitors and community members alike.

In 2019, TMV offered cooking demonstrations utilizing the farm share which also was a great way to feature our local chefs and their culinary expertise.

In talking with our Town of Telluride partners, we understand they intend to emulate the same Farm to Community program in Telluride next year.

We have asked Market on the Plaza participants, farmers and stakeholders to share some of their comments with you. These comments are attached.

Conclusion

In 2018, the Town emphasized a few priorities with this program, enhancing the Market on the Plaza; providing a program that recognized a workforce who lives in the Mountain Village, who may not be able to take advantage of our other incentive programs; supporting a regional economy; reducing our carbon footprint by creating greater regional resilience; and modeling a program with great regional support that compliments other regional efforts. This program shows positive stewardship by the Town Council.

Please consider supporting this program at the same level in 2020.

Development Application Type	Application Class	2019 Fees
Minor Revisions Process	Class 1	\$250 for 2 hours; hourly rate thereafter
Renewals	Class 1	\$250 for 2 hours; hourly rate thereafter
Conceptual Worksession Process	NA	\$1,000 (Credit towards any future applications)
Rezoning Process	Class 4	\$1,000 for 8 hours; hourly rate thereafter
Density Transfer Process		
From lot, or density bank, to a lot	Class 4	Part of rezoning process fee
Within the density bank	Class 1	\$50
Design Review Process		
	Class 1	\$250 for 2 hours, hourly rate thereafter
	Class 2	\$500 for 4 hours; hourly rate thereafter
	Class 3	\$3,500 plus per unit fee
Signs	Class 1	\$50
Roof Material (see CDC Section 17.5.6.C.3.)	Class 3	\$250 all zone districts except Village Center zone district
	Class 3	\$500 in Village Center zone district
Deed Restricted Housing Design and Development Applications	Class 1-5	No Fee as incentive
Renewable Energy System Only Application	Class 3	No Fee as incentive
Design Variation Process	Class 3	\$250 per specific variation requested
Master Development Plan	Class 3	\$1,000 for 8 hours; hourly rate thereafter
Site Specific PUD (SPUD)		
Conceptual PUD	Class 4	\$2,000 for 32 hours; hourly rate thereafter
Sketch PUD	Class 3	\$3,000 plus per unit fee
Final PUD	Class 4	\$1,000 for 8 hours; hourly rate thereafter
Master PUD (MPUD)		
Outline PUD	Class 5	\$2,000 for 32 hours; hourly rate thereafter
Final PUD	Class 4	\$3,000 plus per unit fee
PUD Amendments		
Major Amendment	Class 4	\$1,00 for 8 hours, hourly rate thereafter plus per unit fee for any new added units.
Minor Amendment	Class 1	\$250 for 2 hours; hourly rate thereafter
Per Unit Fee		
Single-Family		No per unit fee for 1 dwelling unit
Multi-Family		\$50 per unit
Commercial		\$50 per 1,000 sq. ft.
Subdivision		
Major Subdivision	Class 4	\$2,000 for 16 hours, hourly rate thereafter
Minor Subdivision	Class 5	\$500 for 4 hours; hourly rate thereafter
Staff Subdivision	Class 1	\$250 for 2 hours; hourly rate thereafter
Condition Use Permits	Class 3	\$1,000 for 8 hours; hourly rate thereafter
Variance Process	Class 3	\$2,000 for 16 hours; hourly rate thereafter
Vested Property Rights	Class 4	\$500 for 4 hours; hourly rate thereafter
Home Occupations	Class 1	\$75 for 1 hour; hourly rate thereafter
Telecommunications Regulations		
New Freestanding Antenna	Class 4	\$1,000 for 8 hours; hourly rate thereafter
Attached to structure	Class 1	\$250 for 2 hours; hourly rate thereafter
Cell on Wheels (COW)	Class 1	\$250 for 4 hours; hourly rate thereafter
Forestry Management and Fire Mitigation		
Tree Removal Permit	Class 1	\$75 for 1 hour; hourly rate thereafter
Tree Removal Permit for Hazard Trees	Class 1	No Fee as incentive
Voluntary Fire Mitigation	Class 1	No Fee as incentive
Appeals	NA	\$2,000

Alternative Review Process		
General Fund Departments	NA	No fee for Town projects
Town Enterprise Fund Department	NA	Same fee as private development
Town Development Applications		No fee for Town projects
General Fund Departments		No fee for Town projects
Annexation	NA	\$3,500 plus per unit fee up to 28 hours; hourly rate thereafter. Rezoning, subdivision and other applicable fees will apply.
Parking Payment-in- lieu Fee	Class 5	Set forth by the Council on a case-by-case basis
Administrative Development Agreement Amendment (No PUD amendment)	NA	\$500 for 4 hours, hourly rate thereafter
Professional Fees (Attorney, consultants, etc.)		Amount charged to the Town pursuant to CDC Section 17.1.13
San Miguel County Recording Fees		Amount charged to the Town by San Miguel County for recording documents.
Hourly rate		\$125 per hour
Miscellaneous development applications not covered by this fee schedule	NA	\$125 per hour
Copies of Comprehensive Plan, CDC or other documents not covered by other fee schedule	NA	Copy cost plus 20% Large copies: As required by CAD operator fees
Fee reductions and fee waivers	NA	The Town Council has adopted a policy on fee waivers. The Director of Community Development may also reduce certain fees based on the scale of the application and estimated time involved for the development review procedures.

Definition of Design Review Classifications

Class 1 = Staff Level Review

Class 2 = DRB Chairperson Review

Class 3 = DRB Review

Class 4 = DRB Recommendation and Town Council Review

Class 5 = Town Council Review

Building Permit Fee Schedule Table 1-A – As Amended

Total Valuation	Fee
\$1.00 to \$1500.00	\$50.00 Plan review fee is not applicable.
\$ 1501.00 to \$25,000.00	\$90.00 for the first \$2000.00 plus \$ 1 5.75 for each additional \$ 1,000.00, or fraction thereof, to and including \$25,000.00.
\$25,001.00 to \$50,000.00	\$453.20 for the first \$25,000.00 plus \$ 11.50 for each additional \$ 1,000.00 or fraction thereof, to and including \$50,000.00.
\$50,001.00 to \$ 100,000.00	\$750.00 for the first \$50,000.00 plus \$7.95 for each additional \$ 1,000.00, or fraction thereof, to and including \$100,000.00.
\$100,0001.00 to \$500,000.00	\$1,150.00 for the first \$100,000.00 plus \$6.50 for each additional \$1,000.00, or fraction hereof, to and including \$500,000.00.
\$500,001.00 to 1,000,000.00	\$3,760.00 for the first \$500,000.00 plus \$5.75 for each additional \$1,000.00, or fraction thereof, to and including \$1,000,000.00
\$1,000,001.00 and up	\$6,700 .00 for the first \$1,000,000 .00 plus \$5.25 for each additional \$1,000.00, or fraction thereof.

Other Inspections and Building Department Fees:	2019
1. Inspections outside of normal business hours	\$250 Per Hour ¹ (Paid in advance)
2. Re-inspection and investigation fees	\$100.00 Per Hour ¹
3. Inspections for which no fee is specifically indicated	\$250.00 Per Hour (Min. ½)
4. Additional plan review required by changes, additions or revisions to plans	\$250.00 Per Hour ¹ (Min. ½)
5. For use of outside consultants for plan checking and inspections, or both	\$250 .00 Per Hour ¹
6. Temporary Certificate of Occupancy	\$250.00
7. Violation Inspections	\$250.00 Per Hour ¹ (Min. ½)
8. Demolition Permit Fee	\$250.00
9. Addendum Permit Fee	\$125.00 + additional valuation and plan review fees
10. Renewable Energy System Project (e.g. solar panels, geothermal exchange)	No Fee for Incentive except payment of associated taxes with permit.
11. Exterior Energy Use Offset Program (aka Renewable Energy Mitigation Program or REMP) (found at Community Development Code Section 17.7.11.A.5(d)(ii) Exterior Energy Use, a subsection of the IECC Building Code Section.	REMP Fees are payable upon building permit issuance. See REMP worksheet ² on the town's website for calculation and fee requirements. (e.g. snowmelt, spas (including hot tubs), exterior pools)

¹ Or the total hourly cost to the jurisdiction, whichever is the greatest. This cost shall include legal fees, fees of outside consultants retained on behalf of the jurisdiction, and supervision, overhead, equipment, hourly wages and fringe benefits of the employees involved. Inspections outside of normal business hours include driving time from and to employee's residence.

² <https://townofmountainvillage.com/search/renewable+energy+mitigation+program/>

The fee for each permit shall be as set forth in Table 1-A with the following exception:

Exception: Deed Restricted employee units, including deed restricted single family, detached condominium, employee apartment, employee condominium or employee dormitory shall have building permit fees waived except for county taxes associated with the building permit valuation.

Formula for calculating permit fees based on construction valuation of a project.

Permit Fee: Based on construction valuation of project calculated from Table 1-A above

Plan Review Fee: 65% of Permit fee. Plan review fees are non-refundable and are due at the time of permit submittal.

Mountain Village Use Tax: 4 ½% of 40% of valuation of project. (Tax rate established by Ordinance; not the fee resolution)

San Miguel County Use Tax: 1% of 40% of valuation of the project. (Tax rate established by the County and not the fee resolution).

Road Impact Fee: (Fee rate established by Ordinance and not the fee resolution)

All new construction, residential and commercial, including additions shall pay \$1.00 per gross square foot of construction.

All remodels shall pay \$1.00 per \$400.00 of total project valuation.

All exterior alterations not impacting square footage, not including repairs shall pay a minimum fee of \$500.00

All Deed restricted housing as defined by Town of Mountain Village Housing Guidelines Road Impact Fee is waived.

Total of above 5 items equals total permit fee due upon issuance of a building permit

Building Permit Extension Fee: \$150.00 per extension with a maximum of two extensions allowed.

Violation Fees: (Working without a permit or required license)

1st offense: Double permit fees or minimum of \$500.00.

2nd offense: Quadruple permit fees or a minimum of \$1000.

3rd offense: License is subject to suspension or revocation and an addition fee of eight times the permit fees.



**PLANNING & DEVELOPMENT SERVICES DEPARTMENT
PLANNING DIVISION**

455 Mountain Village Blvd.
Mountain Village, CO 81435
(970) 728-1392

TO: Town Council

FROM: Sam Starr, AICP

FOR: Meeting of October 9, 2019

DATE: October 2, 2019

RE: Executive Summary for Comparative Building Permit Study Across Mountain Resort Communities

Exhibits

- Exhibit A: 2019 Permitting Cost Study
- Exhibit B: 2013 v 2019 6 Year Comparison
- Exhibit C: 03/19 Contractor List

Executive Summary

In 2013, the Town of Mountain Village undertook a survey of building permit costs across 7 mountain resort communities. The municipalities used for the comparison included: Aspen, Breckenridge, Mountain Village, Park City, Snowmass, Telluride, and Vail. The Planning and Development Services Department provided a 5-year update of this survey in 2018, and performed a second, equally comprehensive update in September 2019 using the same communities as the comparative benchmark. Overwhelmingly the results of the update were positive; whereas the Town of Mountain Village (TMV) was \$18,546.37 over the average building permit costs in comparative communities in 2013, TMV in 2019 is 39,082.85 below the average across the same communities. Mountain Village also had the lowest % of change in cost over the same 2013-2019 study period at 9%. With a 138% increase in fees, Telluride had the highest change between 2013 and 2019. Figure 1 shows where Mountain Village's permitting costs are in relation to the other communities used for this study.

The purpose of this study was to determine if internal permitting and review costs were associated with the high cost of building in our area. It can be said that our region's high cost of construction *unequivocally* has little to do with TMV's permitting costs. Instead, the research yielded that the major contributing factor to the expensive cost of building has to do with a construction expertise shortage. Summit County, which has several ski resort communities similar to ours, has over 520 registered General Contractors. This figure does not include electricians, plumbers, or other subcontractors. By comparison, Mountain Village has 255 *total* registered contractors, which does include electricians, plumbers, or other subcontractors. **As of March 2019, our community only had 34 Residential Building Contractors, which included 6 ICC licensed professionals listed as General Contractors.** This means that with a limited supply of qualified contractors, contractor availability drives the price of construction because there is limited competition. Building material costs could also be a factor. Our

community is not on a major transportation corridor; therefore, goods and services tend to cost more because of associated transportation costs.

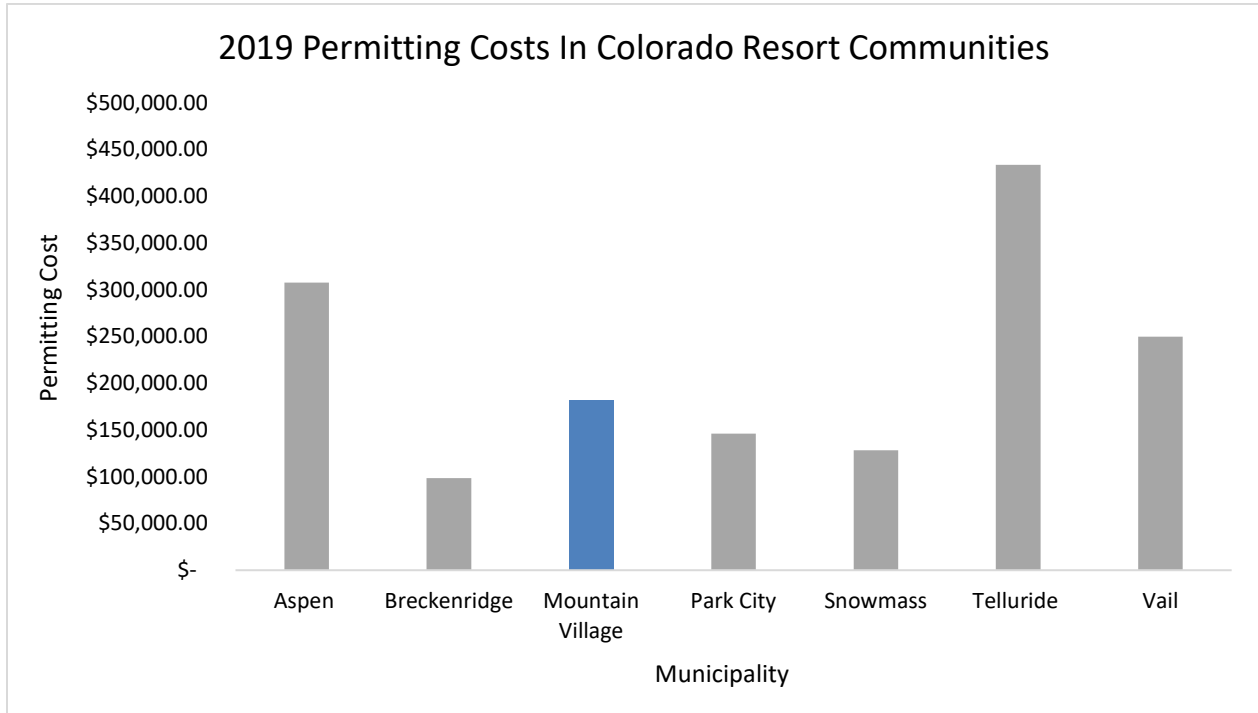


Figure 1

Research Methodology

The municipalities used for this comparative study included: Aspen, Breckenridge, Park City, Snowmass, Telluride, and Vail. These communities were largely chosen because of their aesthetic quality and community character were seen as most analogous to that of Mountain Village. In the 2019 update to the 2013 study, the American Community Survey Population Estimates were provided to show the disparity in community size.

To ensure that the comparisons for building permits were valid, a single-family residence was devised that included the following assumptions:

- 5 bedrooms and 6 bathrooms
- 8,000 Square Feet
- Home Valuation at \$4,000,000
- \$900,000 for a one-acre lot, which was based on discussions with assessors from Mountain Village, Telluride, and Pitkin County.
- 5 boilers, 1 vent, 1 make up air, 2 fireplaces, 6 bath fans, and 2 air conditioners
- \$120,000 valuation of electric work, \$78,000 valuation of plumbing work, and \$175,000 valuation of mechanical work.

This home, while inefficient in design, would allow for each permit field in each community to be filled. This meant the research would produce the most accurate result for the cost of construction permitting. Initially the numbers produced for 2018 came from first hand research into building costs, which was followed up by interviews with permit technicians, planners, and building officials from each of the 7 communities. In 2019, the method for data collection consisted solely of follow up conversations with building and planning departments to see if

increases occurred since 2018. If the answer was yes, a follow up email was provided to obtain a record of increase.

		2013		2019
ASPEN	\$	193,244.07	\$	307,599.97
BRECKENRIDGE	\$	86,849.92	\$	98,622.76
MOUNTAIN VILLAGE	\$	166,542.50	\$	181,717.50
PARK CITY	\$	128,595.38	\$	145,981.37
SNOWMASS	\$	104,411.50	\$	128,346.25
TELLURIDE	\$	182,006.36	\$	433,580.85
VAIL	\$	174,323.18	\$	249,753.75
Min	\$	86,849.92	\$	98,622.76
Max	\$	193,244.07	\$	433,580.85
Range	\$	106,394.15	\$	335,643.98
Average	\$	147,996.13	\$	220,800.35
Median	\$	166,542.50	\$	181,717.50
MV	\$	166,542.50	\$	181,717.50
Mean - MV	\$	(18,546.37)	\$	39,082.85

Figure 2

In showing the difference between the original 2013 and 2019 study data, simple statistical measures of central tendency including minimum value, maximum value, range, median and mean were provided. Then Mountain Village was subtracted from the 2013 and 2019 mean to show where our community was compared to the study average. Figure 2 above shows the result. Both median and mean were used to prevent higher values from skewing the data. For instance Telluride’s permit cost in 2019 was so high it skewed the mean figure to 220,800.35. However, the median figure in this study was Mountain Village’s permit cost. This shows that while we are considerably below mean, our permit cost is best described as truly “middle of the road” compared to the 6 other municipalities. Figure 3 indicates this difference between the 2019 mean and median:

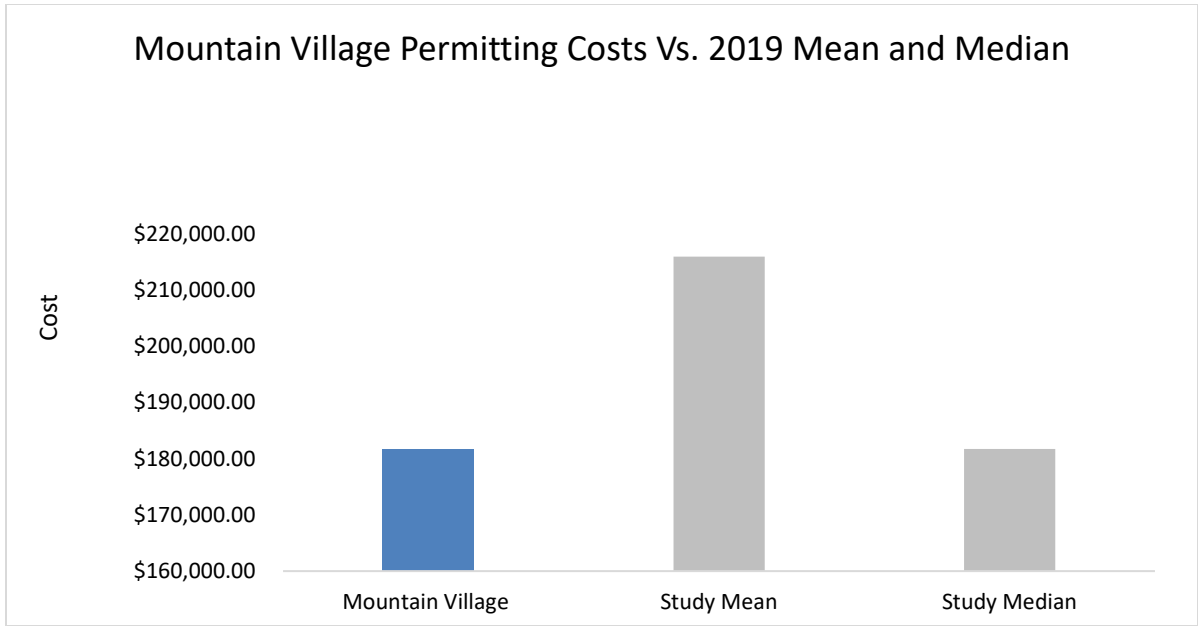


Figure 3

COMMUNITY DEVELOPMENT COMPARISON FEES

Single Family Residence: 5 Bedroom 6 Bath 8,000 Sq Ft (Cost of 500/Sq Ft) Total Valuation: \$4,000,000.00

	Aspen	Breckenridge	Mountain Village	Park City	Snowmass	Telluride	Vail
Plan Check Fee	\$15,485.76	\$10,763.19	\$14,592.50	\$19,500.00	\$15,600.00	12,463.26	\$12,898.43
Building Permit Fee	\$23,824.25	\$16,558.75	\$22,450.00	\$30,000.00	\$24,000.00	\$19,174.25	\$19,843.25
Plumbing Permit Fee	\$909.56	\$909.56	N/A	\$839.75	\$396.50	\$1,916.79	\$1,462.50
Electrical Permit Fee	\$1,012.00	\$1,518.00	Included in building permit	\$22,833.75	\$800.00	\$2,592.00	\$920.00
Mechanical Permit Fee	\$1,062.22	\$1,062.22	Included in building permit	\$23,062.08	\$833.00	Included in building permit	\$3,000.00
Water Tap Fee	\$40,000.00	30,118.40	\$30,000.00	\$12,504.00	52,832.00	43,660.06	\$10,000.00
Sewer Tap Fee	\$27,500.00	Combined w/ water	Combined w/ water	\$11,695.80	Combined w/ water	Combined w/ water	\$25,920.00
Impact Fees	\$10,585.28	\$16,000.00	\$8,000.00	\$7,160.00	\$6,000.00	None	\$11,292.00
Use Tax (Town)	\$40,950.00 [(valuation- \$100,000.00) x .5] x 2.1% \$10,000.00 (valuation x .5)	None	\$72,000.00 (valuation x .4) x 4.5%	None	None	\$72,000.00 (construction cost X 40%) X (4.5%)	\$79,000.00 (valuation- \$10,000.00/2) x .04
Use Tax (County)	x.5%	None	1%	None	.5) x.5%	\$16,000.00 (construction cost X 40%) X (.007)	N/A
State Surcharge	N/A	N/A	N/A	\$300.00	N/A	N/A	N/A
Design Review Fee	\$325	Unknown	\$3,500.00	\$700.00	\$550.00	\$3,000.00	\$650.00
Recreation Fee	N/A	N/A	N/A	N/A	N/A	N/A	\$1,200.00
Sprinkler Fee	N/A	N/A	N/A	N/A	IF YOU REMOVE BRECK,	N/A	\$1,700.00
Sprinkler Plan Review Fee	N/A	N/A	N/A	N/A	N/A	N/A	\$432.00
Occupancy Rate Assessment	N/A	N/A	N/A	N/A	\$2,400.00	N/A	N/A
Construction Mitigation	\$8,000.00	N/A	N/A	N/A	N/A	N/A	N/A
Energy Code Fee	N/A	N/A	N/A	N/A	\$1,000.00	N/A	\$6,000.00
PIF	N/A	\$9,919.80	N/A	N/A	N/A	N/A	N/A
Engineer Review Fee	\$13,590.00	N/A	N/A	N/A	N/A	N/A	N/A
Will Call Inspection	N/A	N/A	N/A	N/A	N/A	N/A	\$5.00 per permit type
Building License Fee	N/A	N/A	N/A	N/A	N/A	\$11,200.00	N/A
Total Fees	\$193,244.07	\$86,849.92	\$166,542.50	\$128,595.38	\$104,411.50	182,006.36	\$174,323.18

COMMUNITY DEVELOPMENT COMPARISON FEES

Single Family Residence: 5 Bedroom 6 Bath 8,000 Sq Ft (Cost of 500/Sq Ft) Total Valuation: \$4,000,000.00

	Aspen	Breckenridge	Mountain Village	Park City	Snowmass	Telluride	Vail
Plan Check Fee	\$ 40,000.00	\$ 10,763.19	\$ 14,592.50	\$ 26,000.00	\$ 19,711.25	\$ 12,463.26	\$ 11,772.00
Building Permit Fee	\$ 62,775.00	\$ 16,558.75	\$ 22,450.00	\$ 40,015.00	\$ 30,325.00	\$ 19,174.25	\$ 18,112.00
Plumbing Permit Fee	\$ 927.56	\$ 1,385.59	\$ -	\$ 839.75	\$ 1,270.00	\$ 1,916.79	\$ 858.00
Plumbing Plan Review Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 214.50
Electrical Permit Fee	\$ 1,270.00	\$ 620.25	\$ -	\$ 22,833.75	\$ 898.00	\$ 2,592.00	\$ 569.00
Electrical Permit Review Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 142.25
Mechanical Permit Fee	\$ 1,062.22	\$ 2,332.69	\$ -	\$ 23,062.08	\$ 2,625.00	\$ 791.00	\$ 1,499.50
Mechanical Plan Review Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 374.88
Water Tap Fee	\$ 31,428.33	\$ -	\$ 30,300.00	\$ 12,504.00	\$ 26,416.00	\$ 36,000.61	\$ 10,000.00
Sewer Tap Fee	\$ 23,180.00	\$ 30,118.40	\$ 12,000.00	\$ 11,695.80	\$ 26,416.00	\$ 36,000.61	\$ 25,920.00
Impact Fees--Road and Transit	\$ 10,585.28	\$ -	\$ 8,000.00	\$ 7,160.00	\$ 6,000.00	\$ -	\$ 8,233.00
Use Tax (Town)	\$ 40,950.00	\$ -	\$ 72,000.00	\$ -	\$ -	\$ 72,000.00	\$ 79,800.00
Use Tax (County)	\$ 10,000.00	\$ -	\$ 16,000.00	\$ -	\$ 10,000.00	\$ 16,000.00	\$ -
State Surcharge	\$ -	\$ -	\$ -	\$ 300.00	\$ -	\$ -	\$ -
Design Review Fee	\$ 1,950.00	\$ 1,640.00	\$ 3,500.00	\$ 750.00	\$ 2,000.00	\$ 3,000.00	\$ 650.00
Recreation Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,200.00
Sprinkler Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,700.00
Sprinkler Plan Review Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 432.00
Occupancy Rate Assessment	\$ -	\$ -	\$ -	\$ -	\$ 1,600.00	\$ -	\$ -
Construction Mitigation	\$ 8,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000.00
Energy Code Fee	\$ 9,416.00	\$ -	\$ -	\$ -	\$ 1,000.00	\$ 3,834.85	\$ -
PIF	\$ -	\$ 18,118.00	\$ -	\$ -	\$ -	\$ -	\$ -
Grading Fee	\$ -	\$ -	\$ -	\$ 650.00	\$ -	\$ -	\$ -
Engineer Review Fee	\$ 13,590.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Will Call Inspection	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5.00
Archive Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 89.00	\$ -
Building License Fee	\$ 450.00	\$ 400.00	\$ 2,875.00	\$ 171.00	\$ 85.00	\$ 28,000.00	\$ -
School Land Fee	\$ 2,995.58	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parks Fee	\$ 43,600.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TDM/ Air Quality Fee	\$ 4,880.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Impact/Aff. Mitigation Fee	\$ -	\$ 16,000.00	\$ -	\$ -	\$ -	\$ 198,119.70	\$ -
GIS Fee	\$ 500.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Fees	\$ 307,559.97	\$ 97,936.87	\$ 181,717.50	\$ 145,981.38	\$ 128,346.25	\$ 429,982.07	\$ 167,482.13

208429.45

0 ASSUMES N/A

COMMUNITY DEVELOPMENT COMPARISON FEES

Single Family Residence: 5 Bedroom 6 Bath 8,000 Sq Ft (Cost of 500/Sq Ft) Total Valuation: \$4,000,000.00

	Aspen	Breckenridge	Mountain Village	Park City	Snowmass	Telluride	Vail
ACS 7/1/18 POP EST	7365	5020	1434	8504	2773	2484	5450
Plan Check Fee	\$ 40,000.00	\$ 10,763.19	\$ 14,592.50	\$ 26,000.00	\$ 19,711.25	\$ 12,463.26	\$ 11,772.00
Building Permit Fee	\$ 62,775.00	\$ 16,558.75	\$ 22,450.00	\$ 40,015.00	\$ 30,325.00	\$ 19,174.25	\$ 18,112.00
Plumbing Permit Fee	\$ 927.56	\$ 1,385.59	\$ -	\$ 839.75	\$ 1,270.00	\$ 1,916.79	\$ 858.00
Plumbing Plan Review Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,528.00
Electrical Permit Fee	\$ 1,270.00	\$ 761.30	\$ -	\$ 22,833.75	\$ 898.00	\$ 2,592.00	\$ 569.00
Electrical Permit Review Fee	\$ -	\$ 494.84	\$ -	\$ -	\$ -	\$ -	\$ 142.25
Mechanical Permit Fee	\$ 1,062.22	\$ 2,332.69	\$ -	\$ 23,062.08	\$ 2,625.00	\$ 791.00	\$ 1,499.50
Mechanical Plan Review Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,528.00
Water Tap Fee	\$ 31,428.33	\$ -	\$ 30,300.00	\$ 12,504.00	\$ 26,416.00	\$ 37,800.00	\$ 10,000.00
Sewer Tap Fee	\$ 23,180.00	\$ 30,118.40	\$ 12,000.00	\$ 11,695.80	\$ 26,416.00	\$ 37,800.00	\$ 25,920.00
Impact Fees--Road and Transit	\$ 10,585.28	\$ -	\$ 8,000.00	\$ 7,160.00	\$ 6,000.00	\$ -	\$ 8,233.00
Use Tax (Town)	\$ 40,950.00	\$ -	\$ 72,000.00	\$ -	\$ -	\$ 72,000.00	\$ 79,800.00
Use Tax (County)	\$ 10,000.00	\$ -	\$ 16,000.00	\$ -	\$ 10,000.00	\$ 16,000.00	\$ -
State Surcharge	\$ -	\$ -	\$ -	\$ 300.00	\$ -	\$ -	\$ -
Design Review Fee	\$ 1,950.00	\$ 1,690.00	\$ 3,500.00	\$ 750.00	\$ 2,000.00	\$ 3,000.00	\$ 650.00
Recreation Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,200.00
Sprinkler Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,700.00
Sprinkler Plan Review Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 432.00
Occupancy Rate Assessment	\$ -	\$ -	\$ -	\$ -	\$ 1,600.00	\$ -	\$ -
Construction Mitigation	\$ 8,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 79,800.00
Energy Code Fee	\$ 9,416.00	\$ -	\$ -	\$ -	\$ 1,000.00	\$ 3,834.85	\$ -
PIF	\$ -	\$ 18,118.00	\$ -	\$ -	\$ -	\$ -	\$ -
Grading Fee	\$ -	\$ -	\$ -	\$ 650.00	\$ -	\$ -	\$ -
Engineer Review Fee	\$ 13,590.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Will Call Inspection	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10.00
Archive Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 89.00	\$ -
Building License Fee	\$ 450.00	\$ 400.00	\$ 2,875.00	\$ 171.00	\$ 85.00	\$ 28,000.00	\$ -
School Land Fee	\$ 2,995.58	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parks Fee	\$ 43,600.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TDM/ Air Quality Fee	\$ 4,880.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Impact/Aff. Mitigation Fee	\$ -	\$ 16,000.00	\$ -	\$ -	\$ -	\$ 198,119.70	\$ -
GIS Fee	\$ 500.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Fees	\$ 307,559.97	\$ 98,622.76	\$ 181,717.50	\$ 145,981.38	\$ 128,346.25	\$ 433,580.85	\$ 249,753.75

2019 NOTES

ToT increases Water and Tap Annually

Vail increase by % for building. Accounts for wildfire

Breckenridge DR fee went up 50 dollars

Breck had considerable changes to electrical permit calcs. new for 19: Electrical Permit Fees will be based on the current State Electrical Fee Schedule plus 15%, and an electrical plan review fee of 65% of the permit fee will be assessed when an electrical plan review is required.

CO STAT E ELECTRIC FEE Greater than 2001 square feet (\$182 + (\$8.00x each additional 100 sq. ft.))

Park City unchanged since 14. Planner on phone was audibly frustrated by this.

Vail sees huge increase for new 25% of bulding permit fee for mech and electrical review.

Vail also has new construction use tax: valuation -10k/2 x.04

will call increased to 10 dollars in Vail.

Summit CTY has 520 General Contractors
 TMV has 6(!) or 34 (residential building contractors)

No ICC required in Summit

COMMUNITY DEVELOPMENT COMPARISON FEES

Single Family Residence: 5 Bedroom 6 Bath 8,000 Sq Ft (Cost of 500/Sq Ft) Vaulation: \$4,000,000.00 + 900k Land

	2013	2019	Change \$	Change %	Notes
ASPEN	\$ 193,244.07	\$ 307,599.97		114,355.90	59% Likely calculated incorrectly for 13 to represent such a drastic increase
BRECK	\$ 86,849.92	\$ 98,622.76		11,772.84	14%
MV	\$ 166,542.50	\$ 181,717.50		15,175.00	9% Assumes max business license cost for 100+ employees; Building plumbing, mech and electric included in permit
PARK	\$ 128,595.38	\$ 145,981.37		17,385.99	14% Based on latest figures from website and code. Represents most accurate available data, but could depend on location
SNOWMASS	\$ 104,411.50	\$ 128,346.25		23,934.75	23%
ToT	\$ 182,006.36	\$ 433,580.85		251,574.49	138% Energy Code =Green Building for ToT. 5% annual change in Water and Sewer Tap (25% increase over 5Y). New Aff Housing Fee
VAIL	\$ 174,323.18	\$ 249,753.75		75,430.57	43%
Min	\$ 86,849.92	\$ 97,936.87			
Max	\$ 193,244.07	\$ 433,580.85			
Range	\$ 106,394.15	\$ 335,643.98			Telluride housing fee skews range + average to an extent; It is possible to find these figures though. 168 Hemlock St is an example of how, if it was built today, these numbers would be attainable. Even if the housing fee was calculated at 70k, it would still be more expensive than Mountain Village.
Average	\$ 147,996.13	\$ 220,800.35			Summit CTY Pop: 30,000
Median	\$ 166,542.50	\$ 181,717.50			
MV	\$ 166,542.50	\$ 181,717.50			
Mean - MV	\$ (18,546.37)	\$ 39,082.85			

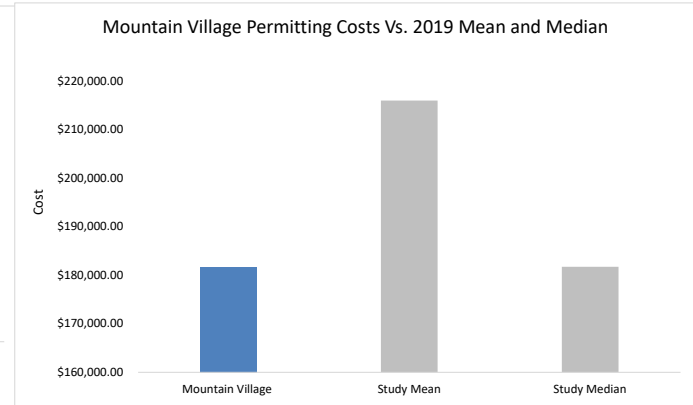
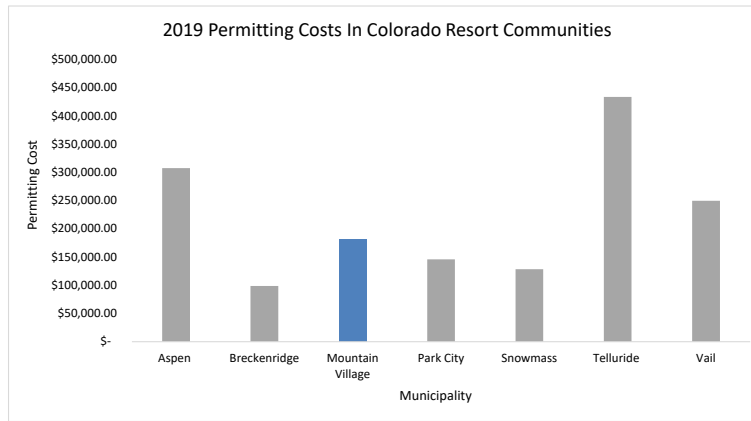
Assumptions for ALL municipalities:
 120k In electric work
 78k plumbing work
 175k in Mech work
 5bed, 6 bath
 Based on 5 boilers, 1 vent, 1 make up air, 2 fireplace, 6 bath fans, 2 air conditioners
 900,000k for 1 ac. Lot.--based on discussions w/ assessors from MV/ToT/Pitkin Cty. Some higher, some lower.
 Total valuation 4,000,000.00 of home w/out land

		2018		2019
ASPEN	\$	307,599.97	\$	307,599.97
BRECK	\$	97,936.87	\$	98,622.76
MV	\$	181,717.50	\$	181,717.50
PARK	\$	145,981.37	\$	145,981.37
SNOWMASS	\$	128,346.25	\$	128,346.25
ToT	\$	429,982.07	\$	433,580.85
VAIL	\$	167,482.13	\$	249,753.75

	Change \$	Change %
\$	-	0%
\$	685.89	1%
\$	-	0%
\$	-	0%
\$	-	0%
\$	3,598.78	1%
\$	82,271.62	49%

Aspen	\$	307,599.97
Breckenridge	\$	98,622.76
Mountain Village	\$	181,717.50
Park City	\$	145,981.37
Snowmass	\$	128,346.25
Telluride	\$	433,580.85
Vail	\$	249,753.75

Mountain Village	\$	181,717.50
Study Mean	\$	215,974.78
Study Median	\$	181,717.50



Michelle Haynes

To: Zoe Dohnal <ZDohnal@mtnvillage.org>

Subject: Re: **URGENT: Farm to Community Program support**

Dear MV Town Council Members,

I cannot think of a more advantageous program that combines so many benefits into one with the Farm to Community program. This not only helps mitigate the high cost of living in the region to families, it supports local farmers, aids in local soil and water health because of the commitment to organic, promotes better health and wellness care, and reduces the amount of transportation and packaging on good food for the people. It is a win in more than one way for the growers, the receivers of the food, and the environment. I do hope you keep this program.

Joanna KANOW
Carbon Neutral Coalition

From: [Heidi Stenhammer](#)
To: [Zoe Dohnal](#)
Cc: [Michelle Haynes](#)
Subject: RE: URGENT: Farm to Community Program support
Date: Friday, September 27, 2019 8:54:16 AM

Hi Zoe,

I fully support of the Farm to Community Program. I volunteered one of the days to hand out fresh produce to the participants and they were all so happy and appreciative. This seems like a win-win for all involved and I highly encourage Council to continue this amazing program for 2020.

Heidi

Heidi Stenhammer

Administration & Operations Manager

Telluride Mountain Village Owners Association
113 Lost Creek Lane, Suite A Mountain Village, CO 81435
970-728-1904 Ext 7 (Office)
www.tmvoa.org

Michelle Haynes

From: Derek Baxter <DBaxter@mtnvillage.org>
Date: September 27, 2019 at 6:54:03 PM EDT
To: Zoe Dohnal <ZDohnal@mtnvillage.org>
Subject: RE: URGENT: Farm to Community Program support

Zoe,

I think the Farm to Community Program is awesome because it allows me to save money on food and eat healthier. The program is also run by amazing people and there is nothing better than getting to see their smiling faces every Wednesday. I hope that town of Mountain Village continues to move forward with the program.

Derek

[Michelle Haynes](#), MPA
Planning and Development Services Director
Housing Director
Town of Mountain Village
[455 Mountain Village Blvd. Suite A](#)
O :: [970.239.4061](tel:970.239.4061)
M :: [970.417.6976](tel:970.417.6976)
[LinkedIn](#) | [Email Signup](#) | [Website](#) | [Facebook](#) | [Twitter](#) | [Instagram](#)

ECOACTION PARTNERS



September 27, 2019

Mountain Village Town Council,

As the President of the EcoAction Partners' Board of Directors, I am writing to express EcoAction Partners support for the Mountain Village Farm-to-Community Program implemented in 2018 and 2019.

EcoAction Partners applauds Mountain Village for this innovative program of bringing farm fresh food to your residents. It is not only valuable to your community and residents, but to the environment as a whole.

EcoAction Partners summary of the Greenhouse Gas Emission benefits associated with the program from 2018 is attached. Overall the 2018 program is estimated to have reduced by 6mT-CO₂e Greenhouse Gas emissions for Mountain Village community.

Additionally, this report is not able to quantify all of the benefits of this program, which are significant and valuable.

Best Regards,

A handwritten signature in blue ink, appearing to read 'Audrey Morton', is written over the typed name.

Audrey Morton

Mountain Village Farm-to-Community Program 2018 – Greenhouse Gas Emissions Impact

By: Kim Wheels: EcoAction Partners, Energy Specialist

For: Michelle Haynes: Mountain Village, Planning and Building Director

Final Report: December 18, 2018

Overview:

Mountain Village implemented a “Farm-to-Community” Program for income limited residents during the summer of 2018. Forty shares of food were provided by local food sources and picked up weekly. This 14-week program successfully provided over 4500 pounds of fresh local food to residents, while reducing the food-related carbon footprint for each person. Mountain Village staff requested a calculation to estimate the greenhouse gas emission impact of the program. Reduced grocery store trips to Montrose and Telluride, emissions of the food delivery vehicles for each business and reduced emissions associated with residents eating local food are estimated here.

Results:

60 people in Mountain Village were served each week, which is 4% of the census population. By eating local food direct from producers versus food that has gone through the typical wholesale and retail process, these residents saved at least 1.5 metric tons of carbon dioxide equivalent (mt-CO₂e) of GHG emissions, which is approximately 2% of Mountain Village’s total food emissions (7000 mt-CO₂e). In addition, an estimated 6.3 mt-CO₂e emissions was saved due to fewer grocery store trips, which is 0.11% of Mountain Village’s emissions from total gasoline-related transportation (6000 mt-CO₂e). The transportation-related emissions impact of the local food providers driving from Norwood & Mancos each week was approximately 1.8 mt-CO₂e. The net total GHG emissions impact from the program is estimated to be a reduction of 6 mt-CO₂e in GHG emissions, out of Mountain Village’s total 2017 GHG emissions of 96,000 mt-CO₂e.

6 mt-CO₂e is equivalent to burning 6,565 pounds of coal.

Calculation values:

- Program served 38 program households, but 40 shares were distributed per week. Thus 40 households was used for the calculation.
- Program served 57 people in registered households, so based on average of 1.5 people per household and 40 shares, ~60 people were served weekly.
- Assumed each household made fewer trips to Montrose, Telluride & Mountain Village grocery stores throughout the program. Responses from those who filled out pre-program survey were extracted for all participants. A conservative estimate was used of a reduction by 50% in grocery store trips during 14 weeks (post-program survey did not collect data on grocery trips). Total estimated reduction in Vehicle Miles Travelled (VMT) was over 10,600.
- Vehicle mpg for all participant households was estimated at average Colorado vehicle mpg from CDPHE (20.1 mpg).

- Program providers drove once per week each from Norwood and Mancos to Mountain Village to deliver food shares. Total Vehicle Miles Travelled (VMT) to supply food was 3180.
- Vehicle mpg for Mountain Roots in Mancos was not available by time of this report, so it was estimated at average Colorado vehicle mpg from CDPHE (20.1 mpg). Vehicle mpg for the Norwood Food Hub was provided at 25 mpg.
- Tail-pipe & Well-to-pump emissions were associated with transportation gasoline.
- The food carbon footprint per person for our region is based on a study done for Denver residents, that calculated an average food footprint per person of 1.85 mtCO₂e/year (based on a 2015 study: <https://onlinelibrary.wiley.com/doi/abs/10.1111/jiec.12174>). This can be reduced by 5% annually from purchasing local food (based on a 2008 study: <https://pubs.acs.org/doi/abs/10.1021/es702969f>). Since the program ran 14 weeks, this is 27% of the year, or an impact of 1.35% of the average person's food carbon footprint.

Unaccounted for benefits

- Participant health: lost weight, healthier food choices
- VCA donations collected to pay for left-over food boxes
- Potential productivity time of participants – time not spent driving & shopping
- Economic support to local small businesses
- Enhanced market presence for locally grown and diversity of locally grown food. The local farmers' presence at the market facilitated much more local food sold and eaten by MV residents than is quantified by the program alone. Data on how much food could be collected for next year to include this impact in the GHG calculation.
- Food equality to a demographic that could not otherwise afford a local and organic food share
- Benefits to environment from conscientious environmentally-friendly farming methods and reduced waste
- GHG emissions savings from participants eating fresh local food, compared to typical processed food they might otherwise have selected from grocery store

Unknown variables

- Unknown how many grocery store trips are typically made in conjunction with other errands, and thus may or may not have reduced driving for some households.
- Survey data was not specific as to how many trips to which stores for each household, so this level of detail was estimated.
- Potential impact of participants shifting food habits to consistently purchase local healthy organic food throughout the year is unknown.
- It's very likely the GHG impact of purchasing local food is higher in Mountain Village than in Denver, due to the greater distance of commercial food transportation, however a more accurate value for our remote location is not currently available.

Recommendations will be provided to Mountain Village staff to modify the pre and post program surveys for 2019 in order to collect more complete data sets to improve upon this calculation next year.

Michelle Haynes

Hi Zoe,

I fully support of the Farm to Community Program. I volunteered one of the days to hand out fresh produce to the participants and they were all so happy and appreciative. This seems like a win-win for all involved and I highly encourage Council to continue this amazing program for 2020.

Heidi

Heidi Stenhammer

Administration & Operations Manager

Telluride Mountain Village Owners Association

113 Lost Creek Lane, Suite A Mountain Village, CO 81435

970-728-1904 Ext 7 (Office)

www.tmvoa.org

To Whom It May Concern,

My name is Savanna Wagner, and I am a community member who benefited from the Farm to Community program of 2019. I believe the program brought about health, hope, and a deeper connection to the food we consume. This program allowed community members to meet local farmers and gain an appreciation for fresh produce. I feel so grateful that the Town of Mountain Village offered an opportunity for its residents to attain affordable groceries. Not only did it support community members, but promoted the farmers who grow our local food. I think it is important for a community to give resources to those who produce healthy, sustainable food for its people.

As an Early Childhood Professional, I make a humble salary. The cost of living in Telluride/Mountain Village is considered high, and it can be difficult to afford fresh groceries. This program gave our community the opportunity to reap the benefits of eating fresh, local produce. My summer was filled with delicious, vibrant salads and vegetables. It made a big difference in my overall health and well-being. As a teacher, I would sit with the kids for lunch, and they would notice my healthy eating. That sends a positive message to the youngest of our community. If we invest in the health and well-being of our citizens, then we can do greater things together.

Thank you very much for this pilot program. I hope that it can be a program which is supported and valued throughout the years!

Sincerely,

Savanna Wagner

From: [P.Petee](#)
To: [Michelle Haynes](#)
Subject: thank you Mountain Village
Date: Friday, September 27, 2019 11:35:16 AM

27 September 2019

Dear Council members:

I want to thank the Town of Mountain Village and the Green Committee for developing the local Farm to Community program. I have been a grateful recipient since its inception last year and hope you will consider continuing it next year. Your support of the program is commendable, particularly to someone whose sole retirement support at 78 is Social Security.

Historically I have been a client of both local farmers' markets but don't afford the variety and the volume of fresh food that I have enjoyed because of the program the past two summers. I grew up eating fresh and preserved foods from our garden and livestock and am convinced that has contributed to my health and longevity.

I just had this idea so I haven't explored it but I wonder if Mountain Village could get energy credits by supporting the purchase of local produce and dairy? Transport of important food items from other countries to a remote location with a relatively small population adds a great deal to the price of healthy food .

Additionally, I'm pleased to say that as a resident of Village Court Apartments I was able to undergo an EcoAction Partners energy audit and my apartment was made more energy efficient, above my own efforts to save on utility bills.

I give back when I can. I helped distribute food share last summer and shared it both years. This year I participated in recycling education efforts at the recent National Night Out event.

Thank you again and best wishes!

Pam Pettee
970 728 7071

**TOWN OF MOUNTAIN VILLAGE
2020 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

1. Assist the business community, residents and homeowners achieve their goals of building, improving and being a part of the Mountain Village.
2. Continue to prioritize VCA Phase IV
3. Implement forest health measures and raise awareness of forest health and fire mitigation strategies.
4. Develop programs and policies to reduce the use of electricity, natural gas, fuel, paper, water, and chemicals.
5. Increase the vibrancy of the Village Center.
6. Be an advocate for workforce housing.
7. Continue education and compliance efforts regarding efficiency lodge zoning designations.

PLANNING SERVICES PERFORMANCE MEASURES

1. Continue to look for ways to streamline process, increase incentives and invite public participation to encourage compliance with planning and building regulations, policies and procedures while developing a sense of community.
2. Implement Comprehensive Plan at the direction of Town Council.
3. Continue to fund and advertise forest health and wildfire mitigation rebate and incentive programs that include both the defensible space and the cedar shake rebate program.
4. Develop programs and policies to reduce the use of electricity, natural gas, fuel, paper, water, and chemicals.
5. Be an advocate for workforce housing by:
 - a. Partnering with other entities and municipalities with a common goal when requested.
 - b. Share information with other entities and municipalities for the common goal.
 - c. Educate the broader public when the opportunities present themselves.
 - d. Think creatively about bringing entities together to effectuate land trades or mutually beneficial scenarios that would result in an increase in workforce housing.
 - i. Met with the Telluride Foundation and private entities to consider public private partnerships.
6. Continue CDC clarifying amendments.

2019 PLANNING DIVISION ACHIEVEMENTS

Implementing 2019 Goals

1. Continue to look for ways to streamline process, increase incentives and invite public participation to encourage compliance with planning and building regulations, policies and procedures while developing a sense of community.
 - a. Modified the Cedar Shake Incentive Program and all \$50,000 funds were utilized in 2019.
 - b. Completed and implemented sandwich board prototype in conjunction with TMVOA to help improve Village Center vibrancy and aesthetic.
 - c. Increased participation and funding in the Farm to Community Income Qualified Program to serve 60 families.
 - d. Enhanced marketing for all incentive programs.
 - e. Finaled 3-D model of Village Center for public use

- f. Bring through clean up CDC amendments (see below)
- 2. Implement Phase II of the Town Hall Subarea Planning process to prioritize, strategize and implement portions of the Town Hall Subarea Plan by:
 - a. Bringing road realignment, landscape design, platting and zoning to achieve a greater sense of arrival and park improvements through design in 2019 and bid and construction in 2020. **Put on hold by Council**
- 3. Continue to fund and advertise forest health and wildfire mitigation rebate and incentive programs that include both the defensible space and the cedar shake rebate program.
- 4. Develop programs and policies to reduce the use of electricity, natural gas, fuel, paper, water, and chemicals.
 - a. Initiate programming needs in Meritage to integrate planning files by second quarter. **In process**
 - b. See Building Department measures for other associated measures e.g. updating building and energy codes. **In process**
- 5. Implement portions of Village Center Vibrancy Plan.
 - a. Reduced sign fee - **Done**
 - b. Completed sandwich board design and implementation. - **Done**
 - c. Remove vending from CDC and have it implemented by a committee – **Done**
 - d. Clarify and update Plaza Use Standards – **in process**
- 6. Be an advocate for workforce housing:
 - a. Waived development fees for deed restricted development.
 - i. Three deed restricted homes were approved for design by the DRB.
 - ii. Two deed restricted remodels were permitted.
 - b. Purchased Deed Restricted units at Cassidy Ridge and Castellina and held a TMV lottery for staff (Cassidy Ridge) and a public lottery (Castellina).
 - c. Continuing to fund the down payment assistance program. \$30,000 of the \$60,000 have been utilized in 2019.
 - d. Brought the VCA Phase IV project through to construction drawings, hiring an owner’s representative and contractor bid submittals.
 - e. Met with private and public entities regarding workforce housing ideas. **Ongoing**
 - f. Worked with SMRHA to assure SMRHA and town deed restricted inventories are the same.
- 7. CDC amendments completed and in process:
 - a. Outdoor Lighting Regulations-completed
 - b. Accessory Structures – in process
 - c. Allow staff level review of synthetic roof material-completed
 - d. Discussion regarding roof, gutters and downspout materials – continued
 - e. Vending regulations-in process
 - f. Clarifying short term accommodations and definitions of zoning designations-in process
 - g. Village Center lighting regulations – in progress
 - h. Design Variation CDC amendment – in progress
 - i. Architectural Lighting amendments - in progress
- 8. Work through multi-level compliance and education campaign regarding efficiency lodge zoning designation units.
 - a. Provide unit list inventory to the public
 - b. Educate the community
 - c. Complete a clarifying CDC amendment
 - d. Process and administer rezone and density transfer applications
 - e. Facilitate bringing properties into compliance with town laws
 - f. Held multiple worksessions with Town Council.

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections

Housing Office

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019		2020		2021 Long	2022 Long	2023 Long	2024 Long
				2019 Original	Forecasted	Adjustments	Proposed	Adjustments	Term Projection	Term Projection	Term Projection
Housing Office	Salaries & Wages	14,581	15,619	16,061	16,061	-	16,590	529	16,590	16,590	16,590
Housing Office	Group Insurance	1,472	1,866	1,890	1,890	-	2,041	151	2,082	2,124	2,166
Housing Office	Dependent Health Reimbursement	(211)	(326)	(542)	(542)	-	(542)	-	(542)	(542)	(542)
Housing Office	PERA & Payroll Taxes	2,190	2,319	2,471	2,471	-	2,552	81	2,552	2,552	2,552
Housing Office	PERA 401K	274	298	482	482	-	2,882	2,400	2,882	2,882	2,882
Housing Office	Workers Compensation	291	(176)	210	210	-	221	11	232	243	255
Housing Office	Other Employee Benefits	401	30	134	134	-	134	-	137	139	142
Total		18,998	19,630	20,706	20,706	-	23,878	3,172	23,933	23,989	24,046

A portion of the Planning & Development Services Director's time is allocated to the housing office.

Planning Services

Planning & Zoning	Salaries & Wages	220,573	222,320	236,139	236,139	-	245,568	9,429	245,568	245,568	245,568
Planning & Zoning	Housing Allowance	1,408	-	-	-	-	-	-	-	-	-
Planning & Zoning	Group Insurance	38,671	35,468	42,943	43,750	807	47,250	3,500	48,195	49,159	50,142
Planning & Zoning	Dependent Health Reimbursement	(1,926)	(2,378)	(702)	(702)	-	(702)	-	(702)	(702)	(702)
Planning & Zoning	PERA & Payroll Taxes	33,801	34,213	36,318	36,318	-	37,768	1,450	37,768	37,768	37,768
Planning & Zoning	PERA 401K	8,612	7,708	11,775	11,775	-	12,278	503	12,278	12,278	12,278
Planning & Zoning	Workers Compensation	1,938	463	1,883	1,883	-	1,977	94	2,076	2,180	2,289
Planning & Zoning	Other Employee Benefits	3,793	700	3,133	3,150	17	3,150	-	3,213	3,277	3,343
Planning & Zoning	Consultation Fees- Planning (1)	3,093	525	25,000	15,000	(10,000)	15,000	-	15,000	15,000	15,000
Planning & Zoning	Consulting-Master Planning	35,875	198,197	30,000	3,000	(27,000)	-	(3,000)	-	-	-
Planning & Zoning	Forestry Management	14,623	3,884	50,000	5,000	(45,000)	25,000	20,000	25,000	25,000	25,000
Planning & Zoning	Communications	4,074	4,422	4,029	4,029	-	4,029	-	4,029	4,029	4,029
Planning & Zoning	Public Noticing	1,846	3,686	3,000	3,000	-	3,500	500	3,500	3,500	3,500
Planning & Zoning	Printing & Binding	3,344	1,214	3,500	3,500	-	3,500	-	3,500	3,500	3,500
Planning & Zoning	Recording Fees	354	143	600	600	-	600	-	600	600	600
Planning & Zoning	Dues & Fees	1,140	814	1,400	1,400	-	1,400	-	1,400	1,400	1,400
Planning & Zoning	Travel, Education & Training	2,994	4,673	7,000	7,000	-	7,000	-	7,000	7,000	7,000
Planning & Zoning	Contract Labor	500	-	-	-	-	-	-	-	-	-
Planning & Zoning	Postage & Freight	88	83	120	120	-	120	-	120	120	120
Planning & Zoning	General Supplies & Material	3,920	2,615	2,500	2,500	-	2,500	-	2,500	2,500	2,500
Planning & Zoning	Business Meals	3,257	4,584	3,000	3,000	-	3,000	-	3,000	3,000	3,000
Planning & Zoning	Employee Appreciation	287	614	300	300	-	300	-	300	300	300
Planning & Zoning	Other Benefits - DRB	6,722	6,747	7,155	7,155	-	7,155	-	7,155	7,155	7,155
Planning & Zoning	Live Streaming	1,200	4,200	6,000	6,000	-	6,000	-	6,000	6,000	6,000
Planning & Zoning	Books & Periodicals	200	-	250	250	-	250	-	250	250	250
Total		390,387	534,894	475,343	394,167	(81,176)	426,643	32,476	427,750	428,882	430,040

(1) Contract with a Lighting/Planning expert for Village Center Lighting CDC Amendments

**TOWN OF MOUNTAIN VILLAGE
2020 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 (“SMRHA”)

The Mountain Village Housing Authority Division, through an IGA with the SMRHA, 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 SMRHA, 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. Greatly improve the VCA exterior grounds.
 - a. Consider future pocket park areas and better use of pervious versus impervious surfaces.
2. Enhance common area cleanliness and exterior of buildings.
3. Replace all electric baseboard heaters.
4. Prioritize aesthetic improvements once safety improvements are met.
5. Produce a VCA tenant satisfaction survey.
6. Evaluate utility costs and overhead.
7. Receive a good report and no findings with the audit and inspection by the Department of Local Affairs (DOLA) in 2020.
8. Improve maintenance of all buildings and property.
9. Respond to all tenant inquiries and maintenance requests in a professional and customer-service oriented manner.
10. Operate within the housing authority adopted budget.
11. Operate the apartments in an environmentally sustainable and sensitive manner including the responsible use of electricity, natural gas, fuel, paper, water, and chemicals.
12. Continue cooperative regional efforts to advance workforce housing/deed restricted housing.
13. Continue to fund the employee down payment assistance program at \$60,000 a year or greater as needed and determined by Town Council.
14. Host National Night Out and other tenant activities. Provide resource materials for tenants.

HOUSING DIVISION PERFORMANCE MEASURES

1. Secure additional funds for a dedicated landscape maintenance person for VCA.
 - a. Implement a landscape improvement plan short and long term.
2. Bolster common area cleanliness and exterior of building with direction from Council. Implement as part of our routine maintenance schedule.
3. Complete replacement of all baseboard heaters.
4. Budget for additional aesthetic improvements with direction from Council.
5. Complete and compile tenant survey data by third quarter.
6. Take direction from council related to utility and rent discussion.
7. Prepare in advance all necessary requirements in anticipation of the DOLA audit and inspection.
8. Operate in accordance with written building and property maintenance standard operating procedures throughout the year with respect to buildings and property maintenance.
9. At all times, respond to all tenant 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.

10. Throughout the year, operate within the Housing Authority adopted budget.
11. Operate the apartments in an environmentally sustainable and sensitive manner including the responsible use of electricity, natural, fuel, paper, water, and chemicals.
 - a. Initiate year three of the annual review and inspections of each unit.
 - b. Continue to upgrade appliances and fixtures in order of priority beginning with water heaters, then refrigerators, water fixtures and light bulbs with unit turn overs and as identified with the annual inspections.
12. Continue to attend joint regional meetings on housing related issues. Share information and update information with SMRHA when requested.
13. Provide materials and assistance to employees that helps them utilize the down payment assistance funding each year.
14. Foster a community that is safe for residents. Provide assistance tools to tenants as needed (translation services, resource center, tri-county health, and other services: physical, emotional, financial) Produce resource materials available to tenants in hard copy and on the VCA website.

2019 HOUSING DIVISION ACHIEVEMENTS

1. Updates and maintenance of property completed. Complete
 - Replaced older appliances that reached life expectancy or were broken: 4 stoves, 6 refrigerators, 5 hot water heaters, 4 dishwashers.
 - Replaced stove hoods over 10 years old: 65 Studios, 32/2 bedroom, 3/1 bedroom
 - Replaced older Flooring – 80% complete. All studios and 1 bedroom and most 2 bedroom units are done. The remaining 2 bedroom units will be done by end of year 2019. In 2020, all 3 bedrooms and miscellaneous units that needed to be rescheduled previously will be complete.
 - Staining of entrances and replacing of exterior walkway boards as needed – 80% complete. Buildings 1-7 and 10-12 will be completed by end of 2019. Next year buildings 8-9 and 14 will be completed.
 - Gutters fixed or replaced on Building 10-14.
 - Purchased 3 new trash cans for grounds.
 - Roof repairs complete on all buildings.
 - Medicine cabinets for buildings 1-9 upgraded: 80% complete – 45 studios, 23/2 bedroom units
 - Landscaping – Replacement of sprinkler heads as needed, flower baskets at each building entrance and flower bed by office, new bench in garden, additional 3 outside trash containers around property.
 - Quarterly pest control.
 - Regular maintenance of VCA. Greater snow clearing of driveway, parking spaces, sidewalks, daycare yards, and stairs during a heavy snow season, yard work weekly, monthly summer clean-up day of grounds, weekly cleaning of laundry rooms, biweekly cleaning of inside hallways, outside hallways swept quarterly, trash houses weekly removal of large items and monthly cleaning, empty cigarette containers and trash containers on grounds weekly, work orders (267 January through August 2019) and turn overs (22 January through August 2019) done in a timely manner.
2. Files and system organized. Purchased new tenant files with dividers that allowed them to be organized. Unit maintenance and move-out files maintained and updated. Complete
3. Prepare in advance all necessary requirements in anticipation of the DOLA audit and inspection. Passed
4. Throughout the year, maintain all buildings and property in accordance with written building and property maintenance standard operating procedures. Complete
5. At all times, respond to tenant 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. Complete
6. Throughout the year, operate within the Housing Authority adopted budget. Complete
7. Operate the apartments in an environmentally sustainable and sensitive manner including the responsible use of electricity, natural, fuel, paper, water, and chemicals.
 - a. Initiate year three of the annual review and inspections of each unit.
 - b. Continue to upgrade appliances and fixtures in order of priority beginning with water heaters, then refrigerators, water fixtures and light bulbs with unit turn overs and as identified with the annual inspections. Done

8. Created a separate tracking inventory of all deed restricted properties and units in the Mountain Village (built and platted and unbuilt).
9. Successfully granted two housing down payment assistance loans to staff with a total value of \$60,000.
10. Closer communications interdepartmentally regarding deed restricted properties: billing and tracking.

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections

Mountain Village Housing Authority

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019		2020		2021 Long Term Projection	2022 Long Term Projection	2023 Long Term Projection	2024 Long Term Projection	
				2019 Original	Forecasted	2019 Adjustments	2020 Proposed					2020 Adjustments
<u>Affordable Housing Development Fund</u>												
AHDF Revenues	Community Garden Plot Rents	685	570	550	550	-	550	-	550	550	550	550
AHDF Revenues	Sale Proceeds	-	277,858	285,000	-	(285,000)	-	-	-	-	-	-
AHDF Revenues	Rental Proceeds	12,480	12,480	12,228	32,919	20,691	34,080	1,161	34,080	34,080	34,080	34,080
Total Revenues		13,165	290,908	297,778	33,469	(264,309)	34,630	1,161	34,630	34,630	34,630	34,630
Affordable Housing Development Fund	Community Garden At VCA	-	-	750	750	-	750	-	750	750	750	750
Affordable Housing Development Fund	Rental Unit Utilities	939	1,079	5,000	2,000	(3,000)	2,000	-	2,000	2,000	2,000	2,000
Affordable Housing Development Fund	Rental Unit Lease Fees	-	-	-	20,729	20,729	21,600	871	21,600	21,600	21,600	21,600
Affordable Housing Development Fund	HOA And Parking Dues	8,939	9,023	8,987	6,269	(2,718)	6,269	-	6,269	6,269	6,269	6,269
Affordable Housing Development Fund	Rental Unit Maintenance	1,816	9,617	-	2,500	2,500	2,500	-	2,500	2,500	2,500	2,500
Affordable Housing Development Fund	Future Housing Projects	8,856	8,856	11,013	14,580	3,567	14,580	-	14,580	14,580	14,580	14,580
Affordable Housing Development Fund	Cassidy Ridge Purchase	-	282,370	285,000	-	(285,000)	-	-	-	-	-	-
Affordable Housing Development Fund	RHA Operations Funding	87,776	107,668	92,625	92,625	-	92,625	-	92,625	92,625	92,625	92,625
Affordable Housing Development Fund	Housing Authority Consultant	4,900	-	-	-	-	-	-	-	-	-	-
Total Expenditures		113,226	418,612	403,375	139,453	(263,922)	140,324	871	140,324	140,324	140,324	140,324
AHDF Transfers	Transfer (To)/From General Fund	474,477	493,047	505,159	539,205	34,046	559,595	20,391	581,957	605,213	629,399	654,553
AHDF Transfers	Transfer (To)/From GF Housing Office	(18,998)	(19,630)	(20,706)	(20,706)	-	(23,878)	(3,172)	(23,933)	(23,989)	(24,046)	(24,105)
AHDF Transfers	Transfer (To)/From VCA	-	-	(1,472,093)	(797,989)	674,104	(813,222)	(15,232)	(208,014)	(124,795)	(51,300)	-
AHDF Transfers	Transfer (To)/From Mortgage Assistance	-	(30,000)	(60,000)	(54,489)	5,511	(60,000)	(5,511)	(60,000)	(60,000)	(60,000)	(60,000)
Total Other Sources/Uses		455,479	443,417	(1,047,640)	(333,979)	713,661	(337,504)	(3,525)	290,010	396,430	494,053	570,448
Surplus (Deficit)		355,419	315,713	(1,153,237)	(439,963)	713,274	(443,198)	(3,235)	184,316	290,736	388,359	464,754
Beginning Fund Balance		1,149,534	1,504,953	1,816,107	1,820,665		1,380,702		937,504	1,121,820	1,412,556	1,800,915
Ending Fund Balance		1,504,953	1,820,665	662,870	1,380,702		937,504		1,121,820	1,412,556	1,800,915	2,265,669
<u>Mortgage Assistance Pool</u>												
Mortgage Assistance Transfers	Interest Revenue	5,511	-	-	-	-	-	-	-	-	-	-
Mortgage Assistance Pool	Employee Mortgage Assistance	-	30,000	60,000	60,000	-	60,000	-	60,000	60,000	60,000	60,000
Mortgage Assistance Transfers	Transfer (To)/From AHDF	-	30,000	60,000	54,489	(5,511)	60,000	5,511	60,000	60,000	60,000	60,000
Surplus (Deficit)		5,511	-	-	(5,511)	(5,511)	-	5,511	-	-	-	-
Beginning Fund Balance		-	5,511	5,511	5,511		-		-	-	-	-
Ending Fund Balance		5,511	5,511	5,511	-		-		-	-	-	-

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections

Village Court Apartments

Worksheet

Summary

Revenues

	Actuals 2017	Actuals 2018	2019 Original	2019 Forecasted	2019 Adjustments	2020 Proposed	2020 Adjustments	2021 Long Term Projection	2022 Long Term Projection	2023 Long Term Projection	2024 Long Term Projection
Rents	2,248,663	2,261,422	2,287,771	2,287,771	-	2,563,363	275,592	3,255,878	3,352,242	3,451,496	3,553,728
Other Operating Income	105,106	124,701	79,260	87,500	8,240	95,500	8,000	95,500	95,500	95,500	95,500
Total Revenues	2,353,769	2,386,123	2,367,031	2,375,271	8,240	2,658,863	283,592	3,351,378	3,447,742	3,546,996	3,649,228

Operating Expenditures

Office Operations	175,688	188,876	199,920	209,172	9,252	222,580	13,409	219,899	222,285	223,781	225,321
General & Administrative	127,667	108,484	133,935	134,450	515	158,365	23,915	157,865	158,555	159,252	159,956
Utilities	370,625	376,517	395,945	419,008	23,063	433,237	14,229	506,820	515,482	520,475	525,568
Repair & Maintenance	385,612	381,500	443,293	496,003	52,710	571,850	75,847	581,770	583,077	584,431	585,836
Non-routine Repair & Maintenance	195,032	316,385	453,323	303,300	(150,023)	263,300	(40,000)	183,300	183,300	193,300	193,300
Contingency	-	-	16,264	15,619	(645)	16,493	874	16,497	16,627	16,812	16,900
Total Operating Expenditures	1,254,624	1,371,761	1,642,680	1,577,552	(65,128)	1,665,826	88,274	1,666,150	1,679,326	1,698,052	1,706,880

Capital Outlay

Capital Outlay Expense	6,713	398,386	9,400,000	8,000,000	(1,400,000)	6,635,000	(1,365,000)	-	-	-	-
Total Capital Outlay	6,713	398,386	9,400,000	8,000,000	(1,400,000)	6,635,000	(1,365,000)	-	-	-	-

Debt Service

Phase 4 Debt Service P&I	-	-	550,000	10,652	(539,348)	368,206	357,554	936,206	936,206	936,206	936,206
US 2014A&B Loan Fund Interest	(1,264)	(5,383)	(60)	(3,500)	(3,440)	(3,500)	-	(3,500)	(3,500)	(3,500)	(3,500)
Interest Expense-2014A	406,401	394,539	381,884	381,884	-	381,884	-	381,884	381,884	381,884	381,884
Trustee Fees	1,750	1,925	-	-	-	-	-	-	-	-	-
Phase 4 Cost Of Issuance	-	-	100,000	100,000	-	-	(100,000)	-	-	-	-
Bonds-Principal	357,073	393,738	406,393	406,393	-	406,393	-	406,393	406,393	406,393	406,393
Total Debt Service	763,960	784,819	1,438,217	895,429	(542,788)	1,152,983	257,554	1,720,983	1,720,983	1,720,983	1,720,983

Other Source/Uses

Gain/Loss On Sale Of Assets	(3,245)	-	-	-	-	-	-	-	-	-	-
Transfer To GF - Overhead Allocation	(118,518)	(140,169)	(162,959)	(161,656)	1,303	(153,276)	8,380	(172,259)	(172,227)	(179,261)	(175,509)
Bond Proceeds	-	-	8,500,000	7,000,000	(1,500,000)	6,135,000	(865,000)	-	-	-	-
AHDF Contribution	-	-	1,472,093	797,989	(674,104)	813,222	15,232	208,014	124,795	51,300	-
Total Other Sources/Uses	(121,763)	(140,169)	9,809,134	7,636,333	(2,172,801)	6,794,945	(841,388)	35,755	(47,433)	(127,961)	(175,509)

Surplus (Deficit)	206,709	(309,013)	(304,732)	(461,377)	(156,645)	-	461,377	-	-	-	45,855
Beginning Available Fund Balance	563,681	770,390	304,732	461,377	-	-	-	-	-	-	-
Ending Available Fund Balance	770,390	461,377	-	-	-	-	-	-	-	-	45,855

1,156,483

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections

Village Court Apartments

Worksheet		Actuals 2017	Actuals 2018	2019 Original	2019 Forecasted	2019 Adjustments	2020 Proposed	2020 Adjustments	2021 Long Term Projection	2022 Long Term Projection	2023 Long Term Projection	2024 Long Term Projection
Revenues												
VCA Revenues	Phase 4 Potential Rents	-	-	-	-	-	207,719	207,719	830,878	855,804	881,478	907,923
VCA Revenues	Apartment Rents	2,200,208	2,218,060	2,244,540	2,244,540	-	2,311,876	67,336	2,381,232	2,452,669	2,526,250	2,602,037
VCA Revenues	Commercial Space Rent	28,488	28,488	28,488	28,488	-	28,488	-	28,488	28,488	28,488	28,488
VCA Revenues	Storage Rents	15,360	14,874	14,743	14,743	-	15,280	537	15,280	15,280	15,280	15,280
VCA Revenues	Allowance For Bad Debt	4,608	-	-	-	-	-	-	-	-	-	-
Total Rent Revenues		2,248,663	2,261,422	2,287,771	2,287,771	-	2,563,363	275,592	3,255,878	3,352,242	3,451,496	3,553,728
VCA Revenues	Late Fees	9,430	8,488	5,000	5,500	500	5,500	-	5,500	5,500	5,500	5,500
VCA Revenues	NSF Fee	240	245	250	150	(100)	150	-	150	150	150	150
VCA Revenues	Lease Break Fee	8,890	13,455	5,000	5,000	-	5,000	-	5,000	5,000	5,000	5,000
VCA Revenues	Unit Transfer Fees	3,600	3,600	-	1,400	1,400	1,400	-	1,400	1,400	1,400	1,400
VCA Revenues	Apartment Furnishings	-	-	-	-	-	-	-	-	-	-	-
VCA Revenues	Laundry Revenue (1)	42,601	50,486	40,000	42,000	2,000	50,000	8,000	50,000	50,000	50,000	50,000
VCA Revenues	Laundry Vending	-	317	-	250	250	250	-	250	250	250	250
VCA Revenues	Carpet Cleaning Revenue	3,075	2,920	-	-	-	-	-	-	-	-	-
VCA Revenues	Cleaning Charges Revenue	2,808	3,051	3,000	1,000	(2,000)	1,000	-	1,000	1,000	1,000	1,000
VCA Revenues	Repair Charge Revenue	3,184	8,961	3,000	3,000	-	3,000	-	3,000	3,000	3,000	3,000
VCA Revenues	Credit Card Fees	3,754	3,480	5,000	4,000	(1,000)	4,000	-	4,000	4,000	4,000	4,000
VCA Revenues	WF Investment Income	725	8,544	10	2,500	2,490	2,500	-	2,500	2,500	2,500	2,500
VCA Revenues	Credit Check Revenue	4,750	4,300	4,500	4,500	-	4,500	-	4,500	4,500	4,500	4,500
VCA Revenues	Pet Fees	12,025	14,837	10,000	10,000	-	10,000	-	10,000	10,000	10,000	10,000
VCA Revenues	Parking Enforcement	1,500	1,680	-	4,000	4,000	4,000	-	4,000	4,000	4,000	4,000
VCA Revenues	Other Misc Revenue	8,524	337	3,500	4,200	700	4,200	-	4,200	4,200	4,200	4,200
Total Other Revenues		105,106	124,701	79,260	87,500	8,240	95,500	8,000	95,500	95,500	95,500	95,500
Total Revenues		2,353,769	2,386,123	2,367,031	2,375,271	8,240	2,658,863	283,592	3,351,378	3,447,742	3,546,996	3,649,228

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections

Village Court Apartments

Worksheet			2019		2020		2021 Long	2022 Long	2023 Long	2024 Long		
	Actuals 2017	Actuals 2018	2019 Original	Forecasted	Adjustments	Proposed	Adjustments	Term Projection	Term Projection	Term Projection	Term Projection	
<u>Office Operations</u>												
VCA	Salaries & Wages - Management	99,745	108,950	112,152	112,152	-	115,517	3,365	115,517	115,517	115,517	115,517
VCA	PERA & Payroll Taxes	15,165	16,682	17,249	17,249	-	17,766	517	17,766	17,766	17,766	17,766
VCA	Workers' Compensation	361	379	3,835	4,027	192	4,228	201	4,439	4,661	4,895	5,139
VCA	Group Insurance	25,566	25,323	26,079	25,000	(1,079)	27,000	2,000	27,540	28,091	28,653	29,226
VCA	Dependent Health Reimbursement	-	(315)	-	-	-	-	-	-	-	-	-
VCA	PERA 401K	527	987	2,243	2,242	(1)	3,465	1,223	3,465	3,465	3,465	3,465
VCA	Other Employee Benefits	1,810	60	1,800	1,800	-	1,800	-	1,802	1,838	1,875	1,912
VCA	Housing Allowance	7,596	16,900	10,140	20,280	10,140	20,888	608	21,515	22,161	22,825	23,510
VCA	Computer & Software Support	8,863	6,750	9,072	9,072	-	14,566	5,494	10,504	10,936	10,936	10,936
VCA	Postage/Freight	10	-	150	150	-	150	-	150	150	150	150
VCA	Dues, Licenses & Fees	3,462	3,063	4,000	4,000	-	4,000	-	4,000	4,000	4,000	4,000
VCA	Travel & Training	4,531	1,579	3,500	3,500	-	3,500	-	3,500	3,500	3,500	3,500
VCA	Telephone (1)	2,491	3,191	6,000	6,000	-	6,000	-	6,000	6,000	6,000	6,000
VCA	Credit / Collections Costs & Fees	4,390	3,604	3,500	3,500	-	3,500	-	3,500	3,500	3,500	3,500
VCA	Parking Permits	50	490	-	-	-	-	-	-	500	500	500
VCA	Outside Consulting	888	435	-	-	-	-	-	-	-	-	-
VCA	Employee Appreciation	236	200	200	200	-	200	-	200	200	200	200
VCA	Business Meals	-	599	-	-	-	-	-	-	-	-	-
Total Office Operations		175,688	188,876	199,920	209,172	9,252	222,580	13,409	219,899	222,285	223,781	225,321
(1) Adding one cell phone												
<u>General & Administrative</u>												
VCA	Legal Fees	33,567	9,061	15,000	15,000	-	15,000	-	15,000	15,000	15,000	15,000
VCA	Communications	-	189	5,000	5,000	-	5,000	-	5,000	5,000	5,000	5,000
VCA	Events/Promotions	11	1,062	2,000	2,000	-	2,000	-	2,000	2,000	2,000	2,000
VCA	Association Dues	24,192	24,192	24,192	30,240	6,048	36,855	6,615	36,855	36,855	36,855	36,855
VCA	Credit Card Charge	6,481	5,659	11,422	11,422	-	11,422	-	11,422	11,422	11,422	11,422
VCA	Repairs & Maintenance-Equipment	-	1,920	1,825	1,825	-	1,825	-	1,825	1,825	1,825	1,825
VCA	Insurance	55,884	56,045	61,610	55,000	(6,610)	69,000	14,000	69,000	69,690	70,387	71,091
VCA	Operating Lease - Copier	1,712	1,386	2,463	2,463	-	2,463	-	2,463	2,463	2,463	2,463
VCA	General Supplies	2,834	2,238	1,423	2,000	577	2,300	300	2,300	2,300	2,300	2,300
VCA	Janitorial	2,935	2,858	-	500	500	3,500	3,000	3,000	3,000	3,000	3,000
VCA	VCA Damages To Tenant	50	954	1,500	1,500	-	1,500	-	1,500	1,500	1,500	1,500
VCA	Bad Debt Expense	-	2,920	7,500	7,500	-	7,500	-	7,500	7,500	7,500	7,500
Total General & Administrative		127,667	108,484	133,935	134,450	515	158,365	23,915	157,865	158,555	159,252	159,956

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections

Village Court Apartments

Worksheet		Actuals 2017	Actuals 2018	2019		2020		2021 Long	2022 Long	2023 Long	2024 Long	
				2019 Original	Forecasted	Adjustments	Proposed	Adjustments	Term Projection	Term Projection	Term Projection	Term Projection
Utilities												
VCA	Water/Sewer	116,209	117,040	116,529	116,529	-	124,672	8,143	181,490	181,490	181,490	181,490
VCA	Waste Disposal	36,844	45,998	30,911	40,000	9,089	40,800	800	41,616	42,448	43,297	44,163
VCA	Cable (1)	45,948	51,370	46,877	62,000	15,123	63,381	1,381	75,348	79,115	79,115	79,115
VCA	Electricity	169,048	161,315	195,232	195,232	-	199,137	3,905	203,119	207,182	211,325	215,552
VCA	Electricity- Maintenance Bldg	-	794	3,247	3,247	-	3,247	-	3,247	3,247	3,247	3,247
VCA	Propane- Maintenance Facility	2,576	-	3,149	2,000	(1,149)	2,000	-	2,000	2,000	2,000	2,000
Total Utilities		370,625	376,517	395,945	419,008	23,063	433,237	14,229	506,820	515,482	520,475	525,568

(1) Basic Cale TV provided, rate increase in 2019

Repair & Maintenance

VCA	Salaries & Wages - Maintenance	151,205	164,985	170,622	170,622	-	205,948	35,326	237,958	237,958	237,958	237,958
VCA	PERA & Payroll Taxes	23,341	24,259	26,242	26,242	-	31,675	5,433	36,602	36,602	36,602	36,602
VCA	Workers' Compensation	5,433	2,470	8,750	8,750	-	9,188	438	9,647	10,129	10,636	11,167
VCA	Group Insurance	50,895	42,662	50,789	50,789	-	67,500	16,711	82,620	82,620	82,620	82,620
VCA	Dependent Health Reimbursement	-	(1,553)	-	-	-	-	-	-	-	-	-
VCA	PERA 401K	5,691	6,701	10,678	10,678	-	10,297	(381)	11,899	11,899	11,899	11,899
VCA	Employee Appreciation	-	400	400	400	-	500	100	500	500	500	500
VCA	Other Benefits	2,759	141	3,600	3,600	-	4,500	900	4,590	4,682	4,775	4,871
VCA	Housing Allowance	21,970	21,787	23,021	23,021	-	23,712	691	24,423	25,156	25,910	26,688
VCA	Travel, Education & Meals (1)	943	4,128	4,000	3,000	(1,000)	3,000	-	3,000	3,000	3,000	3,000
VCA	Vehicle Fuel	2,205	3,575	3,647	3,647	-	3,647	-	3,647	3,647	3,647	3,647
VCA	Maintenance - Supplies	56,509	51,267	41,000	91,000	50,000	105,000	14,000	60,000	60,000	60,000	60,000
VCA	Uniforms	995	989	1,000	1,000	-	1,000	-	1,000	1,000	1,000	1,000
VCA	Parking Supplies	-	-	-	-	-	-	-	-	-	-	-
VCA	Maintenance -Subcontract	8,802	11,889	35,000	35,000	-	35,000	-	35,000	35,000	35,000	35,000
VCA	Apartment Turnover	1,175	-	-	1,500	1,500	1,500	-	1,500	1,500	1,500	1,500
VCA	Carpet Cleaning	5,325	4,555	-	-	-	-	-	-	-	-	-
VCA	Snow Removal	18,942	-	15,000	15,000	-	15,000	-	15,000	15,000	15,000	15,000
VCA	Fire Alarm Monitoring System	5,040	5,040	10,400	10,610	210	11,240	630	11,240	11,240	11,240	11,240
VCA	Fire System Repair/Inspections (2)	9,008	17,065	8,000	10,000	2,000	12,000	2,000	12,000	12,000	12,000	12,000
VCA	Equipment & Tools	3,920	3,918	4,000	4,000	-	4,000	-	4,000	4,000	4,000	4,000
VCA	Telephone	5,928	6,000	5,062	5,062	-	5,062	-	5,062	5,062	5,062	5,062
VCA	Commercial Rental Space	-	-	10,000	10,000	-	10,000	-	10,000	10,000	10,000	10,000
VCA	Vehicle Repair & Maintenance	2,299	325	1,082	1,082	-	1,082	-	1,082	1,082	1,082	1,082
VCA	Landscaping (1)	-	3,673	5,000	5,000	-	5,000	-	5,000	5,000	5,000	5,000
VCA	Laundry Equip And Repair & Maint (2)	3,227	7,223	6,000	6,000	-	6,000	-	6,000	6,000	6,000	6,000
Total Repair & Maintenance		385,612	381,500	443,293	496,003	52,710	571,850	75,847	581,770	583,077	584,431	585,836

(1) 2019 - Training in electrical class Denver \$1,100 2 days

(2) 2018 - finished repair to system; 2019 Inspection plus extra for minor repairs if found

Major Repair & Replacement

VCA	Roof Repairs	2,188	12,188	10,000	5,000	(5,000)	5,000	-	5,000	5,000	5,000	5,000
VCA	Painting/Staining (1)	24,220	382	-	5,000	5,000	5,000	-	5,000	5,000	5,000	5,000

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections

Village Court Apartments

Worksheet		Actuals 2017	Actuals 2018	2019 Original	2019 Forecasted	2019 Adjustments	2020 Proposed	2020 Adjustments	2021 Long Term Projection	2022 Long Term Projection	2023 Long Term Projection	2024 Long Term Projection
VCA	Carpet Replacement (2)	50,770	59,915	155,000	155,000	-	100,000	(55,000)	60,000	60,000	60,000	60,000
VCA	Cabinet Refacing/Replacement	-	-	10,000	5,000	(5,000)	5,000	-	5,000	5,000	5,000	5,000
VCA	Window Repair	-	2,850	6,000	3,000	(3,000)	3,000	-	3,000	3,000	3,000	3,000
VCA	Vinyl Replacement - Floor Repair (3)	21,036	52,703	229,683	100,000	(129,683)	100,000	-	60,000	60,000	60,000	60,000
VCA	Appliances	23,367	156,527	20,000	20,000	-	20,000	-	20,000	20,000	20,000	20,000
VCA	Hot Water Heaters	15,115	4,994	2,300	2,300	-	2,300	-	2,300	2,300	12,300	12,300
VCA	Common Area Improvements	48,958	23,348	-	-	-	-	-	-	-	-	-
VCA	Paving Repairs	-	-	15,000	-	(15,000)	15,000	15,000	15,000	15,000	15,000	15,000
VCA	Concrete Repairs (4)	-	-	2,340	5,000	2,660	5,000	-	5,000	5,000	5,000	5,000
VCA	Bobcat	3,000	864	3,000	3,000	-	3,000	-	3,000	3,000	3,000	3,000
VCA	Cabinet Replacement - Studio	2,533	2,072	-	-	-	-	-	-	-	-	-
VCA	Special Projects	-	543	-	-	-	-	-	-	-	-	-
VCA	Water Damage	3,846	-	-	-	-	-	-	-	-	-	-
Total Major Repairs & Replacements		195,032	316,385	453,323	303,300	(150,023)	263,300	(40,000)	183,300	183,300	193,300	193,300

- (1) Staining outside entrances
- (2) Finish replacing old flooring
- (3) Finish replacing old flooring
- (4) Start repairing sidewalks

Capital

VCA	Phase 4 Construction Costs	-	255	9,400,000	8,000,000	(1,400,000)	6,635,000	(1,365,000)	-	-	-	-
VCA	Capital Equipment	4,043	-	-	-	-	-	-	-	-	-	-
VCA	Vehicles (11)	-	46,438	-	-	-	-	-	-	-	-	-
VCA	Building 8 Laundry Facility	2,670	99,544	-	-	-	-	-	-	-	-	-
VCA	Parking Improvements (12)	-	252,150	-	-	-	-	-	-	-	-	-
Total Capital		6,713	398,386	9,400,000	8,000,000	(1,400,000)	6,635,000	(1,365,000)	-	-	-	-

- (11) Replace utility vehicles
- (12) Additional Parking Lots



**SUPLANNING AND DEVELOPMENT SERVICES
DEPARTMENT**

455 Mountain Village Blvd.
Mountain Village, CO 81435
(970) 728-1392

TO: Town Council

FROM: Michelle Haynes, Planning and Development Services Director & Cecilia Curry, VCA Property Manager

FOR: Budget Meeting of October 9, 2018

DATE: September 17, 2019

RE: Village Court Apartments (VCA) Budget Supplementary Memo

PURPOSE

The purpose of this memo is to provide the following requested information:

- 1) Provide context to the VCA maintenance discussion
- 2) Response to the 2020 Budget Questions memo provided to staff from Council
- 3) Explain our current maintenance routine and schedule
- 4) Proposed enhanced maintenance and an associated detailed budget request

Budget Questions Regarding VCA

Revenues are up 12% and expenses are up 32%. It is not clear why expenses are up so much other than catch up of O&M. We need a regular program to refurbish units with carpets, appliances, etc. I would think that after 10 years a unit would get a full upgrade of kitchen, bath, carpeting and paint.

As part of the budget I'd like to see the frequency of maintenance (weekly, monthly, quarterly, or annually) of the buildings and common areas. This would include washing of windows, power washing of exterior common areas, cleaning of common area carpets, cleaning of laundry rooms, pest treatment, etc. There should be guidelines around painting / staining of interior and exterior common areas.

Regarding outside grounds we need to develop a similar maintenance program around landscaping, lawn weed and feed, snow removal, chip sealing, parking lot sweeping and relining parking spots.

I'd like to have a discussion around potential outsourcing of some of the functions to see if there are ways to lower the overall costs.

Attachments:

- VCA Reply to Questions
 - Existing Maintenance Schedule
 - Replacement log
 - Routine Maintenance Schedule
 - Snow Removal Schedule
 - Vacant Unit Checklist (Instructions and Checklist for Cleaning a Vacant Unit)
 - Apartment Inspection Form
 - Lawn Care

INTRODUCTION AND CONTEXT TO THE VCA PROPERTY

Phase I of VCA was constructed under the County. With the inclusion of Phases II, and III there are a total of 13 buildings inclusive of 220 rental apartment units. The property also contains two spaces used for childcare, an office and associated appurtenances including and not limited to a maintenance shop, storage lockers, basketball court, a community deck, a community garden and a dog park.

VCA Staff Responsibilities

There are 220 rental units with a population of approximately 500 residents. VCA is managed by two office staff, three maintenance workers and one cleaning staff person. VCA management staff administers tenant leases, tenant qualifications to lease, compliance with lawful presence, compliance with the terms of our CBG Grant (applicable to 88 units), tenant complaints, an active wait list, and assures compliance with other federal laws and mandates such as (Violence Against Women Act, Limited English Proficiency, and USDA's anti-discrimination policy). VCA maintenance staff manages the rental unit inventory, turnovers, work orders, along with maintenance of the exterior of the building common areas and grounds. VCA staff also is responsible for snow shoveling of sidewalks and plowing of interior drive lanes and parking spaces, all turf and property areas, and parking compliance and enforcement.

In 2016 when our current property manager was hired, she formalized many administrative matters previously not formalized such as the wait list, tenant files, tracking of maintenance, inspections and undertaking a safety analysis to begin bringing elements of the property up to standard. She also created a tenant newsletter, hosts National Night Out every two years, and created tenant activities. Traditionally, we have budgeted conservatively, and our revenues outweigh our expenses.

In **2018** Town Council approved approximately **\$500,000** towards the following approved budget items which accounts for the VCA fund balance draw down.

Item	Budget Amount
Improved common hallways with carpet	\$16,000
Implemented a portion of the landscape plan (3 rd party quotes were not pursued in the amount of \$22,754)	\$5,300
Replace carpet & vinyl	\$281,372
Replace stoves, refrigerators and dishwashers	\$141,596
Replace maintenance vehicles	\$35,000
Total	\$479,268

2018 and 2019 Improvements

In 2018 VCA staff began working with public works and plaza services to understand how to manage lawn areas, trash, recycling, snow removal and parking areas better. In 2018, Town Council approved the initiation of a comprehensive landscape plan analysis of VCA to the extent that the town solicited a request for proposal for landscape architects and a conceptual design. We understood with enhanced landscaping this would require an additional staff person. The

landscape plan was removed from the 2019 budget because of the VCA Phase IV expansion project. It just made more sense to re-evaluate after completion of a major project at VCA.

In September of 2019 town staff held two separate site walks with Town Council members. The general take-away was that there needs to be enhanced maintenance across a wide spectrum. Town Council has previously discussed that the aesthetic at VCA should match the aesthetic of the community. We have prepared some recommendations to achieve this.

Philosophical Question:

The town-wide aesthetic standard is achieved by a fleet of public works, plaza services and other town staff. For example, streets are swept once a week in the town. Trash in the plaza is picked up every day. We have dedicated crews who plant and weed town owned planters/landscaped areas so that they remain aesthetically pleasing. Could some parts of VCA care be incorporated into the larger staffing skill set and employee pool to better meet the town aesthetic standards? Will hiring an additional VCA maintenance employee also meet this objective? Town staff and other departments have always helped on an as needed basis when requested related to advice or one-off assistance. Sometimes we need help with snow plowing and shoveling, sometimes we need advice on how to appropriately remove weeds or when to reseed turf.

Existing Maintenance Information

Attached to this memo is a response to the maintenance and budget questions, along with all associated maintenance schedules for your review.

Existing Utility Rates – budgetary implications

There was an increase in utility rates between 2018, 2019 and 2020 which had not occurred in recent prior years, nor all at once. The costs expressed below are the cost per unit per month. These costs are paid by the town and not born by the renters.

Utility	2018	2019	2020
Water/Sewer	\$24.61/\$24.61	\$27.07/\$27.07	\$27.07/\$22.07
Cable	\$18.95	\$23.00	\$23.00
Trash & Recycling	\$14.75	\$15.45	\$15.45
Electric	\$53.36(studios)/158.48 (2 bedrooms)	\$56 (studios)/\$133.62 (2 bedrooms)	TBD
TMVOA Dues	\$135	\$150	\$150

Utility rate increases alone increased VCA expenses in **2019** by **\$53,271.36** for a 12-month period, even factoring in a reduction of electric use in two bedroom units.

Staff recommends deferring discussion of rents, costs assumed through rents, and utilities until the VCA rent rate discussion in October, however, happy to discuss as needed as it relates to revenues and expenses at VCA.

Submetering & Basic Cable

Staff will take direction from Council during the VCA rent discussion regarding a few matters:

- 1) Should basic cable be billed to tenants rather than paid by the town at VCA
- 2) Should the town consider submetering electricity for buildings 1-9 therefore the electric bill would be paid directly by the tenant. An average we pay \$11,800 a month in electric usage for buildings 1-9 (130 units (52 2 bedrooms, 78 studios) the VCA office, day care, and primary laundry room). Town Council could consider a retro-fit submetering of electric. A cost estimate to do this is \$51,000. Individuals would pay for their own electric,

be encouraged to conserve electricity and reduce VCA's overall expenditures with this action alone. The cost of the submetering could be returned in 5 months.

VCA Fund Balance

The VCA fund balance remains healthy.

VCA Fund Balance (based upon the existing buildings 1-14)

2016	2017	2018 ¹	2019 (to date)
\$536,681	\$770,391	\$946,735	\$461,377

Note 1. The fund balance draw down between 2018 and 2019 is explained above.

Despite the increase in expenditures to improve the quality of units and buildings in 2018 and 2019, we still anticipate a fund balance moving forward as shown above. Funds are available to increase the maintenance budget for 2020.

Affordable Housing Development Fund

2016	2017	2018	2018	2019 ¹ Forecasted
\$1,149,534	\$1,504,952	\$1,785,561	\$1,820,665	1,379,885

Note 1. Use of these funds are in part payment of soft costs related to VCA Phase IV (architect, owner's representative, EPS study, change order for trash compactor, soil testing by Trautner) These funds also can be utilized for VCA and all other housing related matters.

Big Picture Requests & 2020 Budget Requests

The VCA grounds and appurtenances are not thoughtful in design. There are many turf areas that are not usable. Sidewalks bisect turf areas. Turf areas are difficult to care for due to grades and used primarily for drainage. Realigning sidewalks and creating concentrated greenspace/pocket parks would be valuable to the overall aesthetic, maintenance and use of the outdoor spaces at VCA.

VCA Maintenance Update Wish List

1. Side Walks – realignment and repair
2. Upgrade bathroom and kitchen fixtures (broken and aesthetic)
3. Upgrade interior doors to solid core doors and replace damaged (dented) apartment doors.
4. Update signs property wide – create a unified design theme
5. Upgrade peg boards on each building
6. Add another token machine for laundry use
7. Add security locks to laundry rooms (9 total)

Budget Recommendations for 2020

Recommendation	2020 Budgetary Implication
Landscape Improvements	\$20,000 - \$200,000 – TBD depending on the extent of improvements
Parking lot resurface	\$47,000
Additional landscape/maintenance personnel with grounds maintenance experience	\$45,000 (wage and benefits)
Window washing once a year -	\$4,500

Improve quality of hallway lighting in buildings 8 & 9 and similar buildings	\$3,500
Pricing to fix or replace drain pans on property- pending	Pending quote
Restriping of parking area	\$1,500
Pest control – quarterly	In the budget
Replace all wall mounted electric heaters	In the budget
Power wash common areas – every other year – we can schedule with more frequency – please provide direction	In house – no budget implications
Street sweep parking area courtesy of public works	Once a month – no budget implications

Matters with budgetary implications to be discussed during the October rental rate discussion:

Item	Amount
Submeter electric in buildings 1-9	\$51,000
Remove basic cable as a provided service	-\$60,000

/mbh & cc

VCA REPLY TO Questions (Cecilia Curry, VCA Property Manager):

When I started in August 2016 as the VCA property manager, I came into the position with 10 years of property management experience. Upon my arrival, there was no meaningful waitlist, no policy and procedures, no tracking of maintenance, no maintenance inspections and certain other requirements were not being met such as Violence Against Women Act, Limited English Proficiency Plan, DOLA requirements, and VCA had just lost a legal case regarding assistance animals. We addressed all these matters collectively and it has taken some time to organize VCA matters from the policy and procedures perspective, separate and apart from the maintenance, grounds and repairs requirements and expectations.

Under my leadership, VCA now passed DOLA inspection with zero negative markings, I compiled Policies and Procedures, I wrote and implemented Limited English Proficiency Plan, have a computerized waitlist system in the On-Site Program, required tenant and unit files are in order, implemented a monthly newsletter and tenant activities which is now handled by the Tenant Manager and Facebook page. All staff has attended training on fair housing as well as other training that pertains to their position. We now do annual apartment inspections which helped us to identify and address maintenance issues as they arise, a spreadsheet of major items replacement, have a preventive maintenance log, tracking of work orders and unit turn overs, a snow removal guideline, schedule of general maintenance and cleaning and made various improvements to the property both in the apartments and common areas. I have worked extremely hard to ensure that the VCA mission statement that my staff developed together is implemented in a fair and honest manner: "VCA provides a safe, clean, friendly living environment for the residents of our community with a positive attitude."

I would like to address some of your concerns below.

1. Expenses are up because we received Town Council approval to increase the budget so that we could make some much needed improvements which included bringing the fire system and backflow system to passing inspections, \$5,000 for landscaping (primarily for flower baskets), flooring replacement of apartments for flooring over 10 years old (most were overdue), upgrade water heaters and appliances that were over 10 years old (most were the original), and misc. cosmetic replacement, new utility vehicles, budget for commercial rental to assist with repairs as needed, and increases in utility rates.
2. Refurbish units schedule is tracked on the replacement log spreadsheet with the life expectancy unless during a turn over or annual apartment inspection or a work order the item needs to be replaced. We have been painting apartments during turn over; but have not painted occupied units due to the inconvenience to tenants. Following our annual inspections, I generate the necessary work orders to fix items identified during the inspection as broken or needing repair. Last year our work order list was three pages and we fixed all items over a 2-3 week period.
3. Frequency of maintenance is handled by following the attached maintenance schedule which I added the exterior windows washing with an estimate of \$4,500 obtained by Clearview Company, parking lot resurfacing with an estimate of \$47,000 and restriping with an estimate of \$1,500 in 2020. We also use the preventive maintenance log, spring/summer lawn care and attached snow removal schedule. I scheduled a maintenance person 3 to 4 days a week to mow and weed eat the front of tenant buildings as a priority and take care of flowers for 8 hours a day. In 2018, we did have a walk with two landscaping companies to discuss some landscaping enhancements. However, it would cost approximately \$200,000 to make all the changes. In 2017, we

got bids from Weeds company and to make some landscaping changes to areas surrounding the office and buildings 1 – 3. These improvements would cost \$12,000 and to make landscaping improvements to areas surrounding buildings 8 and 9 would cost \$11,000. Pest control is handled through a third-party company that is scheduled to come quarterly. We have also been having TMV road and bridge do monthly parking lot sweeps starting in July of this year. We have power washed the halls and entrances to buildings 1-9 every other year. However, if Council directs us to do this every year, or twice a year, we will make that change. We did not restripe the parking lot this year as we anticipated the construction to begin and anticipated restriping once the construction project was complete.

To address some other questions during the VCA walk:

1. If Council directs VCA to submeter electric for Buildings 1-9, the cost would be \$51,000.
2. All countertops were replaced in 2013 – 2014.
3. I included in 2019 budget to change wall mounted heaters which some are the original dark brown, some are about 15 years old light brown and some are newer white. I would like to have them all match in an apartment and would like to replace all the original dark brown which are approximately 30 years old.

Attached for your review per your request:

1. Maintenance Schedule
2. Replacement Log
3. Preventive Maintenance Form
4. Snow Removal
5. Apartment Turn Over Form
6. Apartment Inspection Form
7. Spring / Summer Lawn Care

I hope I have answered some of your questions and please feel free to contact me with any additional suggestions or questions or if you would like to view any more forms, policies or procedures.

/cc

Existing Maintenance Schedule

MAINTENANCE SCHEDULE

Laundry Rooms – cleaned once a week

Inside Hallways (Buildings 10 -14) – cleaned at minimum once every other week. Once a week when time allows (most weeks unless other cleaning duties below or unit turn over clean). -check lights and damage monthly

Pest Treatment – Quarterly with third party – 2019 cost \$750 quarterly

Cleaning of common area carpets (Buildings 11-14) – Yearly – Third Party – cost \$2,300

Outside hallways (Buildings 1-9) -Sweep quarterly -power wash every other year -remove left items, check lights and damage monthly

Covered parking area (Buildings 10-14)– Sweep quarterly -Remove left items monthly -check lights and damage

Trash houses – Clean out quarterly – remove big items weekly

Pet waste bags and trash containers – Clean out weekly

Windows – Clean yearly – third party – cost \$5,000

Parking Lot – Chip Seal – every 4 years -third party – cost \$48,000

Striping – Annually – third party – cost \$1,500

Sweeping – monthly – TMV Road and Bridge

Replacement Logs

UNIT#	CABINETS	COUNTER TOPS	CARPET	VINYL	STOVES	REFRIG	WATER HEATER
1101	2014	2014	2018	2018	2015	2015	2015
1104	2014	2014	2017	2017	2013	2016	2012
1201	2014	2014	2018	2018	2018	2018	2017
1202	2014	2014	2017	2017	2015	2016	2018
1203	2014	2014	2015	2006	2014	2017	2016
1204	2014	2014	2010	2008	2018	2018	2017
1301	2014	2014	2019	2019	2012	2017	2012
1302	2014	2014	2018	2018	2018	2019	2013
1303	2014	2014	2007	2007	2018	2013	2014
1304	2014	2014	2017	2007	2019	2014	2017
2201	2014	2014	older	older	2016	2015	2017
2202	2014	1	2017	2009	2011	2018	2017
2203	2014	2014	2006	2006	2018	2018	2012
2204	2014	2014	Refused	2010	2018	2018	2013
2301	2014	2014	2008	2009	2015	2018	2010
2302	2014	2014	2017	2019	2018	2015	2017
2303	2014	2014	2017	2019	2015	2017	2015
2304	2014	2014	2015	2018	2015	2015	2015
3101	2014	2014	2019	2019	2014	2014	2018
3104	2014	2014	2016	2016	2015	2015	2015
3201	2014	2014	2019	2019	2019	2014	2017
3202	2014	2014	2015	2015	2015	2015	2017
3203	2014	2014	2013	2016	2016	2016	2017
3204	2014	2014	2016	2016	2018	2018	2017
3301	2014	2014	2016	2016 Damage	2018	2016	2013
3302	2014	2014	2014	2018	2018	2018	2015
3303	2014	2014	2009	2009	2018	2008	2013
3304	2014	2014	2016	2016	2016	2016	2016
4101	2015	2015	2017	2017	2018	2016	2017
4102	2014	2014	2016	2018	2018	2018	2016
4103	2015	2015	2018	2018	2018	2016	2017
4104	2014	2014	2016	2018	2018	2018	2018
4105	2014	2014	Refused	Refused	2018	2018	2016
4106	2014	2014	2018	2018	2016	2018	2017
4201	2015	2015	2017	2017	2018	2016	2016
4202	2015	2015	2016	2016	2017	2016	2017
4203	2015	2015	2016	2015	2018	2018	2017
4204	2015	2015	2018	2018	2018	2015	2015
4205	2015	2015	2019	2019	2014	2014	2017
4206	2015	2015	2011	2019	2018	2019	2017
4301	2015	2015	2019	2019	2018	2016	2017
4302	2014	2014	2019	2019	2018	2018	2017
4303	2015	2015	2019	2019	2018	2014	2014
4304	2015	2015	2010	2009	2018	2018	2017
4305	2015	2015	2012	2019	2018	2014	2014
4306	2015	2015	2019	2019	2018	2018	2015

5101	2014	2014	2014	2014	2018	2018	2017
5102	2015	2015	2016	2016	2014	2018	2017
5103	2015	2015	2019	2019	2012	2018	2012
5104	2015	2015	2019	2019	2018	2018	2016
5105	2015	2015	2017	2017	2018	2017	2017
5106	2014	2014	2013	2018	2018	2013	2017
5107	2014	2014	2012	2018	2018	2016	2016
5108	2014	2014	2010	2018	2018	2018	2017
5201	2014	2014	Refused	Refused	2018	2016	2017
5202	2014	2014	2019	2019	2018	2015	2015
5203	2014	2014	2010	2018	2018	2016	2016
5204	2014	2014	2012	2019	2018	2016	2014
5205	2014	2014	2017	2017	2016	2018	2016
5206	2014	2014	2017	2017	2018	Refused	2017
5207	2014	2014	2019	2019	2017	2013	2017
5208	2014	2014	2017	2017	2014	2018	2017
5301	2014	2014	2019	2019	2018	2018	2015
5302	2014	2014	2019	2019	2019	2019	2017
5303	2014	2014	2019	2019	2018	2014	2017
5304	2014	2014	2018	2018	Refused	2014	2017
5305	2014	2014	2017	2017	2018	2016	2016
5306	2014	2014	2009 Refused	2006-Ref	2018	2013	2017
5307	2014	2014	2016	2016	2018	2018	2016
5308	2014	2014	2019	2019	2018	2019	2016
6101	2014	2014	2017	2017	2018	2016	2016
6102	2014	2014	2016	2016	2018	2018	2016
6103	2015	2015	2019	2019	2018	2012	2017
6104	2014	2014	2018	2018	2018	2016	2016
6105	2015	2015	2018	2018	2018	2018	2019
6106	2014	2014	Refused	009 Refuse	2018	2018	2012
6201	2014	2014	2019	2008	2018	2009	2009
6202	2015	2015	2018	2018	2018	2018	2016
6203	2015	2015	2013	2019	2018	2018	2017
6204	2014	2014	2018	2018	2018	2018	2015
6205	2015	2015	2019	2019	2018	2015	2017
6206	2014	2014	2019	2019	2016	2016	2017
6301	2014	2014	2011	2019	2018	2014	2014
6302	2015	2015	2009-Refused	lder-Refuse	2018	2010	2010
6303	2014	2014	2018	2018	2016	2016	2016
6304	2015	2015	2016	2019	2018	2016	2016
6305	2017	2015	2017	2017	2018	2017	2016
6306	2014	2014	2018	2018	2018	2018	2009
7101	2014	2014	2012	2018	2018	2018	2016
7102	2014	2014	2018	2018	2018	2018	2016

7103	2014	2014	2012	2018	2018	2018	2013
7104	2014	2014	2011	2018	2018	2014	2014
7105	2014	2014	2019	2019	2018	2016	2019
7106	2014	2014	2006 Refused	006 Refuse	2016	Tenants	2013
7201	2014	2014	2015	2015	2018	2016	2016
7202	2014	2014	2016	2019	2018	2018	2015
7203	2014	2014	2019	2019	2018	2019	2016
7204	2018	2018	2014	2019	2018	2017	2017
7205	2014	2014	2016	2016	2016	2014	2017
7206	2014	2014	2018	2018	2018	2018	2017
7301	2014	2014	older-Refused	lder-Refuse	2018	2018	2014
7302	2014	2014	2018	2018	2018	2018	2017
7303	2014	2014	Tenant	Tenant	Tenant	Tenant	2017
7304	2014	2014	2013	2019	2015	2015	2017
7305	2014	2014	2018	2018	2018	2015	2015
7306	2014	2014	2016	2016	2018	2016	2016
8101	2014	2014	2008	2008	2012	2012	2012
8102	2014	2014	2010	2010	2014	2018	2017
8103	2014	2014	2014	2006	2017	2014	2014
8104	2014	2014	2017	2017	2016	2017	2017
8201	2014	2014	2017	2017	2017	2018	2017
8202	2014	2014	2017	older	2017	2017	2017
8203	2014	2014	2015	2004	2016	2016	2016
8204	2014	2014	2019	2019	2018	2015	2015
8301	2014	2014	2006	2006	2018	2018	2010
8302	2014	2014	2015	older	2018	2018	2017
8303	2014	2014	2011	older	2018	2018	2017
8304	2014	2014	2019	2019	2018	2011	2016
9101	2014	2014	2009	older	2017	2019	2017
9102	2014	2014	2012	older	2018	2013	2013
9103	2014	2014	2008	2008	2018	2015	2017
9104	2014	2014	2009	2006	2010	2017	2010
9201	2014	2014	2016	2016	2018	2018	2009
9202	2014	2014	2014	older	2018	2016	2016
9203	2014	2014	older	older	2018	2018	2017
9204	2014	2014	2018	2018	2014	2014	2018
9301	2014	2014	2004-Refused	2004	2018	2018	2016
9302	2014	2014	2004	2004	2018	2012	2008
9303	2014	2014	2018	2017	2017	2016	2008
9304	2014	2014	2019	older	2018	2009	2009
1011	2013	2013	2018	2019	2018	2008	2011
1012	2013	2013	2019	2016	2018	2016	2011
1013	2013	2013	2018	2018	2018	2018	2011
1021	2013	2013	2018	2013	older	2018	2011
1022	2013	2013	2017	2013	older	2018	2011
1023	2013	2013	2014	2014	2018	2018	2011
1031	2013	2013	2007-Refused	2013	2018	2018	2011

1032	2013	2013	2010	2016	2018	2018	2011
1033	2013	2013	2019	2019	2018	2018	2011
1034	2013	2013	2017	2019	2016	2018	2010
1035	2013	2013	2019	2016	2018	2018	2011
1036	2013	2013	2019	2019	2018	2018	2011
1041	2013	2013	2016	2014	2014	2018	2011
1042	2013	2013	2019	2014	2018	2018	2011
1043	2013	2013	2017	2014	2018	2018	2011
1044	2013	2013	2019	2014	2018	2018	2011
1045	2013	2013	2018	2013	2018	2013	2011
1046	2013	2013	2019	2013	2018	2018	2011
1111	2013	2013	2016	2019	2018	2016	2011
1112	2013	2013	2016	2019	2018	2019	2011
1113	2013	2013	older Refused	lder Refuse	2014	2017	2011
1114	2013	2013	2016	2016	2016	2018	2011
1115	2013	2013	2019	2019	2018	2014	2011
1116	2013	2013	2016	2019	2018	2018	2011
1121	2013	2013	2016	2018	2018	2018	2011
1122	2013	2013	2018	2018	2018	2013	2011
1123	2013	2013	2019	2019	2018	2016	2011
1124	2013	2013	2012	2008	2018	2017	Old/Original
1125	2013	2013	2014	2019	2018	2016	2011
1126	2013	2013	older Refused	lder Refuse	2018	2010	2011
1131	2013	2013	2011	lder-Refuse	2016	2018	2011
1132	2013	2013	2018	2018	2018	2016	2011
1133	2013	2013	older-Refused	lder-Refuse	2018	2018	2011
1134	2013	2013	2016	2018	2018	2018	2011
1135	2013	2013	2016	2016	2018	2015	2011
1136	2013	2013	2013	2018	2018	2018	2011
1137	2013	2013	2011	2019	2018	2012	2011
1138	2013	2013	2018	2018	2015	2015	2011
1139	2013	2013	2014	2018	2018	2018	2011
11310	2013	2013	2018	2016	2018	Refused	2011
11311	2013	2013	2018	2018	2018	2018	2011
11312	2013	2013	2016	2018	2018	2018	2011
1141	2013	2013	older Refused	lder Refuse	2018	2018	2011
1142	2013	2013	2013	2019	2017	2018	2016
1143	2013	2013	2018	2018	2018	2018	2011
1144	2013	2013	2013	2018	2018	2018	2011
1145	2013	2013	2014	2019	2018	2018	2011
1146	2013	2013	older Refused	2019	2018	2018	2011
1147	2013	2013	2011	2019	2018	2018	2011
1148	2013	2013	2013	lder-Refuse	2018	2010	2011
1149	2013	2013	2010	Older	2018	2010	Old/Original
11410	2013	2013	2018	2018	2018	2017	2011
11411	2013	2013	2015	2019	2018	2016	2011
11412	2013	2013	older Refused	lder Refuse	2018	2016	2011

1211	2013	2013	2016	2016	2016	2016	2011
1212	2013	2013	older	Older	2018	2018	2011
1221	2013	2013	older	Older	2011	2011	2011
1222	2013	2013	2011	2018	2018	2018	2011
1231	2013	2013	2009	Older	2017	2010	2011
1232	2013	2013	2009	Older	2014	2018	2011
1233	2013	2013	2016	Older	2016	2016	2011
1234	2013	2013	2006-Refused	Older	2017	2018	2011
1241	2013	2013	older	Older	2018	Refused	2011
1242	2013	2013	2018	2018	2018	2018	2011
1243	2013	2013	2009	Older	2018	2018	2011
1244	2013	2013	2013	2018	2015	2015	2011
1401	2013	2013	2008-Refused	2016	2017	2017	2011
1402	2013	2013	older Refused	2019	2016	2016	2011
1403	2013	2013	2016	009 Refuse	2016	2016	2011
1404	2013	2013	2018	2019	2013	2018	2011
1411	2013	2013	older-Refused	lder Refuse	2014	2018	2011
1412	2013	2013	2018	lder Refuse	2016	2016	2011
1413	2013	2013	older	older	2014	2014	2011
1414	2013	2013	older-Refused	older	2015	2015	2011
1421	2013	2013	2015	2019	2016	2016	2011
1422	2013	2013	2017	2017	2016	2016	2011
1423	2013	2013	2019	2019	2016	2016	2011
1424	2013	2013	2017	lder Refuse	2018	2016	2011
1425	2013	2013	older	older	2013	2013	2011
1426	2013	2013	2016	2018	2016	2016	2011
1427	2013	2013	2018	2018	2016	2016	2011
1428	2013	2013	older-Refused	lder-Refuse	2014	2014	2011
1431	2013	2013	older Refused	lder Refuse	2016	2016	2011
1432	2013	2013	2017	2019	2015	2015	2011
1433	2013	2013	older Refused	2018	2015	2017	2011
1434	2013	2013	2017	2019	2015	2017	2011
1435	2013	2013	older	older	2013	2013	2011
1436	2013	2013	older	older	2018	2017	2011
1437	2013	2013	2015	2019	2014	2014	2011
1438	2013	2013	2018	2018	2014	2014	2011

UNIT#	CARPET	VINYL	SCHEDULED	NOTES
5201	older	older	Refused	
5202	2009	older	Done 2/19	
5207	older	older		
5301	older	older		
5302	older	2009		
5303	2009	2004		
5306	2009	2006		
6103	older	older		
6106	older	2009		
6201	older	2008		
6203	2013	older	2/11/19Vinyl	
6204	2018	2018		
6205	2009	older	Done 2/19	
6206	older	older	Refused	Empty May 2019
6301	2011	2004	2/11/19Vinyl	
6302	2009	older		
7103	2012	older	Vinyl only	
7105	2006	2006		
7106	2006	2006	Refused	
7202	2016	Older	Vinyl only	
7204	2014	older	Vinyl only	
7301	older	older		
7304	2013	older	Vinyl only	

Dates are last year replaced.

Replace every 10 years.

UNIT#	CARPET	VINYL	
1011	2018	older	Done
1012	2007	2016	Done
1031	2007	2013	Refused
1033	2008	Older	Carpet 9th / Vinyl 10th
1035	2007	2016	Done
1044	2008	2014	Empty April
1046	older	2013	Done
1111	2016	Older	Done
1112	2016	Older	Done
1113	older	Older	Refused
1115	older	Older	Vinyl 9th / Carpet 10th
1116	2016	Older	HR Program-Refuse
1125	2014	Older	Done
1126	older	Older	Refused
1131	2011	Older	Refused
1133	older	Older	Refused
1137	2011	Older	Done
11310	2008	2016	11th
1141	older	Older	Refused
1142	2013	Older	
1145	2014	Older	HR Program-Refuse
1146	older	Older	Vinyl Done
1147	2011	Older	Done
1148	2013	Older	Refused
11411	2015	Older	Done
11412	older	Older	Refused
1402	older	Older	
1403	2016	2009	HR Program-Refuse
1404	older	older	HR Program-Refuse
1411	older	older	
1412	2018	older	HR Program-Refuse
1413	older	older	
1414	older	older	Refused - Carpet
1421	2015	2009	
1423	2008	older	
1424	2017	older	HR Program-Refuse
1425	older	older	
1426	2016	older	HR Program-Refuse
1428	older	older	Refused
1431	older	older	
1432	2017	older	HR Program-Refuse
1433	older	2018	Will be out of town middle of May
1434	2017	older	11th
1435	older	older	Will be out of town 5/12-5/22 off Monday/Tuesday
1436	older	older	Moving out year

1437	2015	older
------	------	-------

Building 14 will be bathroom only for Vinyl
Highlighted ones to be changed.

UNIT#	CARPET	VINYL	
1203	Yes	Yes	
1301	Yes	Yes	
1303	Yes	Yes	
1304	No	Yes	
2201	Refused	Refused	Refused
2202	No	Yes	Has vinyl in storage area off dining room that will need changed
2203	Yes	Yes	
2301	Yes	Yes	
2204	Refused	Refused	
2302	no	Yes	
3101	Yes	Yes	Moving May
3201	Yes	Yes	Moving May
3303	Yes	Yes	
8101	Refused	Refused	
8103	no	Yes	
8202	No	Yes	Only bathroom needs done
8203	No	Yes	
8204	Yes	Yes	Empty in July
8301	Yes	Yes	
8302	No	Yes	
8303	no	Yes	
9101	Yes	Yes	
9102	No	Yes	
9103	Refused	Yes	
9104	Yes	Yes	
9202	no	Yes	
9203	Yes	Yes	Wants to wait until after September if possible
9301	no	Yes	Would like a Friday if possible, Tenant wants to be present
9302	Yes	Yes	D
9304	Yes	Yes	

Green is done as of 7/15/19

UNIT#	CARPET	VINYL
1212	Yes	Yes
1221	Yes	Yes
1231	Yes	Yes
1232	Yes	Yes
1233	no	Yes
1234	no	Yes
1241	Yes	Yes
1243	Yes	Yes

3 Bedrooms

Work order List after last annual inspection

Schedule 2019 Inspection work orders

Schedule	Unit	Work
23-Apr	1203	Kitchen sink airator / Install bathroom door that she has
5/15/2019	1204	Living room outlet cover broken / needs new kitchen faucet / Needs hood fan filter
5/2/2019	1302	Light bulb in ceiling fixture
23-Apr	1303	Pick up closet door in cubby / Needs 2 bulbs in bathroom / Mildew on top of bathroom window / new heater in bathroom
24-Apr	1304	Cover on living room heater off / bedroom heater needs reattached
Empty 6	3101	Entrance lock loose
25-Apr	3104	Smoke alarm needs replaced in livingroom / toilet flushes slow
Empty 6	3202	Needs new kitchen faucet
5/15/2019	3302	Needs new hood bulb
5/15/2019	4104	Needs new kitchen faucet
5/16/2019	4106	Needs new kitchen faucet
5/16/2019	4202	Needs new kitchen faucet
5/16/2019	4204	Fan in bathroom not working / needs smoke detector replaced
25-Apr	4205	Disposal not working
5/16/2019	4206	Needs thermastate knob / old kitchen faucet
5/16/2019	4301	Old kitchen faucet
5/16/2019	4302	Old kitchen faucet
5/16/2019	4303	Old kitchen faucet
24-Apr	4305	Towel bar broken / drywall mud by closet
26-Apr	5101	Closet door track slider broken
Empty 6	5102	Old kitchen faucet
5/2/2019	5103	Needs batteries in smoke detector
5/16/2019	5104	Needs new smoke detector / bubble in drywall by stove
5/2/2019	5106	Bathroom fan needs cleaned
2/27/2019	5107	Disposal not working / Broken blind
5/16/2019	5108	Old kitchen and bathroom faucet / cig marks in wall in front of unit
5/16/2019	5201	Old kitchen faucet / disposal has something in it /
5/16/2019	5202	Old smoke alarm
5/16/2019	5205	Old kitchen faucent / broken kitchen blinds
5/16/2019	5206	Bathroom fan broken and old faucent in bathroom / drway chip by closet
5/14/2019	5207	Old kitcehn faucet / Something in disposal
5/2/2019	5208	Blinds broken

5/14/2019 5301 Crack in drywall above window / bathroom fan loud
 5/14/2019 5303 Kitchen faucet hot doesn't work
 5/14/2019 5305 Needs new front door handle / old kitchen faucet
 5/14/2019 5306 Needs new toilet seat/outlet cover broken under window / old kitchen faucet / needs new smoke alarm
 5/2/2019 5307 Entry handle loose / broken blinds / fan cover hanging down
 2/1/2019 5308 Something in disposal / needs new heater
 4/30/2019 6101 needs new heater / front door handle loose / needs new smoke alarm
 5/14/2019 6102 Old kitchen faucet
 5/14/2019 6103 Needs new smoke alarm
 18-Apr 6104 Light fixture needs cover in hall put back on / something in disposal
 5/1/2019 6106 Disposal jammed / kitchen faucet handle loose
 5/1/2019 6204 Smoke alarm hanging
 5/2/2019 6205 Needs kitchen sink airator
 Empty 5 6206 Old kitchen and bathroom faucet
 5/2/2019 6301 Smoke detectors hanging
 5/14/2019 6302 old kitchen faucet
 5/2/2019 6303 Old smoke alarm / bathroom fan not working
 5/2/2019 6305 Old smoke alarm / kitchen faucet handle loose
 5/3/2019 7102 Needs closet door track / bathroom door handle loose
 5/21/2019 7103 Broken kitchen blinds / Kitchen hood fan rubs filter / old kitchen faucet / toilet seat loose
 5/22/2019 7104 Old kitchen faucet / something in disposal
 5/3/2019 7201 Closet door track slider broken
 5/1/2019 7202 Disposal jammed
 5/20/2019 7204 Needs new smoke detector
 5/1/2019 7305 Door handle loose
 5/23/2019 8101 Needs windown drywall mud finished
 5/1/2019 8102 Need heater knobs thermostad
 5/1/2019 8203 old heaters
 5/2/2019 9101 Need 2 light bulbs in entryway / light switch in hall broken
 5/1/2019 9202 Toilet needs flapper
 5/1/2019 9304 towel bar broken
 4/22/2019 1011 Needs hood filter
 3/28/2019 1013 Needs hood filter
 5/20/2019 1021 Needs hood filter

5/20/2019	1031 Needs hood filter
5/20/2019	1032 Needs hood filter
5/22/2019	1033 Needs hood filter
18-Apr	1034 Needs hood filter / bulb in bathroom
5/22/2019	1035 Mold ex on windows / Needs hood filter
5/22/2019	1111 Old smoke alarm / stopper in bathroom
4/19/2019	1112 Needs moisture bags
	1113 Front door hard to open / needs ceiling patch finished and painted / needs bathroom sink stopper
5/23/2019	1114 Needs moisture bags / Oven door just opens / toilet keeps running / bathroom faucet keeps running / disposal broken
5/21/2019	1115 Needs note clip / kitchen faucet handles loose / bathroom fan loud / Needs killz on ceiling in bathroom / hole in wall needs patched
Empty 5	1116 handle loose kitchen sink / something in disposal /
5/29/2019	1126 Ceiling patch
5/1/2019	1135 Something in disposal
5/23/2019	1139 Needs new hood filter / disposal jammed
5/23/2019	11310 Needs new hood filter / blinds broken 2 X 26"
	11311 Bedroom door hing needs bigger screws (Jose unit)
5/23/2019	1141 old kitchen faucet
5/2/2019	1144 Bathroom door stopper needs attached
5/14/2019	1145 Needs new kitchen faucet and hood filter
5/23/2019	1146 old smoke detector
5/23/2019	1147 needs hood filter and toilet flapper
5/24/2019	1148 needs hood filter
5/24/2019	1149 needs hood filter
5/2/2019	1211 #1 bathroom fan loud and needs sink stopper
5/24/2019	1221 Needs hood filter / #1 bathroom mildew on ceiling
5/24/2019	1232 Disposal has something in it / old kitchen faucet
5/24/2019	1233 Needs hood filter
5/24/2019	1234 Needs hood filter
5/24/2019	1241 Needs hood filter
5/20/2019	1242 Needs hood filter
5/23/2019	1243 Needs hood filter
5/29/2019	1421 Needs big hood filter

4/22/2019	1423 Window latch broken on front left window / 1 lightbulb for hood
HR	1424 1 bulb out in hood
5/29/2019	1425 Needs new hood filters
4/29/2019	1426 wheels on dishwasher falling off
5/2/2019	1431 Needs 2 hood light bulbs and bathroom sink stopper
Empty 5	1432 closet door not staying shut
5/29/2019	1433 Dishwasher not draining / 2 hood lights

Routine Maintenance Schedule

Year: _____ Frequency _____ When Checked
 Jan Feb Mar Apr May June July Aug Sept Oct Nov Dec

Rain Gutters:

Inspect for secure fastening	Semi- Annually													
Clean Out	Semi- Annually													

Roofs and flashing:

Inspect and repair	Semi Annually													
--------------------	---------------	--	--	--	--	--	--	--	--	--	--	--	--	--

Water Heater:

drain and descale	Annually													
-------------------	----------	--	--	--	--	--	--	--	--	--	--	--	--	--

Fire Extinguishers:

Inspect and check Cabinet glass	Annually													
---------------------------------	----------	--	--	--	--	--	--	--	--	--	--	--	--	--

Smoke Alarms:

Inspect and check batteries	Annually													
-----------------------------	----------	--	--	--	--	--	--	--	--	--	--	--	--	--

Storm Drain:

Inspect and clean	Annually													
-------------------	----------	--	--	--	--	--	--	--	--	--	--	--	--	--

Lawn Sprinklers:

Inspect, test, replace heads, reset timers	Spring and fall													
--	-----------------	--	--	--	--	--	--	--	--	--	--	--	--	--

Exterior Doors:

Inspect weather stripping	Annually													
Thresholds	Annually													
hinges	Annually													
door closers	Annually													
locks	Annually													

Parking Lot

Inspect for cracks and potholes	Quarterly													
---------------------------------	-----------	--	--	--	--	--	--	--	--	--	--	--	--	--

Exterior of Buidling:

Inspect for wood rot	Annually													
loose or damages trim	Annually													
Paint deterioration	Annually													
loose or damaged siding	Annually													

SNOW REMOVAL parking areas, sidewalks, stairs completely cleared of all snow and ice.

Monday and Tuesday

- All Day Dylan in Bobcat except 8:30 at daycare
- All Day Jose in Ranger or Snow Blower clearing sidewalks except 8:30 at daycare
- All Day Luke with Snow Blower and/or shovel entrances to buildings / clear recycling and trash houses / ADA Parking spots and ramps / entrance to dog park
- All Day Marina clears stairs building 1 through 9
- 8:30 a.m. All staff at daycare
- Second Day Ice melt all wet spots / any and all other snow removal / refill ice melt containers

Wednesday and Thursday

- All Day Dylan and Connor every 2 hours switch between bobcat and snow blower and/or shovel of entrances to buildings / clear recycling and trash houses / ADA Parking spots and ramps / entrance to dog park except 8:30 at daycare
- All Day Wednesday: Jose in Ranger or Snow Blower clearing sidewalks except 8:30 at daycare
Thursday: Dylan and Connor
- All Day Marina clears stairs building 1 through 9
- All Day Luke assist where needed
- 8:30 a.m. All staff at daycare
- Second Day Ice melt all wet spots / any and all other snow removal / refill ice melt containers

Friday

- All Day Connor in cat except 8:30 at day care
- All Day Luke in Ranger / snow blower and / or shovel sidewalks / entrances to buildings / ADA parking spots and ramps / Entrance to dog park
- All Day Marina clears stairs building 1 through 9 and clear recycling
- 8:30 a.m. All staff at daycare

Saturday Connor in cat / snow blower / ranger and /or shovel doing road and parking spaces / sidewalks

On call person and any staff on property assist with snow removal

Sunday Jose in cat /snow blower / ranger and /or shovel doing road and parking spaces / sidewalks

On call person and any staff on property assist with snow removal

When snows on Friday, Saturday and Sunday the following will happen on Monday:

8:30 a.m. All staff at daycare

I have received a copy of Snow Removal Schedule and Snow Removal Policy:

Signature: _____ Date: _____

VILLAGE COURT APARTMENTS

INSTRUCTIONS AND CHECKLIST FOR CLEANING A VACANT UNIT

Name: _____

Move in date: _____

Address: _____

Move out date: _____

LOCKS: Change locks and make keys Date: _____ Start time: _____ End time: _____ Emp _____

Notes: _____

Materials used: inventory # or where purchased and P.O.# _____

TRASH: Remove trash from *inside* of unit: (be as detailed as possible of items removed)

Date: _____	Start time: _____	End time: _____	Emp _____	Date: _____	Start time: _____	End time: _____	Emp _____
Date: _____	Start time: _____	End time: _____	Emp _____	Date: _____	Start time: _____	End time: _____	Emp _____
Date: _____	Start time: _____	End time: _____	Emp _____	Date: _____	Start time: _____	End time: _____	Emp _____
Date: _____	Start time: _____	End time: _____	Emp _____	Date: _____	Start time: _____	End time: _____	Emp _____
Date: _____	Start time: _____	End time: _____	Emp _____	Date: _____	Start time: _____	End time: _____	Emp _____

Notes: _____

Travel time to dump: Start time: _____ End time: _____ Emp _____ Dump fee: _____

CEILINGS AND WALLS: Repair all holes including fill nail holes clean or paint as needed (list what rooms you painted or if you did a touch up be as detailed as possible)

Date: _____	Start time: _____	End time: _____	Emp _____	Date: _____	Start time: _____	End time: _____	Emp _____
Date: _____	Start time: _____	End time: _____	Emp _____	Date: _____	Start time: _____	End time: _____	Emp _____
Date: _____	Start time: _____	End time: _____	Emp _____	Date: _____	Start time: _____	End time: _____	Emp _____
Date: _____	Start time: _____	End time: _____	Emp _____	Date: _____	Start time: _____	End time: _____	Emp _____
Date: _____	Start time: _____	End time: _____	Emp _____	Date: _____	Start time: _____	End time: _____	Emp _____

Notes: _____

Materials used: inventory # or where purchased and P.O.# _____

DOORS AND HARDWARE: Clean doors, hardware and repair as needed, lube all hardware.

(be as detailed as possible)

Date: _____ Start time: _____ End time: _____ Emp _____

Date: _____ Start time: _____ End time: _____ Emp _____

Date: _____ Start time: _____ End time: _____ Emp _____

Notes: _____

Materials used: inventory # or where purchased and P.O.#

WINDOWS: Clean and replace all blinds or shades as needed. Clean inside of all window frames and ledges. Check for broken windows and locks, make sure they all open and lock.(be as detailed as possible)

Date: _____ Start time: _____ End time: _____ Emp _____

Date: _____ Start time: _____ End time: _____ Emp _____

Date: _____ Start time: _____ End time: _____ Emp _____

Date: _____ Start time: _____ End time: _____ Emp _____

Date: _____ Start time: _____ End time: _____ Emp _____

Date: _____ Start time: _____ End time: _____ Emp _____

Notes: _____

Materials used: inventory # or where purchased and P.O.#

SCREENS: Remove and or clean all screens which do not require replacing, repair if needed.

(be as detailed as possible)

Date: _____ Start time: _____ End time: _____ Emp _____

Date: _____ Start time: _____ End time: _____ Emp _____

Date: _____ Start time: _____ End time: _____ Emp _____

Date: _____ Start time: _____ End time: _____ Emp _____

Date: _____ Start time: _____ End time: _____ Emp _____

Notes: _____

Materials used: inventory # or where purchased and P.O.#

At shop _____

LIGHT FIXTURES, SWITCH AND OUTLETS: Clean all light fixtures and make sure globes are cleaned inside and out. Inspect and replace light bulbs as needed. Inspect and clean all light switch and outlet covers or replace as needed. (be as detailed as possible) Date: _____ Start time: _____ End time: _____ Emp _____

Date: _____ Start time: _____ End time: _____ Emp _____ Date: _____ Start time: _____ End time: _____ Emp _____

Date: _____ Start time: _____ End time: _____ Emp _____ Date: _____ Start time: _____ End time: _____ Emp _____

Notes: _____

Materials used: inventory # or where purchased and P.O.# _____

KITCHEN CABINETS, CUPBOARDS & COUNTER TOPS: Clean inside and outside of all drawers, doors, tops and bottom of shelves, inspect and clean all counter tops. (be as detailed as possible)

Date: _____ Start time: _____ End time: _____ Emp _____ Date: _____ Start time: _____ End time: _____ Emp _____

Date: _____ Start time: _____ End time: _____ Emp _____ Date: _____ Start time: _____ End time: _____ Emp _____

Date: _____ Start time: _____ End time: _____ Emp _____ Date: _____ Start time: _____ End time: _____ Emp _____

Date: _____ Start time: _____ End time: _____ Emp _____ Date: _____ Start time: _____ End time: _____ Emp _____

Notes: _____

Materials used: inventory # or where purchased and P.O.# _____

KITCHEN FACUET: Clean and replace any parts as needed or replace faucet if needed. Check pipes for leaks under sink. (be as detailed as possible)

Date: _____ Start time: _____ End time: _____ Emp _____ Date: _____ Start time: _____ End time: _____ Emp _____

Date: _____ Start time: _____ End time: _____ Emp _____ Date: _____ Start time: _____ End time: _____ Emp _____

Notes: _____

Materials used: inventory # or where purchased and P.O.# _____

RANGE: Clean both inside and outside of range. Remove and clean knobs, drip pans and let grates soak if necessary. Lubricate gas valve shafts and check pilot to make sure all burners are working.

(be as detailed as possible)

Date: _____	Start time: _____	End time: _____	Emp _____	Date: _____	Start time: _____	End time: _____	Emp _____
Date: _____	Start time: _____	End time: _____	Emp _____	Date: _____	Start time: _____	End time: _____	Emp _____
Date: _____	Start time: _____	End time: _____	Emp _____	Date: _____	Start time: _____	End time: _____	Emp _____

Notes: _____

Materials used: inventory # or where purchased and P.O.# _____

VENT/RANGE HOOD: Clean top and inside to remove all grease and crud. Wash or replace filter and light bulbs as needed. (be as detailed as possible)

Date: _____	Start time: _____	End time: _____	Emp _____	Date: _____	Start time: _____	End time: _____	Emp _____
Date: _____	Start time: _____	End time: _____	Emp _____	Date: _____	Start time: _____	End time: _____	Emp _____
Date: _____	Start time: _____	End time: _____	Emp _____	Date: _____	Start time: _____	End time: _____	Emp _____

Notes: _____

Materials used: inventory # or where purchased and P.O.# _____

REFRIGERATOR: Remove all food items. Clean inside and out. Clean under all door gaskets or place if needed. Spray door gaskets and hinges with a silicone spray. Replace any missing or broken parts. If refrigerator is too bad remove unit to maintenance shop for repair or disposal. (be as detailed as possible)

Date: _____	Start time: _____	End time: _____	Emp _____	Date: _____	Start time: _____	End time: _____	Emp _____
Date: _____	Start time: _____	End time: _____	Emp _____	Date: _____	Start time: _____	End time: _____	Emp _____
Date: _____	Start time: _____	End time: _____	Emp _____	Date: _____	Start time: _____	End time: _____	Emp _____
Date: _____	Start time: _____	End time: _____	Emp _____	Date: _____	Start time: _____	End time: _____	Emp _____

Notes: _____

Materials used: inventory # or where purchased and P.O.#

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

BATHROOM: TOILET, TUB/SHOWER, VANITY, MEDICINE CABINET: Clean toilet inside and out, make sure toilet is secure to floor where there is no movement. Make sure float is adjusted to where there is not water running, replace wax ring if needed. Clean tub/shower, clean and replace washer and seats on faucets. Make sure faucets are not leaking and are not hard to turn off and on. Clean inside of cabinet including shelves also clean mirror. (be as detailed as possible)

Date: _____	Start time: _____	End time: _____	Emp _____	Date: _____	Start time: _____	End time: _____	Emp _____
Date: _____	Start time: _____	End time: _____	Emp _____	Date: _____	Start time: _____	End time: _____	Emp _____
Date: _____	Start time: _____	End time: _____	Emp _____	Date: _____	Start time: _____	End time: _____	Emp _____
Date: _____	Start time: _____	End time: _____	Emp _____	Date: _____	Start time: _____	End time: _____	Emp _____
Date: _____	Start time: _____	End time: _____	Emp _____	Date: _____	Start time: _____	End time: _____	Emp _____

Notes: _____

Materials used: inventory # or where purchased and P.O.#

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

HEATER, WATER HEATER AND AIR CONDITIONER: Clean tops, fronts and sides of hot water heater, wall heater and air conditioners. Replace any required filter make sure all pilots are lit. Check for corrosion on connections and clean if needed. Make sure venting is aligned on furnace and water heater. (be as detailed as possible)

Date: _____	Start time: _____	End time: _____	Emp _____	Date: _____	Start time: _____	End time: _____	Emp _____
Date: _____	Start time: _____	End time: _____	Emp _____	Date: _____	Start time: _____	End time: _____	Emp _____
Date: _____	Start time: _____	End time: _____	Emp _____	Date: _____	Start time: _____	End time: _____	Emp _____
Date: _____	Start time: _____	End time: _____	Emp _____	Date: _____	Start time: _____	End time: _____	Emp _____

Notes: _____

Materials used: inventory # or where purchased and P.O.#

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

WASHER/DRYER & DISHWASHER: Clean washer and dryer on top, inside and out. Make sure hot and cold water is working to appliance. Clean or vacuum or replace any filters. Run a cycle to check for loud noises or leaks. (be as detailed as possible)

Date: _____ Start time: _____ End time: _____ Emp _____
Date: _____ Start time: _____ End time: _____ Emp _____
Date: _____ Start time: _____ End time: _____ Emp _____
Date: _____ Start time: _____ End time: _____ Emp _____

Notes: _____

Materials used: inventory # or where purchased and P.O.#

FLOORS/CARPET: Sweep, scrap and remove all marks from floors, replace tiles as needed. Mop and buff. Note any stains or burn holes in carpet. (be as detailed as possible)

Date: _____ Start time: _____ End time: _____ Emp _____
Date: _____ Start time: _____ End time: _____ Emp _____
Date: _____ Start time: _____ End time: _____ Emp _____

Notes: _____

Materials used: inventory # or where purchased and P.O.#

DOOR BELLS, SMOKE AND CO DETECTORS: Test all units to make sure they are working, replace batteries or units as needed (be as detailed as possible)

Date: _____ Start time: _____ End time: _____ Emp _____
Date: _____ Start time: _____ End time: _____ Emp _____

Notes: _____

Materials used: inventory # or where purchased and P.O.#

BUILDING EXTERIOR: Clean off building by sweeping off or hosing down. Check and clean rain gutters. Clean and lube storm doors repair if needed. Clean and repair or replace exterior light fixtures, check light bulbs. (be as detailed as possible) Date: _____ Start time: _____ End time: _____ Emp _____
 Date: _____ Start time: _____ End time: _____ Emp _____ Date: _____ Start time: _____ End time: _____ Emp _____

Notes: _____

Materials used: inventory # or where purchased and P.O.# _____

YARD: Remove all trash and debris from front and back yard. Cut lawn and weeds, rake leaves, trim all trees and shrubbery. Check fence and gates (be as detailed as possible)

Date: _____ Start time: _____ End time: _____ Emp _____ Date: _____ Start time: _____ End time: _____ Emp _____
 Date: _____ Start time: _____ End time: _____ Emp _____ Date: _____ Start time: _____ End time: _____ Emp _____
 Date: _____ Start time: _____ End time: _____ Emp _____ Date: _____ Start time: _____ End time: _____ Emp _____
 Date: _____ Start time: _____ End time: _____ Emp _____ Date: _____ Start time: _____ End time: _____ Emp _____
 Date: _____ Start time: _____ End time: _____ Emp _____ Date: _____ Start time: _____ End time: _____ Emp _____

Notes: _____

Materials used: inventory # or where purchased and P.O.# _____

Trim trees and shrubbery: Date: _____ Start time: _____ End time: _____ Emp _____
 Date: _____ Start time: _____ End time: _____ Emp _____ Date: _____ Start time: _____ End time: _____ Emp _____

Notes: _____

Travel time to dump: Date: _____ Start time: _____ End time: _____ Emp _____ Dump fee: _____

SHEDS/GARAGES: Remove trash or items left inside. Clean and sweep out and repair as needed. (be as detailed as possible) Date: _____ Start time: _____ End time: _____ Emp _____
 Date: _____ Start time: _____ End time: _____ Emp _____ Date: _____ Start time: _____ End time: _____ Emp _____

Notes: _____

Materials used: inventory # or where purchased and P.O.# _____

Travel time to dump: Date: _____ Start time: _____ End time: _____ Emp _____ Dump fee: _____

Please check mark () any material used that will be charged to tenant.

Attach photos of all rooms, sheds and yard

Date completed and turned in _____

Additional comments: _____

APARTMENT INSPECTION FORM

Date of Inspection: _____

Resident: _____ Unit#: _____ Inspector: _____

Housekeeping: Excellent - _____ Good - _____ Fair - _____ Poor - _____

Comments - _____

APARTMENT NEGLECT: YES _____ NO _____

SIGNATURES: Inspector: _____

Resident: _____

Management: _____

Key: CL – CLEAN/OK DA – DAMAGED RE – REPLACE
DI – DIRTY MI – MISSING RP – REPAIR

ROOM AREA	CL	DI	DA	MI	RE	RP	COMMENTS
1. Entrance Door/door Lock							
2. Windows/Locks/Screens/Blinds/Child Guards							
3. Walls/ Ceilings							
4. Floor							
5. Electric Outlets/Switches/Switch Plates/Safety Plug							
6. Light Fixture/Bulb							
7. Heating Units							
8. Smoke Detector/Sprinkler Head							
HALLWAY(S)							
1. Electric Outlets/Switches/Switch Plates/Safety Plugs							
2. Light Fixture/Bulb							
3. Smoke Detector/Sprinkler Head							
4. Walls/Ceiling							
5. Floor/Tiles							
6. Smoke Detector / Sprinkler Head							
KITCHEN							
1. Hood Light fixture/Bulb							
2. Hood Fan/Filter							
3. Stove/Oven							
4. Sink/Faucet							
5. Refrigerator/Refrigerator Bulb*							
6. Receptacle/Receptacle Cover							
7. Floor/Tiles							
8. Wall/Ceiling							
9. Electric Outlets/Switches/Switch Plates/Safety Plugs							
10. Cabinets/Knobs/Shelves							

BATHROOM	CL	DI	DA	MI	RE	RP	COMMENTS
1. Toilet/Toilet Seat/Toilet Paper Roll							
2. Tub/Shower/Faucet/Shower Head							
3. Sink/Faucet							
4. Medicine Cabinet/Mirror							
5. Towel/Grab Bars/Soap Dish (Shower)							
6. Floor/Floor Tiles							
7. Walls/Tiles/Ceiling							
8. Electric Outlets/Switches/Switch Plates/Safety Plugs							
9. Light Fixture/Bulb							
10. Vent/Exhaust Fan							
11. Door/Door Lock							
BATHROOM							
1. Toilet/Toilet Seat/Toilet Paper Roll							
2. Tub/Shower/Faucet/Shower Head							
3. Sink/Faucet							
4. Medicine Cabinet/Mirror							
5. Towel/Grab Bars/Soap Dish (Shower)							
6. Floor/Floor Tiles							
7. Walls/Tiles/Ceiling							
8. Electric Outlets/Switches/Switch Plates/Safety Plugs							
9. Light Fixture/Bulb							
10. Vent/Exhaust Fan							
11. Door/Door Lock							
BEDROOM(S)							
1. Windows/Screens/Blinds/Child Guards							
2. Walls/Ceilings							
3. Electric Outlets/Switches/Switch Plates/Safety Plugs							
4. Closets/Shelves/Clothes Bar							
5. Heating/Cooling Units							
6. Light Fixture/Bulb							
7. Door/Door Lock							
8. Floor							
9. Smoke Detector / Sprinkler Head							
BEDROOM(S)							
1. Windows/Screens/Blinds/Child Guards							
2. Walls/Ceilings							
3. Electric Outlets/Switches/Switch Plates/Safety Plugs							
4. Closets/Shelves/Clothes Bar							
5. Heating/Cooling Units							
6. Light Fixture/Bulb							
7. Door/Door Lock							
8. Floor							
9. Smoke Detector / Sprinkler Head							
BEDROOM(S)							
1. Windows/Screens/Blinds/Child Guards							
2. Walls/Ceilings							
3. Electric Outlets/Switches/Switch Plates/Safety Plugs							
4. Closets/Shelves/Clothes Bar							
5. Heating/Cooling Units							
6. Light Fixture/Bulb							
7. Door/Door Lock							
8. Floor							
9. Smoke Detector / Sprinkler Head							

Original: Resident Case File
cc: Director of Facilities Management

SPRING / SUMMER LAWN CARE

(highlighted items are recommendations from plaza services we will incorporate)

June (or as soon as snow is gone and weather is warm)

Fertilize lawns.

Spray for weeds on lawns.

Put up flower baskets when received and fill flower bed by office. Bring inside if expecting frost.

Turn on irrigation and check sprinkler heads.

Check outside areas for damage.

Seed bare or damaged areas.

May through October (as soon as snow is gone and until snow starts)

Mow and weed eat front and sides of all buildings weekly. Leaf blow all areas.

Weed eat garden area, playground, deck and dog park every other week.

Check sprinkler heads, controllers, and valves every other week. Check heads to make sure they are turning, clean nozzles, good spray, covering the intended area, not hitting roads and sidewalks. Adjust watering time Spring/Fall 15 minutes with Summer 25 minutes.

Water, dead head and weed flowers.

Spray weeds on cement and roadway monthly. Weed eat weekly.

Monthly cleanup day of grounds for trash. Do this daily.

Roadway swept by TMV Road and Bridge monthly. Rest of town is done weekly.

Weed eat weekly 2 ft. on other side of driveway and area behind studios.

Weed eat weekly around light poles and around all trash houses.

Train staff on landscaping details.

String trim natural grass areas around edge of pavement 2 feet.

Trees limbed up consistent with defensible space practices yearly.

September

Spray for weeds on lawn.

October

Fertilize lawns.

Turn off irrigation.

Seed bare areas.

**TOWN OF MOUNTAINVILLAGE
2020 BUDGET
CHILD DEVELOPMENT FUND PROGRAM NARRATIVE**

Mountain Munchkins’ mission is to provide affordable, high quality child care and preschool to families who live and work in the Telluride and Mountain Village region. Mountain Munchkins strives to offer the highest quality of care by providing a consistent, developmentally appropriate and emotionally supportive environment in which children can learn and grow.

DEPARTMENT GOALS

1. Assure facility operates within licensing guidelines.
2. All childcare 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. Continue to work toward reducing the carbon footprint at Mountain Munchkins.
9. Create and manage the wait list. Priority is given to families that live and work in the Town of Mountain Village.

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 15 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 full-time staff members are current on qualification requirements and continuing education courses. 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. Recycling bins have been placed in each classroom.
9. Create and manage the infant, toddler and preschool program waitlist.

Department Achievements 2019

1. All files and required documentation up to date.
2. The recent health and fire inspections were completed in the spring of 2019. No major violations cited. The state inspector visited in May 2019 and no violations were cited.
3. The four lead teachers are ECT (early childhood teacher) qualified. Three teaching assistance are currently working toward a higher credential.
4. Monitored revenues closely and adjusted staffing and purchasing accordingly to not exceed projected expenses. Department year end expenditure totals do not exceed the adopted budget.
5. 2019 Grants and fundraisers:

Telluride Foundation	\$25,000 (received)
Temple Hoyne Buell Foundation:	\$25,000 (received)
Just for Kids Grant:	\$4,250 (received)
CCAASE Grant:	\$10,000 (received)
ECHO Seed Grant	\$5,000 (received)
Strong Start Mill Levy	\$27,260 (received)
Red Ball Fundraiser:	\$800 (received)
Anshutz Family Foundation	\$10,000 (requested)
<u>Family Date Night Fundraiser</u>	<u>\$14,000(projected)</u>

TOTAL: ***\$121,310***

Mountain Munchkins received a total of \$66,705 in grant funding for 2018. With the addition of the fundraisers, total raised revenue was \$83,000. This is the highest amount the program has ever received. Between the grant monies and fundraising efforts, Mountain Munchkins is hoping to bring in approximately \$120,000 in 2019 to help the scholarship program, playground renovations and to offset the town subsidy. Dawn Katz is currently working on these same grants for next year. Dawn has already started researching other grant options for infant room subsidy.

6. The preschool will begin working on the first (of three) checkpoint for the school year using Teaching Strategies Gold. Parent/teacher conferences will be held mid-December. The infant and toddler staff completed their bi-annual Ages and Stages Questionnaires on each child. These assessments are used to monitor developmental progress and to guide parent/teacher conferences. These conferences were completed in April 2019.
7. Director is an advocate for early childhood education regionally. Director is the board chair for the Colorado Preschool Program Council. The Council assures that at-risk children in our community have access to high quality pre-school programs. Mountain Munchkins also continues to offer parental support through newsletters, conferences and family nights.
8. In our efforts to stay green, Mountain Munchkins has replaced paper towels with wash cloths in both centers and continues to use reusable serving ware. Recycling bins have been placed in each room and the cleaning staff has been asked to help us in recycling. The preschool has incorporated recycling in to their curriculum.
9. The waitlist is reviewed and updated monthly. Priority is given to Town of Mountain Village employees and residents.

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections
Child Development Fund

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019		2020		2021 Long Term Projection	2022 Long Term Projection	2023 Long Term Projection	2024 Long Term Projection	
				2019 Original	2019 Forecasted	2019 Adjustments	2020 Proposed					2020 Adjustments
	<u>Summary</u>											
Daycare Revenues	Daycare Fees	269,022	251,855	272,736	257,736	(15,000)	272,736	15,000	272,736	272,736	272,736	272,736
Daycare Revenues	Enrollment Fees	2,560	2,400	1,760	1,760	-	1,760	-	1,760	1,760	1,760	1,760
Daycare Revenues	Late Payment Fees	800	420	900	900	-	900	-	900	900	900	900
Daycare Revenues	Regional Childcare Tax Proceeds	-	-	-	27,260	27,260	35,000	7,740	35,000	35,000	35,000	35,000
Daycare Revenues	Daycare Grant Proceeds	10,450	7,455	7,455	13,510	6,055	15,000	1,490	15,000	15,000	15,000	15,000
Daycare Revenues	Daycare Scholarship Grant Proceeds	15,200	26,550	26,550	25,740	(810)	35,000	9,260	35,000	35,000	35,000	35,000
Daycare Revenues	Daycare Fund Raising Revenues	16,768	10,992	13,000	12,000	(1,000)	12,000	-	12,000	12,000	12,000	12,000
Total Daycare Revenues		314,800	299,672	322,401	338,906	16,505	372,396	33,490	372,396	372,396	372,396	372,396
Preschool Revenues	Preschool Tuition Fees	159,738	172,677	175,292	180,292	5,000	175,292	(5,000)	175,292	175,292	175,292	175,292
Preschool Revenues	Special Program Fees	-	450	-	-	-	-	-	-	-	-	-
Preschool Revenues	Preschool Enrollment Fees	1,920	1,262	975	975	-	975	-	975	975	975	975
Preschool Revenues	Preschool Late Fees	780	520	900	900	-	900	-	900	900	900	900
Preschool Revenues	Preschool Grants	3,000	-	8,000	10,000	2,000	10,000	-	8,000	8,000	8,000	8,000
Preschool Revenues	Preschool Scholarship Grants	10,000	32,900	17,700	20,000	2,300	20,000	-	17,700	17,700	17,700	17,700
Preschool Revenues	Preschool Fundraising Revenues	3,075	5,150	5,000	5,000	-	5,000	-	5,000	5,000	5,000	5,000
Total Preschool Revenues		178,513	212,959	207,867	217,167	9,300	212,167	(5,000)	207,867	207,867	207,867	207,867
Total Revenues		493,313	512,631	530,268	556,073	25,805	584,563	28,490	580,263	580,263	580,263	580,263
Daycare Expense		415,238	449,316	481,531	472,853	(8,678)	506,905	34,052	479,017	481,015	483,050	485,125
Preschool Expense		198,478	219,073	240,587	238,131	(2,456)	245,851	7,720	235,569	236,302	237,053	237,821
Total Expenses		613,716	668,388	722,118	710,984	(11,134)	752,756	41,772	714,585	717,317	720,104	722,946
CDF Other Sources/Uses	Transfer (To)/From General Fund	120,404	155,758	191,850	154,911	(36,939)	168,193	13,282	134,322	137,054	139,841	142,683
Total Other Sources/Uses		120,404	155,758	191,850	154,911	(36,939)	168,193	13,282	134,322	137,054	139,841	142,683
Surplus (Deficit)		-	-	-	-	-	-	-	-	-	-	-

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections

Child Development Fund

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019		2020		2021 Long Term Projection	2022 Long Term Projection	2023 Long Term Projection	2024 Long Term Projection	
				2019 Original	2019 Forecasted	2019 Adjustments	2020 Proposed					2020 Adjustments
<u>Daycare Expense</u>												
Daycare Expense	Salaries & Wages	251,086	281,090	279,497	274,497	(5,000)	281,998	7,501	281,998	281,998	281,998	281,998
Daycare Expense	Group Insurance	48,520	53,232	58,750	58,750	-	63,450	4,700	64,719	66,013	67,334	68,680
Daycare Expense	Dependent Health Reimbursement	(3,692)	(3,907)	(6,567)	(6,567)	-	(6,567)	-	(6,567)	(6,567)	(6,567)	(6,567)
Daycare Expense	PERA & Payroll Taxes	38,316	43,159	42,987	42,218	(769)	43,371	1,153	43,371	43,371	43,371	43,371
Daycare Expense	PERA 401K	2,303	3,726	3,114	3,114	-	5,640	2,526	5,640	5,640	5,640	5,640
Daycare Expense	Workers Compensation	3,246	2,755	3,441	3,441	-	3,613	172	3,794	3,983	4,183	4,392
Daycare Expense	Other Employee Benefits	4,944	2,840	5,590	5,590	-	5,590	-	5,702	5,816	5,932	6,051
Daycare Expense	Employee Appreciation	404	874	800	800	-	800	-	800	800	800	800
Daycare Expense	EE Screening	173	84	300	150	(150)	150	-	150	150	150	150
Daycare Expense	Bad Debt Expense	4,227	-	500	250	(250)	250	-	250	250	250	250
Daycare Expense	Janitorial/Trash Removal	7,800	7,150	7,800	7,800	-	7,800	-	7,800	7,800	7,800	7,800
Daycare Expense	Laundry - Daycare	674	-	(1,291)	-	1,291	-	-	-	-	-	-
Daycare Expense	Rental-Facility	18,768	18,768	18,984	18,984	-	18,984	-	18,984	18,984	18,984	18,984
Daycare Expense	Facility Expense	5,946	2,370	-	1,000	1,000	1,000	-	1,000	1,000	1,000	1,000
Daycare Expense	Communications	688	683	1,000	700	(300)	700	-	700	700	700	700
Daycare Expense	Internet Services	1,378	1,383	1,458	1,458	-	1,458	-	1,458	1,458	1,458	1,458
Daycare Expense	Marketing Expense	-	-	-	-	-	-	-	-	-	-	-
Daycare Expense	Dues, Fees & Licenses	629	604	900	650	(250)	650	-	1,050	1,450	1,850	2,250
Daycare Expense	Travel & Education (1)	1,656	2,081	3,000	2,000	(1,000)	2,000	-	2,000	2,000	2,000	2,000
Daycare Expense	Contract Labor (2)	-	-	20,000	-	(20,000)	20,000	20,000	-	-	-	-
Daycare Expense	Nurse Consultant	450	560	450	450	-	450	-	450	450	450	450
Daycare Expense	Postage & Freight	-	20	100	50	(50)	50	-	50	50	50	50
Daycare Expense	General Supplies & Materials	2,600	3,306	3,200	3,200	-	3,200	-	3,200	3,200	3,200	3,200
Daycare Expense	Office Supplies	918	932	1,000	1,000	-	1,000	-	1,000	1,000	1,000	1,000
Daycare Expense	Fundraising Expenses	2,020	1,407	2,000	2,000	-	2,000	-	2,000	2,000	2,000	2,000
Daycare Expense	Business Meals (3)	-	315	300	150	(150)	150	-	300	300	300	300
Daycare Expense	Employee Appreciation	90	-	-	-	-	-	-	-	-	-	-
Daycare Expense	Food/Snacks (4)	203	391	300	300	-	300	-	300	300	300	300
Daycare Expense	Utilities- Electricity	4,368	4,368	4,368	4,368	-	4,368	-	4,368	4,368	4,368	4,368
Daycare Expense	Scholarship Program	16,982	20,390	26,550	34,000	7,450	34,000	-	34,000	34,000	34,000	34,000
Daycare Expense	Toys / Learning Tools	468	734	500	500	-	500	-	500	500	500	500
Daycare Expense	Playground And Landscaping (5)	74	-	2,500	12,000	9,500	10,000	(2,000)	-	-	-	-
Total Daycare Expense		415,238	449,316	481,531	472,853	(8,678)	506,905	34,052	479,017	481,015	483,050	485,125

(1) Current qualifications require additional schooling for teachers

(2) 2019 - No consultation this year, pushed to 2020

(3) Staff nightly trainings are more frequent - meals provided

(4) Parent donations help with the cost

(5) Received grant funding for playground improvements. Will take two years.

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections

Child Development Fund

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019		2020		2021 Long Term Projection	2022 Long Term Projection	2023 Long Term Projection	2024 Long Term Projection	
				2019 Original	2019 Forecasted	2019 Adjustments	2020 Proposed					2020 Adjustments
<u>Preschool Expense</u>												
Preschool Expense	Salaries & Wages	117,850	123,001	126,248	126,248	-	128,120	1,872	128,120	128,120	128,120	128,120
Preschool Expense	Group Insurance	17,047	17,191	29,000	24,000	(5,000)	31,400	7,400	32,028	32,669	33,322	33,988
Preschool Expense	Dependent Health Reimbursement	(3,065)	(2,822)	(719)	(2,733)	(2,014)	(2,733)	-	(2,733)	(2,733)	(2,733)	(2,733)
Preschool Expense	PERA & Payroll Taxes	17,691	18,544	19,417	19,417	-	19,705	288	19,705	19,705	19,705	19,705
Preschool Expense	PERA 401K	5,032	5,371	6,312	6,312	-	6,406	94	6,406	6,406	6,406	6,406
Preschool Expense	Workers Compensation	1,642	1,198	1,323	1,323	-	1,389	66	1,459	1,532	1,608	1,689
Preschool Expense	Other Employee Benefits	2,848	460	3,000	3,000	-	1,000	(2,000)	1,020	1,040	1,061	1,082
Preschool Expense	Employee Appreciation	37	532	300	300	-	300	-	300	300	300	300
Preschool Expense	EE Screening	104	-	300	150	(150)	150	-	150	150	150	150
Preschool Expense	Bad Debt Expense	-	-	600	300	(300)	300	-	300	300	300	300
Preschool Expense	Janitorial/Trash Removal	6,240	5,720	6,240	6,240	-	6,240	-	6,240	6,240	6,240	6,240
Preschool Expense	Laundry - Preschool	563	-	-	-	-	-	-	-	-	-	-
Preschool Expense	Vehicle Repair & Maintenance	-	-	1,500	750	(750)	750	-	750	750	750	750
Preschool Expense	Rental-Facility	9,720	9,720	9,920	9,920	-	9,920	-	9,920	9,920	9,920	9,920
Preschool Expense	Facility Expense	18	15	2,000	1,000	(1,000)	1,000	-	-	-	-	-
Preschool Expense	Communications	1,078	1,258	1,078	1,078	-	1,078	-	1,078	1,078	1,078	1,078
Preschool Expense	Internet Services	1,378	1,383	1,458	1,458	-	1,458	-	1,458	1,458	1,458	1,458
Preschool Expense	Marketing	-	-	-	-	-	-	-	-	-	-	-
Preschool Expense	Utilities-Gasoline	-	145	500	200	(300)	200	-	200	200	200	200
Preschool Expense	Dues, Fees & Licenses	188	-	220	200	(20)	200	-	200	200	200	200
Preschool Expense	Travel & Education	663	908	2,000	500	(1,500)	500	-	500	500	500	500
Preschool Expense	Contract Labor	-	-	200	100	(100)	100	-	100	100	100	100
Preschool Expense	Nurse Consultant	450	487	480	480	-	480	-	480	480	480	480
Preschool Expense	Enrichment Activities	2,309	4,284	3,000	3,000	-	3,000	-	3,000	3,000	3,000	3,000
Preschool Expense	General Supplies & Materials	1,603	2,332	1,972	2,000	28	2,000	-	2,000	2,000	2,000	2,000
Preschool Expense	Office Supplies	98	319	250	250	-	250	-	250	250	250	250
Preschool Expense	Fundraising Expenses	908	1,453	1,000	1,000	-	1,000	-	1,000	1,000	1,000	1,000
Preschool Expense	Business Meals	-	-	200	100	(100)	100	-	100	100	100	100
Preschool Expense	Food/Snacks (4)	143	374	300	350	50	350	-	350	350	350	350
Preschool Expense	Utilities- Electricity	1,788	1,788	1,788	1,788	-	1,788	-	1,788	1,788	1,788	1,788
Preschool Expense	Scholarship Program	12,019	25,013	17,700	19,000	1,300	19,000	-	19,000	19,000	19,000	19,000
Preschool Expense	Toys / Learning Tools	118	398	500	400	(100)	400	-	400	400	400	400
Preschool Expense	Playground Equip/Improvements (5)	6	-	2,500	10,000	7,500	10,000	-	-	-	-	-
Total Preschool Expense		198,478	219,073	240,587	238,131	(2,456)	245,851	7,720	235,569	236,302	237,053	237,821

(4) Parent donations help with the cost

(5) Received more grant funding and it was needed more in the preschool this year

**TOWN OF MOUNTAIN VILLAGE 2020 BUDGET
INFORMATION TECHNOLOGY AND BROADBAND DEPARTMENT PROGRAM
NARRATIVE**

INFORMATION TECHNOLOGY PROGRAM NARRATIVE

Responsible for establishing the Town's technical and cybersecurity vision and leading all aspects of the Town's technology development. Manages the Town's technology resources and support facilities local, wireless, internet, telephone, and all related software programs.

BROADBAND DEPARTMENT PROGRAM NARRATIVE

Mountain Village Broadband's goal is to provide high-speed internet access throughout the Town of Mountain Village with a high degree of reliability and redundancy, including any other surrounding areas as directed. The Focus of Broadband is on the development of a sustainable model that does not restrict but enables sustainable future growth.

INFORMATION TECHNOLOGY DEPARTMENT GOALS

1. Complete network upgrade by the end of 2020 second quarter.
2. Upgrade physical servers to a virtualization platform. End of June 2020.
3. Begin training cable technician staff IT desktop and network support roles. End of December 2020.
4. Fiscal Responsibility. Prepare and stay within the department's approved budget and actively seek opportunities to optimize financial costs and investments when making decisions.
5. Provide Mountain Village the highest level of customer service.

INFORMATION TECHNOLOGY DEPARTMENT PERFORMANCE MEASURES

Item 1

1. Complete internal audit of network infrastructure.
2. Design secure network topologies.
3. Implement network changes.
4. Enhance host and network security firewalls.
5. Add alert mechanisms.
6. Perform a best practices security review.

Item 2

1. Configure virtual servers.
2. Integrate into storage.
3. Integrate into a redundant server environment.
4. Perform deep level learning on virtual server redundant environment.
5. Conduct catastrophic failure testing. Test various fail-over and fail-back scenarios.
6. Perform a best practices security review.
7. Migrate physical servers to the virtual redundant server environment.
8. Integrate into backup systems.

Item 3

1. Create a schedule for cable technicians to transition into IT support role.
2. Continue the exhaustive exercise of training people in the IT support role.
3. Began an asset inventory sheet and begin an upgrade plan to windows 10.
4. Upgrade current Multi-Factor Authentication.
5. Create encrypted password system for IT.
6. Begin best practices security review.
7. Attend security certification class sponsored by the managed security company.

Item 4

1. Year-end expenditure totals do not exceed the adopted budget.

Item 5

1. Respond to all calls within 24 hours in a professional matter.

BROADBAND DEPARTMENT GOALS

1. Have Beta testing completed and switch beta customers to paying subscribers by March 15,2020.
2. Introduce new fiber service to the Meadows area customers by April 15, 2020.
3. Complete fiber pathway construction by October 30, 2020.
4. Restructure TMVs video service packing options.
5. Fiscal Responsibility. Prepare and stay within the department's approved budget and actively seek opportunities to optimize financial costs and investments when making decisions.
6. Provide Mountain Village the highest level of customer service.

BROADBAND DEPARTMENT PERFORMANCE MEASURES

Item 1

1. Have all fiber spliced in Beta area.
2. ONTs (Customer's home) are programmed and provisioned to head-end. Customer now have new fiber internet service.
3. Triple play services (video, phone, and internet) are cut-over to new fiber network.
4. New fiber service products are fully integrated into the billing system.
5. Feedback from Beta customers prompts quality improvement changes.
6. Beta customers go live and begin paying for new fiber services.
7. Promote product awareness by using marketing and communications strategies.

Item 2

1. All fiber spliced from customers' homes to head-end.
2. ONTs (Customer's home) are set and provisioned to head-end allowing customers to now have TMVs new fiber internet service.
3. Triple play services (video, phone, and internet) are cut-over to new fiber network.
4. New fiber service products are fully integrated into the billing system.

Item 3

1. Lightworks completes Neil Shaw's fiber construction plan.
2. Conduit pathway construction within all streets in TMV have been completed.
3. All revegetation of disturbed areas has been fixed.
4. Micro-fiber has been successfully blown in conduit respectively.
5. Lightworks continues to bore conduit to all homes without conduit.
6. ONTs (Customer's home) are programmed and provisioned at head-end.
7. TMV continues to cut-over customers into the fiber network.

Item 4

1. Perform an analysis on current video packages.
2. Devise a new plan bringing the video service offerings to a success financial model.
3. Re-evaluate the quality of video service to customers.
4. Upgrade video equipment increasing the viewer experience.
5. Upgrade marketing, customer self-service portal and outward facing web page.

Item 5

1. Year-end expenditure totals do not exceed the adopted budget.

Item 6

1. Respond to all calls within 24 hours in a professional matter.

INFORMATION TECHNOLOGY DEPARTMENT ACCOMPLISHMENTS

1. Deployed managed security.
2. Deployed encrypted email.
3. Deployed archive system which keeps copies of office 365 activities.
4. Began the beginning stages of monitoring cyber threat and vulnerabilities.
5. Successfully passed the FBI InfraGard membership vetting process.
6. Significantly improved on-site and COOP response.
7. Completed major over-haul of backup systems.
8. Tested a DR recovery image for one of the critical servers.
9. IT staff began security patching schedule (Patch Tuesday).
10. Continue to upgrade machines to windows 10.

BROADBAND DEPARTMENT ACCOMPLISHMENTS 2019

1. Completed the ARIN registration of new IP block.
2. Purchased necessary equipment for fiber project.
3. Began construction fiber project.
4. Contacted beta customers.
5. Developed website <https://townofmountainvillage.com/fiber/>.
6. All FCC reports are current.
7. We completed approximately 72 service calls and change of service calls per month all within 24 hours of request.
8. We had 2 Internet outages the last 6 months 1 century link and 1 equipment failure outages.
9. We completed 265 service truck rolls and 99cable locates for 1st half of 2019.

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections
Broadband Fund

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019 Original	2019 Forecasted	2019 Adjustments	2020 Proposed	2020 Adjustments	2021 Long Term Projection	2022 Long Term Projection	2023 Long Term Projection	2024 Long Term Projection
	<u>Summary</u>											
	<u>Revenues</u>											
	Cable Revenues	890,845	954,525	1,016,752	1,012,672	(4,080)	1,022,472	9,800	1,032,468	1,042,664	1,053,064	1,063,672
	Internet Revenues	947,404	1,034,668	948,479	953,279	4,800	946,666	(9,083)	956,966	967,472	978,188	989,118
	Phone Revenues	37,465	42,665	42,000	42,000	-	43,000	1,000	44,000	45,000	46,000	47,000
	Miscellaneous Revenues	70,155	68,514	68,640	68,640	-	68,640	-	68,640	68,640	68,640	68,640
	Total Revenues	1,945,869	2,100,372	2,075,871	2,076,591	720	2,080,778	1,717	2,102,074	2,123,776	2,145,892	2,168,430
	<u>Expenses</u>											
	Cost of Cable Sales	792,333	810,902	874,963	874,963	-	904,833	29,870	935,755	937,960	940,188	942,439
	Cost of Internet Sales	214,500	205,620	211,116	211,116	-	190,000	(21,116)	200,000	200,000	200,000	200,000
	Cost of Phone Sales	24,240	24,344	26,000	26,000	-	12,000	(14,000)	12,000	12,000	12,000	12,000
	Operations	551,251	617,216	605,999	624,844	18,845	711,844	87,000	662,612	641,425	643,283	645,189
	Broadband Fund Contingency Contingency	55	2,313	3,000	3,000	-	3,000	-	3,000	3,000	3,000	2,500
	Total Expense	1,582,379	1,660,394	1,721,078	1,739,923	18,845	1,821,677	81,754	1,813,367	1,794,384	1,798,471	1,802,128
	<u>Capital</u>											
	Capital Outlay	131,574	227,622	1,561,645	1,589,445	27,800	1,659,000	69,555	182,800	169,000	169,000	169,000
	Total Capital	131,574	227,622	1,561,645	1,589,445	27,800	1,659,000	69,555	182,800	169,000	169,000	169,000
	<u>Other Sources/Uses</u>											
	Broadband Other Source/Uses Transfer (To)/From General Fund	-	(10,000)	1,377,588	1,180,214	(197,374)	1,560,491	380,276	81,573	-	-	-
	Broadband Other Source/Uses Transfer To GF - Overhead Allocation	(145,028)	(163,416)	(170,736)	(178,295)	(7,559)	(160,591)	17,703	(187,479)	(187,445)	(189,862)	(187,534)
	Total Other Sources/Uses	(145,028)	(173,416)	1,206,852	1,001,919	(204,933)	1,399,899	397,980	(105,907)	(187,445)	(189,862)	(187,534)
	Surplus (Deficit)	86,889	38,940	-	(250,858)	(250,858)	-	248,388	-	(27,054)	(11,441)	9,768
	Beginning Available Fund Balance	125,029	211,918	-	250,858	-	-	-	-	-	(27,054)	(38,495)
	Ending Available Fund Balance	211,918	250,858	-	-	-	-	-	(27,054)	(38,495)	(38,495)	(28,727)

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections
Broadband Fund

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019 Original	2019	2019	2020	2020	2021 Long	2022 Long	2023 Long	2024 Long
					Forecasted	Adjustments	Proposed	Adjustments	Term	Term	Term	Term
<u>Revenues</u>												
Cable Revenues	Basic Residential	426,449	495,919	490,000	490,000	-	499,800	9,800	509,796	519,992	530,392	541,000
Cable Revenues	Basic Bulk	163,126	174,808	225,000	225,000	-	225,000	-	225,000	225,000	225,000	225,000
Cable Revenues	Premium Pay Revenue	46,960	40,350	51,005	51,005	-	51,005	-	51,005	51,005	51,005	51,005
Cable Revenues	Bulk Premium	31,437	33,345	30,618	30,618	-	30,618	-	30,618	30,618	30,618	30,618
Cable Revenues	Digital	63,230	57,298	60,000	60,000	-	60,000	-	60,000	60,000	60,000	60,000
Cable Revenues	HDTV	155,414	148,485	156,049	156,049	-	156,049	-	156,049	156,049	156,049	156,049
Cable Revenues	Digital DMX Commercial	4,230	4,320	4,080	-	(4,080)	-	-	-	-	-	-
Total Cable Revenues		890,845	954,525	1,016,752	1,012,672	(4,080)	1,022,472	9,800	1,032,468	1,042,664	1,053,064	1,063,672
Internet Revenues	High Speed Internet	506,835	535,896	500,000	500,000	-	515,000	15,000	525,300	535,806	546,522	557,453
Internet Revenues	Bulk Internet	156,192	176,409	179,083	179,083	-	155,000	(24,083)	155,000	155,000	155,000	155,000
Internet Revenues	Non Subscriber High Speed Internet	234,660	269,528	220,000	220,000	-	220,000	-	220,000	220,000	220,000	220,000
Internet Revenues	Internet Business Class	49,717	52,835	49,396	49,396	-	51,866	-	51,866	51,866	51,866	51,866
Internet Revenues	Dark Fiber Leased Revenues	-	-	-	4,800	4,800	4,800	-	4,800	4,800	4,800	4,800
Total Internet Revenues		947,404	1,034,668	948,479	953,279	4,800	946,666	(9,083)	956,966	967,472	978,188	989,118
Broadband Misc Revenues	High Speed Static Address	4,937	4,638	-	-	-	-	-	-	-	-	-
Broadband Misc Revenues	Other-Advertising Revenue (1)	5,458	6,862	2,500	2,500	-	2,500	-	2,500	2,500	2,500	2,500
Broadband Misc Revenues	Other-Labor (2)	2,815	930	3,000	3,000	-	3,000	-	3,000	3,000	3,000	3,000
Broadband Misc Revenues	Other - Parts (3)	7,525	7,344	4,500	4,500	-	4,500	-	4,500	4,500	4,500	4,500
Broadband Misc Revenues	Leased Fiber Access	20,051	18,520	20,000	20,000	-	4,800	(15,200)	4,800	4,800	4,800	4,800
Broadband Misc Revenues	Other-Connection Fees (4)	8,922	5,331	16,000	16,000	-	20,000	4,000	20,000	20,000	20,000	20,000
Broadband Misc Revenues	Cable Equipment Rental	5,340	5,340	5,340	5,340	-	16,000	10,660	16,000	16,000	16,000	16,000
Broadband Misc Revenues	Other-Leased Access Revenue (5)	-	1,200	4,800	4,800	-	5,340	540	5,340	5,340	5,340	5,340
Broadband Misc Revenues	Other-Late Payment Fees	13,930	13,560	12,500	12,500	-	12,500	-	12,500	12,500	12,500	12,500
Broadband Misc Revenues	Other-NSF Fees	25	125	-	-	-	-	-	-	-	-	-
Broadband Misc Revenues	Other-Recovery Income	985	221	-	-	-	-	-	-	-	-	-
Broadband Misc Revenues	Channel Revenue	121	2,460	-	-	-	-	-	-	-	-	-
Broadband Misc Revenues	Miscellaneous Revenue	47	1,983	-	-	-	-	-	-	-	-	-
Total Miscellaneous Revenues		70,155	68,514	68,640	68,640	-	68,640	-	68,640	68,640	68,640	68,640
Phone Revenues	Basic Phone Service	37,113	42,272	42,000	42,000	-	43,000	1,000	44,000	45,000	46,000	47,000
Phone Revenues	Changes To Service Fee	75	350	-	-	-	-	-	-	-	-	-
Phone Revenues	Long Distance Charges	277	43	-	-	-	-	-	-	-	-	-
Total Phone Revenues		37,465	42,665	42,000	42,000	-	43,000	1,000	44,000	45,000	46,000	47,000

(1) Local ad insertions

(2) Hourly work performed by cable techs

(3) Parts/Equipment bought by customer from MVB

(4) Cable Tech install fees

(5) Programming paid to MVB

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections
Broadband Fund

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019		2020		2021 Long Term Projection	2022 Long Term Projection	2023 Long Term Projection	2024 Long Term Projection	
				2019 Original	Forecasted	2019 Adjustments	2020 Proposed					2020 Adjustments
<u>Cost of Sales</u>												
Cable Cost of Sales	Basic Programming Fee	604,677	664,190	668,100	668,100	-	694,824	26,724	722,617	722,617	722,617	722,617
Cable Cost of Sales	Copyright Royalties	6,422	5,879	7,418	7,418	-	7,492	74	7,567	7,643	7,719	7,796
Cable Cost of Sales	Broadcast Retransmission	-	-	-	-	-	-	-	-	-	-	-
Cable Cost of Sales	Premium Program Fees	83,380	79,013	93,840	93,840	-	95,717	1,877	97,631	98,607	99,594	100,589
Cable Cost of Sales	Digital - Basic Program Fees	84,543	47,407	89,797	89,797	-	90,695	898	91,602	92,518	93,443	94,378
Cable Cost of Sales	TV Guide Programming	6,786	6,977	6,960	6,960	-	7,169	209	7,312	7,458	7,608	7,760
Cable Cost of Sales	HDTV	3,605	3,621	6,060	6,060	-	6,121	61	6,182	6,244	6,306	6,369
Cable Cost of Sales	Pay Per View Fees	-	-	-	-	-	-	-	-	-	-	-
Cable Cost of Sales	TV Everywhere Fees	2,920	3,815	2,788	2,788	-	2,816	28	2,844	2,872	2,901	2,930
Total Cable Cost of Sales		792,333	810,902	874,963	874,963	-	904,833	29,870	935,755	937,960	940,188	942,439
Phone Cost of Sales	Phone Service Costs	24,240	22,377	26,000	26,000	-	12,000	(14,000)	12,000	12,000	12,000	12,000
Phone Cost of Sales	Connection Fees-Phone	-	1,967	-	-	-	-	-	-	-	-	-
Total Phone Cost of Sales		24,240	24,344	26,000	26,000	-	12,000	(14,000)	12,000	12,000	12,000	12,000
Internet Cost of Sales	Internet Costs	214,500	205,620	211,116	211,116	-	190,000	(21,116)	200,000	200,000	200,000	200,000
Total Internet Cost of Sales		214,500	205,620	211,116	211,116	-	190,000	(21,116)	200,000	200,000	200,000	200,000

Capital

Broadband Fund Capital	Test Equipment (1)	-	2,500	6,500	6,500	-	5,000	(1,500)	-	-	-	-
Broadband Fund Capital	Software Upgrades (2)	-	-	-	19,000	19,000	24,000	5,000	129,000	129,000	129,000	129,000
Broadband Fund Capital	Vehicles (4)	-	30,328	32,500	32,500	-	10,000	(22,500)	35,000	35,000	35,000	35,000
Broadband Fund Capital	Equipment (5)	634	4,922	-	8,800	8,800	20,000	11,200	18,800	5,000	5,000	5,000
Broadband Fund Capital	System Upgrades (3)	130,940	189,872	1,522,645	1,522,645	-	1,600,000	77,355	-	-	-	-
Total Capital		131,574	227,622	1,561,645	1,589,445	27,800	1,659,000	69,555	182,800	169,000	169,000	169,000

- (1) Ethernet equipment testing at the home
- (2) Cyber Security Monitoring
- (3) Ongoing FTTH upgrade 10% contingency included

- (4) 2020 - Replace bucket truck used , 2021 replace tech vehicle 2006 ford F150
- (5) Replacement equipment for video services programming receivers

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections

Broadband Fund

Worksheet	Account Name			2019		2019		2020		2021 Long	2022 Long	2023 Long	2024 Long
		Actuals 2017	Actuals 2018	2019 Original	Forecasted	Adjustments	Proposed	Adjustments	Term Projection	Term Projection	Term Projection	Term Projection	
<u>Operating Costs</u>													
Operating Costs	Salaries & Wages	252,007	265,518	265,435	275,835	10,400	303,761	27,926	303,761	303,761	303,761	303,761	303,761
Operating Costs	Housing Allowance	12,517	12,517	12,840	12,840	-	12,840	-	12,840	12,840	12,840	12,840	12,840
Operating Costs	Group Insurance	52,454	49,747	50,000	53,125	3,125	68,750	15,625	70,125	71,528	72,958	74,417	74,417
Operating Costs	Dependent Health Reimbursement	(3,764)	(4,017)	(4,356)	(4,356)	-	(4,356)	-	(4,356)	(4,356)	(4,356)	(4,356)	(4,356)
Operating Costs	PERA & Payroll Taxes	38,523	40,851	40,824	42,424	1,600	46,719	4,295	46,719	46,719	46,719	46,719	46,719
Operating Costs	PERA 401K	20,790	23,019	22,562	22,562	-	22,700	138	22,700	22,700	22,700	22,700	22,700
Operating Costs	Workers Compensation	5,539	4,595	5,775	5,775	-	6,064	289	6,367	6,685	7,020	7,371	7,371
Operating Costs	Other Employee Benefits	3,500	800	3,580	4,500	920	4,500	-	4,590	4,682	4,775	4,871	4,871
Operating Costs	Uniforms	464	174	500	500	-	500	-	500	500	500	500	500
Operating Costs	Operations Consulting	-	45,948	-	-	-	-	-	-	-	-	-	-
Operating Costs	Bad Debt Expense	(589)	6,079	5,000	5,000	-	5,000	-	5,000	5,000	5,000	5,000	5,000
Operating Costs	Technical - Computer Support (1)	50,379	50,779	47,940	47,940	-	47,940	-	47,940	47,940	47,940	47,940	47,940
Operating Costs	Call Center Fees	1,416	1,462	1,573	1,573	-	1,800	227	1,800	1,800	1,800	1,800	1,800
Operating Costs	Janitorial/Trash Removal	1,560	1,430	1,586	1,586	-	1,586	-	1,586	1,586	1,586	1,586	1,586
Operating Costs	R/M - Head End (2)	20,088	14,118	20,000	20,000	-	25,000	5,000	25,000	25,000	25,000	25,000	25,000
Operating Costs	R/M - Plant (2)	14,012	22,714	25,000	25,000	-	25,000	-	-	-	-	-	-
Operating Costs	Vehicle Repair & Maintenance	690	1,887	1,500	1,500	-	1,500	-	1,500	1,500	1,500	1,500	1,500
Operating Costs	Facility Expenses	1,199	786	2,000	2,000	-	2,000	-	2,000	2,000	2,000	2,000	2,000
Operating Costs	Insurance	3,555	4,039	3,675	3,675	-	3,675	-	3,675	3,675	3,675	3,675	3,675
Operating Costs	Communications	6,678	6,055	5,578	5,578	-	5,578	-	5,578	5,578	5,578	5,578	5,578
Operating Costs	Marketing & Advertising	105	204	5,000	5,000	-	5,000	-	5,000	5,000	5,000	5,000	5,000
Operating Costs	TCTV 12 Support	5,000	-	-	-	-	-	-	-	-	-	-	-
Operating Costs	Dues & Fees	1,585	1,334	2,000	2,000	-	2,000	-	2,000	2,000	2,000	2,000	2,000
Operating Costs	Travel, Education & Training	3,023	7,383	6,000	6,000	-	6,000	-	6,000	6,000	6,000	6,000	6,000
Operating Costs	Contract Labor	635	2,495	5,000	7,500	2,500	1,000	(6,500)	-	-	-	-	-
Operating Costs	Cable Locates	275	246	600	600	-	600	-	600	600	600	600	600
Operating Costs	Invoice Processing	3,095	2,225	3,600	3,600	-	3,600	-	3,600	3,600	3,600	3,600	3,600
Operating Costs	Online Payment Processing Fees	15,099	17,247	15,600	15,600	-	15,600	-	15,600	15,600	15,600	15,600	15,600
Operating Costs	Postage & Freight	4,322	3,271	5,200	5,200	-	5,200	-	5,200	5,200	5,200	5,200	5,200
Operating Costs	General Supplies & Materials	2,803	1,322	7,000	7,000	-	7,000	-	7,000	7,000	7,000	7,000	7,000
Operating Costs	Supplies - Office	1,910	1,700	2,550	2,550	-	2,550	-	2,550	2,550	2,550	2,550	2,550
Operating Costs	DVR'S (3)	4,918	3,324	10,000	10,000	-	50,000	40,000	25,000	5,000	5,000	5,000	5,000
Operating Costs	Digital Cable Terminals	1,969	2,005	-	-	-	-	-	-	-	-	-	-
Operating Costs	Cable Modems	3,078	2,125	3,000	3,000	-	3,000	-	3,000	-	-	-	-
Operating Costs	Wireless Routers	280	-	-	-	-	-	-	-	-	-	-	-
Operating Costs	Phone Terminals	-	-	1,500	1,500	-	1,500	-	1,500	1,500	1,500	1,500	1,500
Operating Costs	Business Meals	1,303	994	500	800	300	800	-	800	800	800	800	800

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections
Broadband Fund

Worksheet	Account Name			2019		2019		2020		2020		2021 Long	2022 Long	2023 Long	2024 Long	
		Actuals 2017	Actuals 2018	2019 Original	Forecasted	Adjustments	Proposed	Adjustments	Term	Term	Term	Term	Projection	Projection	Projection	Projection
Operating Costs	Employee Appreciation	138	460	500	500	-	500	-	500	500	500	500	500	500	500	500
Operating Costs	Utilities - Natural Gas	896	547	986	986	-	986	-	986	986	986	986	986	986	986	986
Operating Costs	Utilities - Electricity	17,220	17,748	21,608	21,608	-	21,608	-	21,608	21,608	21,608	21,608	21,608	21,608	21,608	21,608
Operating Costs	Utilities - Gasoline	2,579	3,716	4,343	4,343	-	4,343	-	4,343	4,343	4,343	4,343	4,343	4,343	4,343	4,343
Operating Costs	Non-capital Equipment	-	369	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Costs		551,251	617,216	605,999	624,844	18,845	711,844	87,000	662,612	641,425	643,283	643,283	641,425	643,283	645,189	645,189

- (1) Managed network and data base services
- (2) Parts replacement of headend equipment and plant amplifiers
- (3) Initial investment in cable boxes for upgrade

Town of Mountain Village
Broadband Fund
Summary

	Sch.	Actual					Long Term Projections				'14-'17 CAGR	'18-'22 CAGR	Uptown 2018				
		2014	2015	2016	2017	Final Budget 2018	2019	2020	2021	2022			2018	2019	2020	2021	2022
Revenues																	
Cable Service Fees	A	793,941	825,982	860,097	890,846	996,358	972,551	978,468	989,864	1,002,903	3.9%	0.2%	956,865	1,007,172	990,238	992,125	997,562
Broadband Service Fees	A	708,974	787,572	864,644	947,404	960,287	1,025,270	1,160,637	1,190,025	1,238,935	10.1%	6.6%	872,476	885,512	900,333	917,068	935,861
Phone Service Fees	A	35,742	35,413	37,495	37,465	40,000	41,495	40,251	39,043	37,872	1.6%	-1.4%	42,779	42,351	41,928	41,508	41,093
Other Revenues	A	86,829	68,575	56,367	70,156	63,840	64,740	65,667	66,622	67,605	-6.9%	1.4%	63,623	64,508	65,420	66,358	67,325
Total Revenues		1,625,486	1,717,541	1,818,603	1,945,871	2,060,485	2,104,057	2,245,023	2,285,554	2,347,315	6.2%	3.3%	1,935,743	1,999,544	1,997,918	2,017,059	2,041,841
Direct Costs																	
COGS Cable Television	B	572,187	651,234	784,885	792,333	858,837	864,013	827,189	835,597	859,647	11.5%	0.0%	851,723	846,290	840,732	857,373	879,525
COGS Broadband	B	108,000	167,783	232,132	214,500	211,116	205,116	174,900	174,900	174,900	25.7%	-4.6%	205,116	205,116	205,116	205,116	205,116
COGS Phone Service	B	24,505	26,745	24,905	24,240	25,000	17,216	13,820	13,405	13,003	-0.4%	-15.1%	26,928	26,659	26,392	26,128	25,867
Operating Expenses		532,434	530,962	532,128	551,251	660,501	640,170	640,445	646,354	662,929	1.2%	0.1%	618,234	582,615	596,526	610,991	626,037
Opex - Contingency Fund		-	-	-	55	3,000	3,000	3,000	3,000	3,000			3,000	3,000	3,000	3,000	3,000
Total Expense		1,237,126	1,376,724	1,574,050	1,582,379	1,758,454	1,729,515	1,659,354	1,673,256	1,713,479	8.6%	-0.6%	1,705,002	1,663,680	1,671,766	1,702,609	1,739,545
Capital Outlay	D	42,096	126,654	51,774	131,574	294,000	1,587,895	1,586,975	177,145	59,750			30,000	5,000	5,000	5,000	5,000
Other Financing Sources/(Uses)																	
Transfer (To)/From General Fund		(179,928)	(147,145)	-	-	74,922	1,377,588	1,403,902	-	-			(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Transfer to GF-Allocation of Administrative Staff		(116,336)	(117,017)	(127,762)	(145,028)	(163,416)	(170,736)	(187,823)	(187,190)	(185,242)			(157,258)	(167,026)	(174,683)	(177,921)	(185,889)
Total Other Financing Sources/(Uses), net		(296,264)	(264,162)	(127,762)	(145,028)	(88,494)	1,206,852	1,216,079	(187,190)	(185,242)			(167,258)	(177,026)	(184,683)	(187,921)	(195,889)
Beginning Balance		60,000	110,000	60,000	125,017	211,907	131,444	124,943	339,716	587,678			74,086	107,570	261,407	397,877	519,406
Surplus/(Deficit), after Other Financing Sources/(Uses)		50,000	(50,000)	65,017	86,890	(80,463)	(6,501)	214,773	247,963	388,844			33,483	153,838	136,469	121,529	101,407
Ending Fund Balance		110,000	60,000	125,017	211,907	131,444	124,943	339,716	587,678	976,522			107,570	261,407	397,877	519,406	620,813
Operating Income						302,031	374,542	585,669	612,298	633,836			230,741	335,864	326,152	314,450	302,296

Regarding the (20M w/ Video and w/out Video), I need Council's recommendation on whether to increase this rate by \$5 per month. Consequently, the 20M w/ Video would go from \$54.95 to \$60.00 per month and the 20M w/out would go from \$64.95 to \$70.00. Dave Stockton with Uptown services does not recommend an internet rate increase because that is a 10% internet rate increase on half of your internet subs when 100% of your video subs are getting a 12% rate increase – not good when they are the same households.

Residential	Total		Proposed Rate increase		Total Increase	Percentage
	2019	2020	2019	2020		
Basic Service 59 HD	\$74.95			\$83.95		
A la carte \$13.00 analog no STB						
HBO				\$16.00		
Cinemax				\$10.00		
<i>Both</i>	\$21.45					
		\$96.40		\$109.95	\$13.55	14%
Digital upgrade 41 more channels	\$91.50			\$100.50		
A la carte \$13.00 includes 1 HD box						
Showtime HD				\$12.00		
HBO HD				\$16.00		
Starz HD				\$10.00		
Cinemax HD				\$10.00		
<i>Platinum</i>	\$126.00					
		\$126.00		\$148.50	\$22.50	18%

TMV is moving away from packaged premium video services to an a la carte offering. Please see above which summarizes the rate increases proposed. Once approved by Council, I will mail a new rate card for customers to choose from.

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections

Information Technology

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019		2020		2021 Long	2022 Long	2023 Long	2024 Long	
				2019 Original	Forecasted	2019 Adjustments	2020 Proposed	2020 Adjustments	Term Projection	Term Projection	Term Projection	Term Projection
Information Technology - GF	Salaries & Wages (12)	-	-	120,000	97,000	(23,000)	141,026	44,026	141,026	141,026	141,026	141,026
Information Technology - GF	Group Insurance	-	-	12,500	8,189	(4,311)	10,344	2,155	10,344	10,344	10,344	10,344
Information Technology - GF	Dependent Health Reimbursement	-	-	-	8,400	8,400	13,500	5,100	13,770	14,045	14,326	14,613
Information Technology - GF	PERA & Payroll Taxes	-	-	18,456	14,200	(4,256)	21,690	7,490	21,690	21,690	21,690	21,690
Information Technology - GF	PERA 401K	-	-	1,200	1,200	-	3,068	1,868	3,708	4,944	6,180	6,180
Information Technology - GF	Workers Compensation	-	-	1,000	1,000	-	1,050	50	1,103	1,158	1,216	1,276
Information Technology - GF	Other Employee Benefits	-	200	900	900	-	900	-	918	936	955	974
Information Technology - GF	Vehicle Repair & Maintenance	-	-	-	500	500	500	-	500	500	500	500
Information Technology - GF	Communications	-	-	1,300	1,300	-	1,300	-	1,300	1,300	1,300	1,300
Information Technology - GF	Travel, Education & Training (1)	-	-	3,500	5,500	2,000	5,500	-	5,500	5,500	5,500	5,500
Information Technology - GF	General Supplies & Materials	-	-	-	500	500	500	-	500	500	500	500
Information Technology - GF	Software Support- Contract	47,336	69,552	50,000	50,000	-	40,000	(10,000)	40,000	40,000	40,000	40,000
Information Technology - GF	Software Support - Other (2)	7,121	1,489	3,000	4,500	1,500	5,400	900	5,400	5,400	5,400	5,400
Information Technology - GF	General Hardware Replacement (3)	10,302	42,954	20,000	28,500	8,500	20,000	(8,500)	20,000	20,000	20,000	20,000
Information Technology - GF	Server Replacement (4)	-	-	-	7,800	7,800	9,200	1,400	1,500	1,500	9,200	9,200
Information Technology - GF	Cyber Security (5)	-	-	-	32,750	32,750	38,990	6,240	38,990	38,990	38,990	38,990
Information Technology - GF	Microsoft Office Licenses (10)	15,848	19,005	23,000	23,000	-	23,000	-	23,000	23,000	23,000	23,000
Information Technology - GF	Hosted E-Mail Services (11)	529	99	1,050	3,988	2,938	3,988	-	3,988	3,988	3,988	3,988
Information Technology - GF	Accounting SW Annual Support Maintenance	31,017	30,693	35,168	32,000	(3,168)	33,600	1,600	35,280	37,044	38,896	40,841
Information Technology - GF	Accounting SW Customization/Options	-	2,250	-	-	-	-	-	-	-	-	-
Information Technology - GF	All Data - Vehicle Maintenance	1,500	1,500	1,515	1,515	-	1,515	-	1,515	1,515	1,515	1,515
Information Technology - GF	Live Streaming Software	-	-	6,000	-	(6,000)	-	-	-	-	-	-
Information Technology - GF	PDF SW Upgrades/Licenses	1,079	2,883	3,600	6,640	3,040	9,740	3,100	9,740	9,740	9,740	9,740
Information Technology - GF	Firewall (6)	6,797	2,212	2,700	2,700	-	11,900	9,200	-	-	9,700	-
Information Technology - GF	CAD Auto Desk Support	1,420	1,478	1,428	1,428	-	1,428	-	1,428	1,428	1,428	1,428
Information Technology - GF	Trimble Pathfinder Software	1,995	-	-	-	-	-	-	-	-	-	-
Information Technology - GF	Web Site Blocker (7)	2,847	-	2,800	2,800	-	-	(2,800)	-	-	-	-
Information Technology - GF	Server Support Fees	2,140	-	-	-	-	1,500	1,500	1,500	1,500	1,500	1,500
Information Technology - GF	Spam Filter (8)	1,620	1,530	2,430	2,430	-	2,430	-	2,552	2,552	2,552	2,552
Information Technology - GF	CRM Software (9)	499	1,146	3,100	-	(3,100)	-	-	-	-	-	-
Information Technology - GF	Database Administrator	-	-	-	-	-	3,000	3,000	1,500	1,500	1,500	1,500
Information Technology - GF	RMS Software Support - Police	11,005	11,445	12,315	12,315	-	12,568	253	12,819	13,076	13,337	13,604
Information Technology - GF	Legal SW Support	1,884	1,099	2,184	2,184	-	2,184	-	2,184	2,184	2,184	2,184
Information Technology - GF	Cyber Security - Audit Fees	-	27,315	-	-	-	8,000	8,000	-	-	-	-
Information Technology - GF	Cyber Security - Study	-	3,375	-	-	-	-	-	-	-	-	-
Information Technology - GF	AV Room Upgrade	10,000	34,299	-	-	-	-	-	-	-	-	-
Information Technology - GF	Montrose Interconnect - Police	4,111	3,000	4,112	4,112	-	4,112	-	4,112	4,112	4,112	4,112
Information Technology - GF	VPI Software Support - Police	333	1,895	1,895	1,895	-	1,961	66	2,020	2,023	2,026	2,029
Information Technology - GF	Building Permit Support Fees	7,650	7,650	7,650	7,650	-	7,650	-	7,650	7,650	7,650	7,650
Information Technology - GF	Printer Maintenance	865	-	2,500	2,500	-	2,500	-	2,500	2,500	2,500	2,500
Information Technology - GF	Document Management	-	10,868	500	500	-	500	-	500	500	500	500
Information Technology - GF	ARC Map Subscription	-	-	-	8,250	8,250	8,250	-	8,250	8,250	8,250	8,250
Information Technology - GF	E-Recycle	-	-	-	2,500	2,500	2,500	-	2,500	2,500	2,500	2,500
Information Technology - GF	Fingerprint SW Support - Police	-	-	-	-	-	1,140	1,140	1,163	1,186	1,188	1,212
Information Technology - GF	Muni Metrix License	1,495	1,495	1,495	1,495	-	1,495	-	1,495	1,495	1,495	1,495
Information Technology - GF	Online Back Up Support Fee	6,083	6,503	6,500	6,500	-	6,500	-	6,500	13,500	-	-

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections

Information Technology

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019		2020		2021 Long Term Projection	2022 Long Term Projection	2023 Long Term Projection	2024 Long Term Projection	
				2019 Original	Forecasted	2019 Adjustments	2020 Proposed					2020 Adjustments
Information Technology - GF	Opengov	-	29,083	17,000	17,000	-	17,000	-	17,000	17,000	17,000	
Information Technology - GF	Munirevs Support Fees	17,676	18,383	19,175	19,175	-	20,134	959	21,140	22,197	23,307	24,473
Information Technology - GF	Technical Miscellaneous	281	300	1,200	1,200	-	1,200	-	1,200	1,200	1,200	1,200
Total		193,434	333,700	391,173	426,016	34,843	502,763	76,747	477,784	489,473	498,195	492,265

- (1) Staff Training and Conferences
- (2) Needed 3rd party software
- (3) Laptop, workstations, printers, monitors, batteries, switches, cameras
- (4) Server equipment and head-end equipment
- (5) Managed security and cloud logging systems
- (6) Firewall Service renewal
- (7) Managed Security should cover this
- (8) Cyber Security Email protection
- (9) No longer using
- (10) Office 365 cloud
- (11) Cloud archive server
- (12) Allocated current cable technicians into IT at 10% and a summer intern at \$5,500

**TOWN OF MOUNTAIN VILLAGE
2020 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. Operate within Town Council adopted budget.

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections
Building & Facility Maintenance

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019		2020		2021 Long	2022 Long	2023 Long	2024 Long	
				2019 Original	Forecasted	2019 Adjustments	Proposed	Adjustments	Term Projection	Term Projection	Term Projection	Term Projection
Building & Facility Maintenance	Salaries & Wages	85,683	77,001	92,364	92,364	-	98,091	5,727	98,091	98,091	98,091	98,091
Building & Facility Maintenance	Group Insurance	24,026	18,652	25,026	25,000	(26)	27,000	2,000	27,540	28,091	28,093	28,655
Building & Facility Maintenance	Dependent Health Reimbursement	(1,444)	(1,621)	(720)	(720)	-	(720)	-	(720)	(720)	(720)	(720)
Building & Facility Maintenance	PERA & Payroll Taxes	13,152	11,845	14,205	14,205	-	15,086	881	15,086	15,086	15,086	15,086
Building & Facility Maintenance	PERA 401K	5,407	4,529	5,000	5,000	-	6,866	1,866	6,866	6,866	6,866	6,866
Building & Facility Maintenance	Workers Compensation	5,217	1,235	5,460	5,460	-	5,733	273	6,020	6,321	6,326	6,642
Building & Facility Maintenance	Other Employee Benefits	1,750	400	1,790	1,800	10	1,800	-	1,836	1,873	1,910	1,948
Building & Facility Maintenance	Uniforms	115	412	500	500	-	500	-	500	500	500	500
Building & Facility Maintenance	R&M-Boilers / Snowmelt	18,321	53,083	45,000	45,000	-	45,000	-	45,450	45,905	46,364	46,827
Building & Facility Maintenance	Vehicle Repair & Maintenance	874	854	500	500	-	850	350	850	850	850	850
Building & Facility Maintenance	Street Light Repair & Replace	6,504	1,641	9,000	9,000	-	9,000	-	9,000	9,000	9,000	9,000
Building & Facility Maintenance	Facility Maintenance (1)	4,436	3,048	8,500	8,500	-	32,500	24,000	8,500	8,500	8,500	8,500
Building & Facility Maintenance	Facility Expenses - Town Hall (2)	21,790	23,851	28,000	28,000	-	28,000	-	28,000	28,000	28,000	28,000
Building & Facility Maintenance	HVAC Maintenance - Town Hall	291	543	3,500	3,500	-	15,000	11,500	3,500	3,500	16,000	3,500
Building & Facility Maintenance	Elevator Maintenance - Town Hall	2,675	3,252	4,500	4,500	-	4,500	-	4,500	4,500	4,500	4,500
Building & Facility Maintenance	Other Public Amenities	25	-	-	-	-	-	-	-	-	-	-
Building & Facility Maintenance	Communications	1,350	1,214	1,560	1,560	-	1,560	-	1,560	1,560	1,560	1,560
Building & Facility Maintenance	Dues & Fees, Licenses	11	-	-	-	-	-	-	-	-	-	-
Building & Facility Maintenance	Travel, Education & Training	160	-	1,500	1,500	-	1,500	-	1,500	1,500	1,500	1,500
Building & Facility Maintenance	Postage & Freight	-	-	-	-	-	-	-	-	-	-	-
Building & Facility Maintenance	General Supplies And Materials	956	784	2,000	2,000	-	2,000	-	2,000	2,000	2,000	2,000
Building & Facility Maintenance	Employee Appreciation	-	339	300	300	-	300	-	300	300	300	300
Building & Facility Maintenance	Utilities - Gasoline	1,792	2,546	3,183	3,183	-	3,183	-	3,183	3,183	3,183	3,183
Total		193,090	203,608	251,168	251,152	(16)	297,749	46,597	263,562	264,905	277,908	266,788

- (1) Town of Mountain Village Restroom flooring replacement Madeline Hotel 2020
- (2) Clean air ducts tri-annually

**TOWN OF MOUNTAIN VILLAGE
2020 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.

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections

Road & Bridge

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019		2020		2021 Long Term Projection	2022 Long Term Projection	2023 Long Term Projection	2024 Long Term Projection	
				2019 Original	Forecasted	2019 Adjustments	2020 Proposed					2020 Adjustments
Road & Bridge	Salaries & Wages	351,678	341,127	359,896	359,896	-	367,461	7,565	367,461	367,461	367,461	367,461
Road & Bridge	Offset Labor	(1,360)	-	-	-	-	-	-	-	-	-	-
Road & Bridge	Group Insurance	106,002	95,449	97,930	97,930	-	105,764	7,834	107,880	110,037	112,238	114,483
Road & Bridge	Dependent Health Reimbursement	(6,429)	(6,869)	(3,280)	(6,280)	(3,000)	(6,280)	-	(6,280)	(6,280)	(6,280)	(6,280)
Road & Bridge	PERA & Payroll Taxes	53,707	52,349	55,352	55,352	-	56,515	1,163	56,515	56,515	56,515	56,515
Road & Bridge	PERA 401K	10,358	14,515	10,797	15,000	4,203	18,073	3,073	18,073	18,073	18,073	18,073
Road & Bridge	Workers Compensation	13,890	9,858	14,175	14,175	-	14,884	709	15,628	16,409	17,230	18,091
Road & Bridge	Other Employee Benefits	6,913	1,400	6,709	6,709	-	6,709	-	6,843	6,980	7,120	7,262
Road & Bridge	Uniforms	1,116	1,166	1,200	1,200	-	1,200	-	1,200	1,200	1,200	1,200
Road & Bridge	Engineering	-	-	-	-	-	-	-	-	-	-	-
Road & Bridge	Consultant Services	-	-	-	-	-	-	-	-	-	-	-
Road & Bridge	Janitorial/Trash Removal	1,560	1,430	1,500	1,500	-	1,800	300	1,800	1,800	1,800	1,800
Road & Bridge	Vehicle Repair & Maintenance	39,072	30,060	45,966	45,966	-	45,966	-	45,966	45,966	45,966	45,966
Road & Bridge	Rental - Equipment	109	-	-	-	-	-	-	-	-	-	-
Road & Bridge	Facility Expenses	1,119	834	730	730	-	730	-	730	730	730	730
Road & Bridge	Communications	2,527	3,301	4,829	3,500	(1,329)	3,500	-	3,500	3,500	3,500	3,500
Road & Bridge	Public Noticing	465	385	500	500	-	500	-	500	500	500	500
Road & Bridge	Dues, Fees & Licenses	234	234	250	250	-	250	-	250	250	250	250
Road & Bridge	Travel, Education, Training	1,275	2,412	2,260	2,260	-	2,260	-	2,260	2,260	2,260	2,260
Road & Bridge	Contract Labor	-	1,520	5,000	5,000	-	5,000	-	5,000	5,000	5,000	5,000
Road & Bridge	Paving Repair	388,843	394,718	400,000	400,000	-	400,000	-	400,000	400,000	400,000	400,000
Road & Bridge	Striping	14,042	12,036	12,480	12,480	-	12,480	-	12,480	12,480	12,480	12,480
Road & Bridge	Guardrail Repair	15,610	6,500	22,000	16,000	(6,000)	500	(15,500)	2,000	2,000	2,000	2,000
Road & Bridge	Bridge Repair & Maintenance	7,065	-	18,000	18,000	-	18,000	-	18,000	18,000	18,000	18,000
Road & Bridge	Postage & Freight	46	-	100	100	-	100	-	100	100	100	100
Road & Bridge	General Supplies & Materials	8,711	7,254	7,972	7,972	-	7,972	-	7,972	7,972	7,972	7,972
Road & Bridge	Supplies - Office	1,394	1,533	1,406	1,406	-	1,406	-	1,406	1,406	1,406	1,406
Road & Bridge	Supplies - Sand / Deicer	21,759	22,748	25,000	25,000	-	25,000	-	25,000	25,000	25,000	25,000
Road & Bridge	Supplies - Signs & Safety	6,404	11,545	8,000	8,000	-	8,000	-	8,000	8,000	8,000	8,000
Road & Bridge	Gen Supplies - CAD	55	250	-	-	-	-	-	-	-	-	-
Road & Bridge	Business Meals	559	39	200	200	-	200	-	200	200	200	200
Road & Bridge	Employee Appreciation	176	803	733	733	-	733	-	733	733	733	733
Road & Bridge	Utilities - Electricity	909	1,116	1,574	1,574	-	1,574	-	1,590	1,590	1,606	1,606
Road & Bridge	Utilities - Gasoline	19,984	25,437	33,785	34,461	676	35,150	689	35,853	36,570	37,301	38,047
Total		1,067,792	1,033,147	1,135,064	1,129,614	(5,450)	1,135,447	5,833	1,140,659	1,144,452	1,148,360	1,152,355

**TOWN OF MOUNTAIN VILLAGE
2020 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 preventive 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

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections

Vehicle Maintenance

Worksheet	Account Name	Actuals		2019		2020		2021 Long	2022 Long	2023 Long	2024 Long	
		2017	2018	Original	Forecasted	Adjustments	Proposed	Adjustments	Term Projection	Term Projection	Term Projection	Term Projection
Vehicle Maintenance	Salaries & Wages	245,961	249,806	251,200	251,200	-	259,006	7,806	259,006	259,006	259,006	259,006
Vehicle Maintenance	Offset Labor	(228)	(245)	-	-	-	-	-	-	-	-	-
Vehicle Maintenance	Group Insurance	54,654	50,766	50,000	50,000	-	54,000	4,000	55,080	56,182	57,305	58,451
Vehicle Maintenance	Dependent Health Reimbursement	(5,190)	(4,341)	(4,839)	(4,839)	-	(4,839)	-	(4,839)	(4,839)	(4,839)	(4,839)
Vehicle Maintenance	PERA & Payroll Taxes	37,213	38,149	38,635	38,635	-	39,835	1,200	39,835	39,835	39,835	39,835
Vehicle Maintenance	PERA 401K	20,097	18,619	20,347	20,347	-	20,979	632	20,979	20,979	20,979	20,979
Vehicle Maintenance	Workers Compensation	4,457	3,321	5,250	5,250	-	5,513	263	5,788	6,078	6,381	6,700
Vehicle Maintenance	Other Employee Benefits	3,500	800	4,475	4,475	-	4,475	-	4,565	4,656	4,749	4,844
Vehicle Maintenance	Uniforms	423	617	600	600	-	600	-	600	600	600	600
Vehicle Maintenance	Janitorial/Trash Removal	7,039	6,591	7,000	7,000	-	7,500	500	7,500	7,500	7,500	7,500
Vehicle Maintenance	Vehicle Repair & Maintenance	2,502	2,301	2,250	2,250	-	2,250	-	2,250	2,250	2,250	2,250
Vehicle Maintenance	Facility Expense (1)	155,030	349	-	5,000	5,000	500	(4,500)	500	500	500	500
Vehicle Maintenance	Communications	1,481	1,486	1,365	1,365	-	1,365	-	1,365	1,365	1,365	1,365
Vehicle Maintenance	Dues, Fees, Licenses	161	325	870	200	(670)	200	-	200	200	200	200
Vehicle Maintenance	Dues & Fees, Fuel Depot	672	666	-	675	675	675	-	675	675	675	675
Vehicle Maintenance	Travel, Education, Training	1,953	1,846	2,000	2,000	-	2,500	500	2,000	2,000	2,000	2,000
Vehicle Maintenance	Postage & Freight	15	-	100	100	-	100	-	100	100	100	100
Vehicle Maintenance	Trash / Waste Removal	4,437	6,528	5,000	5,000	-	5,500	500	5,500	5,500	5,500	5,500
Vehicle Maintenance	General Supplies & Materials	20,398	19,935	26,000	26,000	-	26,000	-	26,000	26,000	26,000	26,000
Vehicle Maintenance	Supplies - Office	255	285	300	300	-	300	-	300	300	300	300
Vehicle Maintenance	Supplies - Building Maintenance	1,754	109	1,854	1,000	(854)	1,000	-	1,000	1,000	1,000	1,000
Vehicle Maintenance	Safety Supplies	663	512	800	800	-	800	-	800	800	800	800
Vehicle Maintenance	Supplies - Fuel Depot (2)	3,134	2,768	2,500	19,000	16,500	3,000	(16,000)	3,000	3,000	3,000	3,000
Vehicle Maintenance	Employee Appreciation	138	519	450	450	-	450	-	450	450	450	450
Vehicle Maintenance	Utilities - Natural Gas	2,615	2,401	4,309	4,309	-	4,352	43	4,352	4,396	4,396	4,440
Vehicle Maintenance	Utilities - Electricity	6,551	5,597	8,421	8,421	-	8,421	-	8,505	8,505	8,590	8,590
Vehicle Maintenance	Utilities - Gasoline	3,413	3,726	3,309	3,309	-	4,000	691	4,080	4,162	4,245	4,330
Vehicle Maintenance	Utilities - Oil Depot	6,108	9,830	12,296	12,296	-	12,296	-	12,296	12,296	12,296	12,296
Total		579,205	423,267	444,492	465,143	20,651	460,778	(4,365)	461,887	463,494	465,183	466,872

(1) Replace damaged electric line 2019

(2) Replace Gasboy fuel depot system old system not supported, replaced with Fuel Master

**TOWN OF MOUNTAIN VILLAGE
2020 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.

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections

Water & Sewer Fund

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019 Original	2019	2019	2020	2020	2021 Long Term Projection	2022 Long Term Projection	2023 Long Term Projection	2024 Long Term Projection
					Forecasted	Adjustments	Proposed	Adjustments				
<u>Summary</u>												
Revenues												
	Water & Sewer Service Fees	2,780,053	3,010,974	2,908,915	2,908,915	-	3,156,904	247,989	3,205,962	3,256,001	3,307,041	3,359,103
	Other Revenues	10,373	8,693	13,450	13,450	-	13,450	-	13,450	13,450	13,450	13,450
	Total Revenues	2,790,426	3,019,667	2,922,365	2,922,365	-	3,170,354	247,989	3,219,412	3,269,451	3,320,491	3,372,553
Operating Expenses												
	Water Operating Costs	936,436	1,049,411	1,138,963	1,048,218	(90,745)	1,187,768	139,550	1,081,534	1,086,629	1,088,489	1,093,714
	Sewer Operating Costs	507,191	537,909	550,736	561,136	10,401	571,039	9,902	571,405	571,781	572,166	572,274
	Water/Sewer Contingency	-	-	33,794	32,187	(1,607)	35,176	2,989	33,059	33,168	33,213	33,320
	Total Operating Costs	1,443,627	1,587,320	1,723,493	1,641,541	(81,951)	1,793,983	152,441	1,685,998	1,691,578	1,693,868	1,699,307
Capital												
	Capital Costs	382,628	607,301	1,296,950	1,346,950	50,000	637,608	(709,342)	1,409,200	2,532,175	1,566,088	2,950,000
	Total Capital	382,628	607,301	1,296,950	1,346,950	50,000	637,608	(709,342)	1,409,200	2,532,175	1,566,088	2,950,000
Other Source/Uses												
	Tap Fees	255,316	113,108	100,000	100,000	-	100,000	-	100,000	100,000	100,000	100,000
	Tap Fees	21,232	-	5,000	5,000	-	5,000	-	5,000	5,000	5,000	5,000
	Tap Fees	-	-	2,000	2,000	-	2,000	-	2,000	2,000	2,000	2,000
	Water/Sewer Other Sources/Uses	352	-	-	-	-	-	-	-	-	-	-
	Water/Sewer Other Sources/Uses	(142,527)	(149,630)	(170,976)	(168,213)	2,763	(160,817)	7,397	(174,311)	(174,279)	(178,819)	(176,789)
	Total Other Sources/Uses	134,373	(36,522)	(63,976)	(61,213)	2,763	(53,817)	7,397	(67,311)	(67,279)	(71,819)	(69,789)
	Surplus (Deficit)	1,098,544	788,523	(162,054)	(127,340)	34,714	684,947	812,287	56,903	(1,021,582)	(11,284)	(1,346,544)
	Beginning Available Fund Balance	1,970,055	3,068,599	3,875,233	3,857,122		3,729,782		4,414,729	4,471,632	3,450,050	3,438,767
	Ending Available Fund Balance	3,068,599	3,857,122	3,713,179	3,729,782		4,414,729		4,471,632	3,450,050	3,438,767	2,092,223

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections

Water & Sewer Fund

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019		2020		2021 Long Term Projection	2022 Long Term Projection	2023 Long Term Projection	2024 Long Term Projection	
				2019 Original	2019 Forecasted	2019 Adjustments	2020 Proposed					2020 Adjustments
<u>Revenues</u>												
MV Water	MV-Water Base Fees	911,686	935,102	1,023,413	1,023,413	-	1,125,754	102,341	1,148,269	1,171,235	1,194,659	1,218,553
MV Water	MV-Sewer Base Fees	911,686	935,102	1,023,413	1,023,413	-	1,125,754	102,341	1,148,269	1,171,235	1,194,659	1,218,553
MV Water	MV-Water Excess Fees	390,316	360,951	350,000	350,000	-	350,000	-	350,000	350,000	350,000	350,000
MV Water	MV-Water Irrigation Fees	92,682	61,683	66,524	66,524	-	66,524	-	66,524	66,524	66,525	66,526
MV Water	MV-Water Construction	531	6,219	1,577	1,577	-	1,577	-	1,577	1,577	1,577	1,577
MV Water	MV-Snowmaking Fees	287,759	526,709	225,000	225,000	-	250,000	25,000	250,000	250,000	250,000	250,000
Total Mountain Village Revenues		2,594,660	2,825,765	2,689,927	2,689,927	-	2,919,610	229,683	2,964,640	3,010,571	3,057,421	3,105,208
Ski Ranches Water	SR-Water Base Fees	142,206	145,278	174,059	174,059	-	191,465	17,406	195,294	199,200	203,184	207,248
Ski Ranches Water	SR-Water Excess Fees	13,392	11,739	15,697	15,697	-	15,697	-	15,697	15,697	15,697	15,697
Ski Ranches Water	SR-Irrigation Fees	289	443	175	175	-	175	-	175	175	175	175
Ski Ranches Water	SR-Water Construction	32	-	342	342	-	342	-	342	342	342	342
Total Ski Ranches Revenues		155,919	157,460	190,273	190,273	-	207,679	17,406	211,508	215,414	219,398	223,462
Skyfield Water	SKY-Water Base Fees	8,684	8,858	9,009	9,009	-	9,910	901	10,108	10,310	10,516	10,727
Skyfield Water	SKY-Water/Standby Fees	8,190	8,190	8,721	8,721	-	8,721	-	8,721	8,721	8,721	8,721
Skyfield Water	SKY-Water Excess Fees	12,600	10,701	10,200	10,200	-	10,200	-	10,200	10,200	10,200	10,200
Skyfield Water	SKY-Water Irrigation Fees	-	-	785	785	-	785	-	785	785	785	785
Total Skyfield Revenues		29,474	27,749	28,715	28,715	-	29,616	901	29,814	30,016	30,222	30,433
Other Revenues - Water/Sewer	MV-Water/Sewer Inspection Fees	3,600	2,400	4,500	4,500	-	4,500	-	4,500	4,500	4,500	4,500
Other Revenues - Water/Sewer	SR/SF Water Inspection Fees	300	-	-	-	-	-	-	-	-	-	-
Other Revenues - Water/Sewer	Elk Run Maintenance Fees	2,038	1,013	3,800	3,800	-	3,800	-	3,800	3,800	3,800	3,800
Other Revenues - Water/Sewer	Late Fees	4,335	4,980	4,700	4,700	-	4,700	-	4,700	4,700	4,700	4,700
Other Revenues - Water/Sewer	Water Fines	100	300	450	450	-	450	-	450	450	450	450
Total Other Revenues		10,373	8,693	13,450	13,450	-	13,450	-	13,450	13,450	13,450	13,450

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections

Water & Sewer Fund

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019		2020		2021 Long Term Projection	2022 Long Term Projection	2023 Long Term Projection	2024 Long Term Projection	
				2019 Original	Forecasted	2019 Adjustments	2020 Proposed					2020 Adjustments
Sewer Expense	Salaries & Wages	54,499	63,616	63,649	72,468	8,819	74,642	2,174	74,642	74,642	74,642	74,642
Sewer Expense	Group Insurance	13,113	12,437	12,513	12,513	-	13,514	1,001	13,784	14,060	14,341	14,341
Sewer Expense	Dependent Health Reimbursement	(722)	(723)	(725)	(725)	-	(725)	-	(725)	(725)	(725)	(725)
Sewer Expense	PERA & Payroll Taxes	8,316	9,752	9,790	10,280	490	11,480	1,201	11,480	11,480	11,480	11,480
Sewer Expense	PERA 401K	3,212	5,451	3,819	4,010	191	4,479	469	4,479	4,479	4,479	4,479
Sewer Expense	Workers Compensation	943	976	1,149	1,149	0	1,206	57	1,267	1,330	1,397	1,466
Sewer Expense	Other Employee Benefits	875	200	895	1,795	900	1,795	-	1,831	1,868	1,905	1,943
Sewer Expense	Employee Appreciation	138	169	100	100	-	100	-	100	100	100	100
Sewer Expense	Vehicle Repair & Maintenance	8,938	9,395	10,000	10,000	-	15,000	5,000	15,000	15,000	15,000	15,000
Sewer Expense	Vehicle Repair & Maintenance	-	1,106	1,082	1,082	-	1,082	-	1,082	1,082	1,082	1,082
Sewer Expense	Sewer Line Checks	26,889	24,720	27,040	27,040	-	27,040	-	27,040	27,040	27,040	27,040
Sewer Expense	Facility Expenses	931	738	1,000	1,000	-	1,000	-	1,000	1,000	1,000	1,000
Sewer Expense	Communications	896	988	1,000	1,000	-	1,000	-	1,000	1,000	1,000	1,000
Sewer Expense	Travel-Education & Training	478	170	1,500	1,500	-	1,500	-	1,500	1,500	1,500	1,500
Sewer Expense	General Supplies & Materials	3,829	5,727	5,083	5,083	-	5,083	-	5,083	5,083	5,083	5,083
Sewer Expense	Supplies-Safety	-	249	877	877	-	877	-	877	877	877	877
Sewer Expense	Supplies - Office	1,027	909	800	800	-	800	-	800	800	800	800
Sewer Expense	Regional Sewer O&M	331,965	369,933	360,794	360,794	-	360,794	-	360,794	360,794	360,794	360,794
Sewer Expense	Regional Sewer Overhead	47,499	26,558	44,000	44,000	-	44,000	-	44,000	44,000	44,000	44,000
Sewer Expense	Utilities - Electricity	2,161	2,254	2,547	2,547	-	2,547	-	2,547	2,547	2,547	2,547
Sewer Expense	Utilities - Gasoline	2,204	3,285	3,824	3,824	-	3,824	-	3,824	3,824	3,824	3,824
Total		507,191	537,909	550,736	561,136	10,401	571,039	9,902	571,405	571,781	572,166	572,274

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections

Water & Sewer Fund

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019		2020		2021 Long Term Projection	2022 Long Term Projection	2023 Long Term Projection	2024 Long Term Projection	
				2019 Original	Forecasted	2019 Adjustments	2020 Proposed					2020 Adjustments
MV Water Expense	Salaries & Wages	263,493	285,750	290,387	290,387	-	297,932	7,545	297,932	297,932	297,932	297,932
MV Water Expense	Offset Labor	(2,380)	-	(5,000)	8,970	13,970	8,970	-	8,970	8,970	8,970	8,970
MV Water Expense	Housing Allowance	8,967	2,767	8,970	(5,000)	(13,970)	(5,000)	-	(5,000)	(5,000)	(5,000)	(5,000)
MV Water Expense	Group Insurance	63,985	58,406	59,707	59,707	-	64,484	4,777	65,774	67,089	68,431	69,800
MV Water Expense	Dependent Health Reimbursement	(3,724)	(4,565)	(7,809)	(7,809)	-	(7,809)	-	(7,809)	(7,809)	(7,809)	(7,809)
MV Water Expense	PERA & Payroll Taxes	40,845	43,755	44,662	44,662	-	45,822	1,160	45,822	45,822	45,822	45,822
MV Water Expense	PERA 401K	11,930	11,967	15,035	15,035	-	15,412	377	15,412	15,412	15,412	15,412
MV Water Expense	Workers Compensation	5,499	5,261	6,825	6,825	-	7,166	341	7,525	7,901	8,296	8,711
MV Water Expense	Other Employee Benefits	4,200	1,000	4,923	4,923	-	5,169	246	5,273	5,378	5,486	5,595
MV Water Expense	Employee Appreciation	138	566	533	533	-	533	-	533	533	533	533
MV Water Expense	Uniforms	636	1,131	1,170	1,170	-	1,170	-	1,170	1,170	1,170	1,170
MV Water Expense	Legal - Water	32,305	25,465	20,000	20,000	-	20,000	-	20,000	20,000	20,000	20,000
MV Water Expense	Legal - Elk Run	-	-	5,000	5,000	-	5,000	-	5,000	5,000	5,000	5,000
MV Water Expense	Legal - TSG Water	-	-	15,000	15,000	-	15,000	-	15,000	15,000	15,000	15,000
MV Water Expense	Water Consulting	-	-	-	-	-	2,500	2,500	2,500	2,500	2,500	2,500
MV Water Expense	Water Sample Analysis	4,899	16,275	15,000	15,000	-	15,000	-	15,000	15,000	15,000	15,000
MV Water Expense	Water Augmentation Plan (1)	25,330	36,771	30,000	30,000	-	30,000	-	30,000	30,000	30,000	30,000
MV Water Expense	Water Rights (4)	6,524	17,808	-	10,000	10,000	10,000	-	10,000	10,000	10,000	10,000
MV Water Expense	Janitorial/Trash Removal	1,560	1,430	1,586	1,586	-	1,586	-	1,586	1,586	1,586	1,586
MV Water Expense	Repair & Maintenance (2)	27,990	26,064	-	28,000	28,000	38,000	10,000	30,000	30,000	30,000	30,000
MV Water Expense	Vehicle Repair & Maintenance	7,631	3,382	31,445	3,445	(28,000)	3,445	-	3,445	3,445	3,445	3,445
MV Water Expense	Software Support	1,722	3,965	1,500	1,500	-	2,000	500	2,000	2,000	2,000	2,000
MV Water Expense	Backflow Testing	-	-	2,500	2,500	-	2,500	-	2,500	2,500	2,500	2,500
MV Water Expense	Facility Expenses	1,222	738	1,170	1,170	-	1,170	-	1,170	1,170	1,170	1,170
MV Water Expense	Insurance	12,223	15,265	20,000	20,000	-	21,000	1,000	21,000	21,000	21,000	21,000
MV Water Expense	Communications	4,593	4,793	4,329	4,329	-	4,329	-	4,329	4,329	4,329	4,329
MV Water Expense	Internet Services	2,011	2,011	2,208	2,208	-	2,208	-	2,208	2,208	2,208	2,208
MV Water Expense	Dues & Fees	2,459	4,720	1,500	1,500	-	2,000	500	2,000	2,000	2,000	2,000
MV Water Expense	Travel-Education & Training	147	4,528	5,000	5,000	-	5,000	-	5,000	5,000	5,000	5,000
MV Water Expense	Invoice Processing	3,695	4,520	4,000	4,000	-	4,000	-	4,000	4,000	4,000	4,000
MV Water Expense	Online Payment Processing Fees	17,084	19,302	20,000	20,000	-	20,000	-	20,000	20,000	20,000	20,000
MV Water Expense	Postage & Freight	4,539	4,581	5,772	5,772	-	5,772	-	5,772	5,772	5,772	5,772
MV Water Expense	General Supplies & Materials	20,623	22,568	20,955	20,955	-	20,955	-	20,955	20,955	20,955	20,955
MV Water Expense	Supplies - Chlorine	10,564	8,647	15,450	15,450	-	22,000	6,550	22,000	22,000	22,000	22,000
MV Water Expense	Supplies - Office	1,515	1,638	1,714	1,714	-	1,714	-	1,714	1,714	1,714	1,714
MV Water Expense	Meter Purchases	1,716	635	3,200	3,200	-	3,200	-	3,200	3,200	3,200	3,200
MV Water Expense	Business Meals	337	52	150	150	-	150	-	150	150	150	150
MV Water Expense	Utilities - Natural Gas	1,850	1,637	3,401	3,401	-	3,435	34	3,435	3,469	3,469	3,504
MV Water Expense	Utilities - Electricity	278,384	360,365	309,000	309,000	-	312,090	3,090	312,090	315,211	315,211	318,363
MV Water Expense	Utilities - Gasoline	4,746	6,615	9,395	9,395	-	9,489	94	9,489	9,584	9,584	9,680

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections

Water & Sewer Fund

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019		2020		2021 Long Term Projection	2022 Long Term Projection	2023 Long Term Projection	2024 Long Term Projection	
				2019 Original	Forecasted	2019 Adjustments	2020 Proposed					2020 Adjustments
MV Water Expense	Pump Replacement	8,809	25,408	23,397	23,397	-	23,397	-	23,397	23,397	23,397	
MV Water Expense	Tank Maintenance (3)	3,850	-	100,000	-	(100,000)	100,000	100,000	-	-	-	
MV Water Expense	Water Conservation Incentives	(10,957)	3,327	5,000	5,000	-	5,000	-	5,000	5,000	5,000	
Total		870,957	1,028,547	1,097,075	1,007,075	(90,000)	1,145,789	138,714	1,039,541	1,044,588	1,046,433	1,051,609

(1) Augmentation water lease with Trout Lake

(2) 2020 New batteries for Wapiti solar system \$10,000

(3) Paint Double Cabins Tank 2020

(4) Water consultants working with staff and legal on water rights issues.

Ski Ranches Water Expense	Salaries & Wages	23,832	10,282	10,320	10,320	-	10,320	-	10,320	10,320	10,320	10,320
Ski Ranches Water Expense	Group Insurance	672	622	673	673	-	727	54	741	756	771	787
Ski Ranches Water Expense	PERA & Payroll Taxes	3,353	1,655	1,251	1,587	336	1,587	-	1,587	1,587	1,587	1,587
Ski Ranches Water Expense	PERA 401K	601	379	1,587	506	(1,081)	506	-	506	506	506	506
Ski Ranches Water Expense	Water Sample Analysis	954	1,090	2,500	2,500	-	2,500	-	2,500	2,500	2,500	2,500
Ski Ranches Water Expense	Vehicle Repair & Maintenance	10,976	824	11,066	11,066	-	11,066	(0)	11,066	11,066	11,066	11,066
Ski Ranches Water Expense	Dues & Fees	274	247	150	150	-	150	-	150	150	150	150
Ski Ranches Water Expense	General Supplies & Materials	(62)	501	1,560	1,560	-	1,560	(0)	1,560	1,560	1,560	1,560
Ski Ranches Water Expense	Chlorine (5)	1,700	1,000	250	250	-	1,000	750	1,000	1,000	1,000	1,000
Ski Ranches Water Expense	Supplies-Safety	234	36	200	200	-	200	-	200	200	200	200
Ski Ranches Water Expense	Meter Purchases	-	-	500	500	-	500	-	500	500	500	500
Ski Ranches Water Expense	Utilities - Natural Gas	896	547	1,746	1,746	-	1,746	-	1,746	1,746	1,746	1,746
Ski Ranches Water Expense	Utilities - Electricity	1,634	2,392	3,276	3,276	-	3,309	33	3,309	3,342	3,342	3,375
Ski Ranches Water Expense	Utilities - Gasoline	285	349	958	958	-	958	-	958	958	958	958
Ski Ranches Water Expense	Tank And Pipe Replacement	20,129	941	5,850	5,850	-	5,850	-	5,850	5,850	5,850	5,850
Total		65,478	20,864	41,888	41,143	(745)	41,979	836	41,993	42,041	42,056	42,105

(5) Increased water usage

Water/Sewer Capital Expense	Leak Detection System	-	-	30,000	30,000	-	-	(30,000)	-	-	-	-
Water/Sewer Capital Expense	Vehicles	39,724	27,391	-	-	-	-	-	-	-	-	-
Water/Sewer Capital Expense	Miscellaneous FF&E	-	-	-	-	-	-	-	-	-	-	-
Water/Sewer Capital Expense	Arizona Water Line	-	-	-	-	-	-	-	-	-	-	-
Water/Sewer Capital Expense	Ski Ranches Capital	25,191	230,735	250,000	250,000	-	250,000	-	250,000	250,000	250,000	250,000
Water/Sewer Capital Expense	Power Generators (7)	1,500	93,492	55,000	55,000	-	-	(55,000)	-	-	175,000	-
Water/Sewer Capital Expense	Lift 7 Waterline	245,863	-	-	-	-	-	-	-	-	-	-
Water/Sewer Capital Expense	Regional Sewer Capital	70,351	183,754	796,950	796,950	-	387,608	(409,342)	1,159,200	2,282,175	1,141,088	2,500,000
Water/Sewer Capital Expense	Wells - New	-	21,637	165,000	165,000	-	-	(165,000)	-	-	-	-
Water/Sewer Capital Expense	San Miguel Pump (6)	-	50,293	-	50,000	50,000	-	(50,000)	-	-	-	200,000
Total		382,628	607,301	1,296,950	1,346,950	50,000	637,608	(709,342)	1,409,200	2,532,175	1,566,088	2,950,000

(6) Repair booster pump 2019, Replace booster pump 2024

(7) Backup generator/ building for wells 6,26 and 30 in 2023

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections
Vehicle & Equipment Acquisition Fund

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019		2020		2021 Long Term Projection	2022 Long Term Projection	2023 Long Term Projection	2024 Long Term Projection
				2019 Original	Forecasted	2019 Adjustments	2020 Proposed				
Revenues	Grant Revenue-Transportation	61,970	-	-	-	-	-	-	-	-	-
Revenues	Grant Revenue - Public Works	-	-	-	-	-	-	-	-	-	-
Total Revenues		61,970	-	-	-	-	-	-	-	-	-
Vehicle & Equipment Expense	Grant Success Fees	-	-	-	-	-	-	-	-	-	-
Vehicle & Equipment Expense	Vehicle Acquisition	-	-	-	-	-	-	-	-	-	-
Vehicle & Equipment Expense	Road & Bridge Vehicles	-	-	50,000	50,000	-	-	(50,000)	-	-	-
Vehicle & Equipment Expense	Parks & Recreation Vehicles	-	-	-	10,000	10,000	-	(10,000)	-	-	-
Vehicle & Equipment Expense	Employee Shuttle Vehicles	-	26,412	-	-	-	-	-	-	-	-
Vehicle & Equipment Expense	Municipal Bus Vehicles	77,462	-	-	-	-	-	-	-	-	-
Vehicle & Equipment Expense	Plaza Services Vehicles	-	36,545	25,000	25,000	-	45,000	20,000	15,000	-	-
Vehicle & Equipment Expense	Building Maintenance Vehicles	35,578	-	-	-	-	-	-	38,000	-	-
Vehicle & Equipment Expense	Police Department Vehicles	39,485	40,741	43,000	43,000	-	-	(43,000)	46,000	46,000	46,000
Vehicle & Equipment Expense	Community Services Vehicles	-	-	30,000	30,000	-	-	(30,000)	-	-	-
Vehicle & Equipment Expense	Vehicle Maintenance Vehicles	27,547	-	-	-	-	-	-	-	28,000	-
Vehicle & Equipment Expense	Building Division Vehicles	-	-	-	-	-	-	-	-	-	-
Vehicle & Equipment Expense	Heavy Equipment Acquisition	-	-	-	-	-	-	-	-	-	-
Vehicle & Equipment Expense	Road & Bridges Heavy Equipment	110,488	130,405	25,000	25,000	-	190,000	165,000	-	-	-
Vehicle & Equipment Expense	Bobcat Lease Exchange	10,200	8,424	10,716	10,716	-	10,716	-	10,716	10,716	10,716
Vehicle & Equipment Expense	Shop Equipment	5,644	5,859	8,000	8,000	-	8,000	-	8,000	8,000	8,000
Vehicle & Equipment Expense	Parks & Recreation Equipment (1)	189,000	30,100	-	-	-	30,000	30,000	-	-	-
Vehicle & Equipment Expense	Plaza Services Equipment	-	-	-	-	-	-	-	-	30,000	-
Vehicle & Equipment Expense	Police Equipment (2)	-	-	-	7,500	7,500	3,800	(3,700)	3,800	3,800	3,800
Total Expenditures		495,405	278,486	191,716	209,216	17,500	287,516	78,300	83,516	106,516	126,516
V&E AF Other Sources/Uses	Gain/Loss On Sale Of Assets	1,300	3,999	-	-	-	-	-	-	-	-
V&E AF Other Sources/Uses	Transfer (To)/From General Fund	561,775	356,833	249,231	271,981	22,750	373,771	101,790	108,571	138,471	164,471
Total Other Sources/Uses		563,075	360,832	249,231	271,981	22,750	373,771	101,790	108,571	138,471	164,471
Surplus (Deficit)		129,640	82,346	57,515	62,765	5,250	86,255	23,490	25,055	31,955	37,955
Beginning Fund Balance		207,515	337,155	432,587	419,501		482,266		568,521	593,576	625,531
Ending Fund Balance		337,155	419,501	490,102	482,266		568,521		593,576	625,531	663,485

(1) 2020 - Replacement Nordic grooming snowmobile, dingo walk behind skid steer for trail building
(2) 2019 two transport cages paid here instead of general fund, 2020 one transport cage per new vehicle

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 management; Market on the Plaza production and management; installation and removal of all Christmas decorations for the Town; providing high quality guest service at all times.

DEPARTMENT GOALS

1. Maintain the Town's public plazas, lawns and gardens to a high standard of care, and safety in an environmentally sustainable manor.
2. Manage third party public plaza uses including Plaza Vehicle Access Permits, Plaza Motorized Cart Permits, Plaza Special Event Permits, and various Plaza HOA and merchant activities with great attention to detail and a high level of customer service.
3. Provide a high level of customer service consistently and professionally.
4. Perform all tasks in the safest possible manner
5. Operate department within adopted budget.

DEPARTMENT PERFORMANCE MEASURES

1. Track man hours for law and plant car; plaza maintenance. snow removal.
2. Track man hour for events on the plazas compared to number of events
3. Number of departmental customer service tailgate sessions annually
4. Track work time lost to injury with zero injuries as the goal.
5. Operate department at or below adopted budget while continuing to improve services.

**TOWN OF MOUNTAIN VILLAGE
2020 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 all employees.
3. Department shall manage trash contracts and monitor trash expenses to operate within approved budget.

DEPARTMENT PERFORMANCE MEASURES

1. Ensure 100% town facilities have adequate trash and recycling stations.
2. Track work loss to injuries with zero injuries as the goal.
3. Department year end expenditure totals do not exceed the adopted annual budget year.

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections
Plaza & Trash Services

Worksheet	Account Name	Actuals		2019		2020		2021 Long	2022 Long	2023 Long	2024 Long	
		2017	2018	Original	Forecasted	Adjustments	Proposed	Adjustments	Term	Term	Term	Term
Plaza Services	Salaries & Wages	470,413	487,360	500,588	500,588	-	535,813	35,225	535,813	535,813	535,813	535,813
Plaza Services	Seasonal Bonus	3,201	2,057	-	-	-	-	-	-	-	-	-
Plaza Services	Offset Labor	(210)	(245)	-	-	-	-	-	-	-	-	-
Plaza Services	Group Insurance	126,330	124,743	126,426	126,426	-	136,540	10,114	139,271	142,056	144,897	147,795
Plaza Services	Dependent Health Reimbursement	(4,025)	(3,636)	(3,426)	(3,426)	-	(3,426)	-	(3,426)	(3,426)	(3,426)	(3,426)
Plaza Services	PERA & Payroll Taxes	72,300	75,213	76,990	76,990	-	82,408	5,418	82,408	82,408	82,408	82,408
Plaza Services	PERA 401K	19,616	20,090	23,462	23,462	-	25,048	1,586	25,048	25,048	25,048	25,048
Plaza Services	Workers Compensation	21,079	19,453	25,649	22,649	(3,000)	23,781	1,132	24,971	26,219	27,530	28,907
Plaza Services	Other Employee Benefits	9,062	2,165	10,740	10,740	-	10,740	-	10,955	11,174	11,397	11,625
Plaza Services	Uniforms	1,866	1,930	2,200	2,200	-	2,200	-	2,200	2,200	2,200	2,200
Plaza Services	Consultant Services	5,373	-	6,000	6,000	-	6,000	-	6,000	6,000	6,000	6,000
Plaza Services	Janitorial/Trash Removal (1)	21,022	26,288	24,267	24,267	-	32,000	7,733	32,000	32,000	32,000	32,000
Plaza Services	Vehicle Repair & Maintenance	5,955	2,285	9,262	9,262	-	9,262	-	9,262	9,262	9,262	9,262
Plaza Services	Repairs & Maintenance-Equipment	1,979	1,026	3,937	3,937	-	3,937	-	3,937	3,937	3,937	3,937
Plaza Services	R&M-Landscape, Plaza, Irrigation	28,819	24,098	28,996	28,996	-	48,996	20,000	48,996	48,996	48,996	48,996
Plaza Services	Facility Expenses	1,648	6,514	5,054	5,054	-	5,054	-	5,054	5,054	5,054	5,054
Plaza Services	Communications	3,821	3,874	6,793	6,793	-	6,793	-	6,793	6,793	6,793	6,793
Plaza Services	Public Notice	-	-	302	302	-	302	-	302	302	302	302
Plaza Services	Dues & Fees	1,000	330	1,000	1,000	-	1,000	-	1,000	1,000	1,000	1,000
Plaza Services	Travel, Education & Training	1,032	2,331	2,500	2,500	-	2,500	-	2,500	2,500	2,500	2,500
Plaza Services	Contract Labor	175	10,725	10,000	10,000	-	10,000	-	10,000	10,000	10,000	10,000
Plaza Services	Weed Control	12,527	8,065	12,500	12,500	-	12,500	-	12,500	12,500	12,500	12,500
Plaza Services	Postage & Freight	9	-	210	210	-	210	-	210	210	210	210
Plaza Services	General Supplies & Materials	24,887	19,277	25,036	25,036	-	25,036	-	25,036	25,036	25,036	25,036
Plaza Services	Office Supplies	663	339	831	831	-	831	-	831	831	831	831
Plaza Services	Business Meals	245	-	200	200	-	200	-	200	200	200	200
Plaza Services	Employee Appreciation	1,005	852	1,063	1,063	-	1,063	-	1,063	1,063	1,063	1,063
Plaza Services	Pots & Hanging Baskets	9,491	6,817	10,000	10,000	-	10,000	-	10,000	10,000	10,000	10,000
Plaza Services	Paver-Planter Repair	52,095	68,604	100,000	100,000	-	100,000	-	100,000	100,000	100,000	100,000
Plaza Services	Plaza Beautification Non Capital	5,591	18,809	10,000	10,000	-	10,000	-	10,000	10,000	10,000	10,000
Plaza Services	Christmas Decorations	17,592	28,646	25,000	25,000	-	25,000	-	25,000	25,000	25,000	25,000
Plaza Services	Utilities - Water/Sewer	43,876	28,246	29,301	29,301	-	32,000	2,699	32,000	32,000	32,000	32,000
Plaza Services	Utilities - Natural Gas	85,567	149,132	177,200	177,200	-	178,972	1,772	178,972	180,762	180,762	182,569
Plaza Services	Utilities - Electricity	41,490	46,673	72,580	72,580	-	72,580	-	73,306	74,039	74,779	74,779
Plaza Services	Utilities - Gasoline	9,334	12,305	11,077	11,077	-	11,299	222	11,299	11,525	11,525	11,755
Total		1,094,831	1,194,366	1,335,738	1,332,738	(3,000)	1,418,639	85,901	1,423,500	1,430,501	1,435,617	1,442,158
Trash Services	Salaries & Wages	19,534	22,418	20,800	20,800	-	20,800	-	20,800	20,800	20,800	20,800
Trash Services	Group Insurance	3,278	3,109	6,284	3,284	(3,000)	3,547	263	3,618	3,690	3,764	3,839
Trash Services	PERA & Payroll Taxes	2,895	3,332	3,199	3,199	-	3,199	-	3,199	3,199	3,199	3,199
Trash Services	Commercial Trash Removal (1)	19,595	29,599	27,800	27,800	-	30,000	2,200	30,000	30,000	30,000	30,000
Trash Services	Ann. Spring Clean Up/Hazardous Waste Disposal	3,466	4,122	5,000	5,000	-	1,000	(4,000)	1,000	1,000	1,000	1,000
Trash Services	General Supplies & Materials	2,168	2,126	2,000	2,000	-	2,500	500	2,575	2,652	2,732	2,814
Total		50,937	64,707	65,083	62,083	(3,000)	61,046	(1,037)	61,192	61,341	61,495	61,652

(1) Higher number of visitors increasing the frequency of cleanings and volume of refuse.

**TOWN OF MOUNTAIN VILLAGE
2020 BUDGET
POLICE DEPARTMENT PROGRAM NARRATIVE**

The Mountain Village Police Department is staffed by 7 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. 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.

2019 PERFORMANCE MEASURES ACHIEVEMENTS

1. Regularly scheduled direct feedback
 - a. National Night out NNO held on August 6th, 2019 attendance estimated at 250.
 - b. Continue quarterly Coffee with a Cop. Estimated attendance 50 to 75 people
2. Patrol no less than 30 miles per shift
 - a. Maintained an average of 36.5 patrol miles per shift.
3. Calls for service, within 8 minutes, little or no complaints
 - a. The average response time is 7 minutes 49 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 7 minutes 27 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. Staff significantly increase both the number and duration of foot patrols in the core, to address both the common consumption area and the Dismount one ordinances that were effective this summer
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. Continue to attempt as many “paperless options” as possible. Next step is hopefully a e-ticket system.

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections

Police Department

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019 Original	2019	2019	2020	2020	2021 Long	2022 Long	2023 Long	2024 Long
					Forecasted	Adjustments	Proposed	Adjustments	Term	Term	Term	Term
Police Department	Salaries & Wages	399,118	429,717	499,413	499,413	-	528,425	29,012	528,425	528,425	528,425	528,425
Police Department	Housing Allowance	61,035	66,489	75,975	75,975	-	75,975	-	75,975	75,975	75,975	75,975
Police Department	Group Insurance	74,313	76,687	96,979	96,979	-	104,737	7,758	106,832	108,969	111,148	113,371
Police Department	Dependent Health Reimbursement	(3,209)	(3,694)	(9,272)	(9,272)	-	(9,272)	-	(9,272)	(9,272)	(9,272)	(9,272)
Police Department	FPPA/PERA Pensions & Medicare	60,406	65,187	76,810	76,810	-	81,272	4,462	81,272	81,272	81,272	81,272
Police Department	Death & Disability Insurance	7,180	7,770	10,644	10,644	-	10,644	-	10,644	10,644	10,644	10,644
Police Department	PERA 401K & FPPA 457	18,746	16,498	25,724	25,724	-	27,222	1,498	27,222	27,222	27,222	27,222
Police Department	Workers Compensation	10,964	9,325	18,576	18,576	-	18,576	-	18,576	18,581	19,510	20,486
Police Department	Other Employee Benefits	5,906	1,550	6,936	6,936	-	6,936	-	7,075	7,216	7,361	7,508
Police Department	Janitorial/Trash Removal (1)	4,800	4,400	7,000	5,400	(1,600)	5,400	-	5,400	5,400	5,400	5,400
Police Department	Repair & Maintenance	-	110	-	-	-	-	-	-	-	-	-
Police Department	Vehicle Repair & Maintenance (10)	7,608	10,185	5,000	8,000	3,000	8,000	-	8,000	8,000	8,000	8,000
Police Department	Repairs & Maintenance-Equipment	101	884	500	500	-	500	-	500	500	500	500
Police Department	Camera Repair & Maintenance (2)	4,196	12,411	13,000	13,000	-	13,000	-	6,000	6,000	6,000	6,000
Police Department	Rental-Equipment	1,085	1,074	1,622	1,622	-	1,622	-	1,622	1,622	1,622	1,622
Police Department	Facility Expenses	4,159	4,284	3,000	3,000	-	9,800	6,800	9,800	9,800	9,800	9,800
Police Department	Communications	1,979	2,640	5,100	2,900	(2,200)	2,900	-	2,900	2,900	2,900	2,900
Police Department	Communications-Cell Phone	6,059	6,141	6,000	6,000	-	6,200	200	6,200	6,200	6,200	6,200
Police Department	Phone Equipment	-	-	100	100	-	100	-	100	100	100	100
Police Department	Dispatch (3)	61,993	66,503	74,000	74,000	-	70,000	(4,000)	70,000	70,000	70,000	70,000
Police Department	Dues & Fees	830	898	900	900	-	900	-	900	900	900	900
Police Department	Travel, Education & Training	14,032	7,447	8,500	8,500	-	8,500	-	8,500	8,500	8,500	8,500
Police Department	Emergency Medical Services	503	372	1,000	1,000	-	1,000	-	1,000	1,000	1,000	1,000
Police Department	Contract Labor (11)	200	-	-	3,000	3,000	7,200	4,200	7,200	7,200	7,200	7,200
Police Department	Investigation (4)	97	3,757	-	-	-	-	-	-	-	-	-
Police Department	Evidence Processing	707	1,198	1,500	1,500	-	1,500	-	1,500	1,500	1,500	1,500
Police Department	Medical Clearance	800	600	1,250	1,250	-	1,250	-	1,250	1,250	1,250	1,250
Police Department	Postage & Freight	281	503	400	400	-	400	-	400	400	400	400
Police Department	Bank Fees - Credit Card Fees	534	587	700	700	-	700	-	700	700	700	700
Police Department	General Supplies & Material	6,534	5,817	6,000	6,000	-	6,200	200	6,200	6,200	6,200	6,200
Police Department	Uniforms (5)	1,317	2,950	2,000	2,000	-	2,000	-	2,000	2,000	2,000	2,000
Police Department	Uniforms-Officer Equip	1,081	958	2,000	2,000	-	2,000	-	2,000	2,000	2,000	2,000
Police Department	Vehicle Equipment (6)	3,026	-	7,500	-	(7,500)	-	-	-	-	-	-
Police Department	Evidence Supplies	252	636	350	350	-	350	-	350	350	350	350
Police Department	Firearms-Ammo, Repair & Maintenance (7)	2,835	2,928	2,000	2,000	-	2,500	500	2,500	2,500	2,500	2,500
Police Department	Materials/Working Supplies	33	-	225	225	-	225	-	225	225	225	225
Police Department	Intoxilizer-Supplies	771	330	1,200	700	(500)	700	-	700	700	700	700
Police Department	Detoxification	2,150	650	2,000	2,000	-	2,000	-	2,000	2,000	2,000	2,000
Police Department	Contributions (8)	-	-	-	-	-	-	-	-	-	-	-
Police Department	Supplies-Mounted Patrol	-	-	-	-	-	-	-	-	-	-	-
Police Department	Parking Expenses	-	-	250	250	-	250	-	250	250	250	250
Police Department	Business Meals	(499)	315	500	500	-	500	-	500	500	500	500
Police Department	Employee Appreciation	184	738	800	800	-	800	-	800	800	800	800

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections

Police Department

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019 Original	2019	2019	2020	2020	2021 Long Term Projection	2022 Long Term Projection	2023 Long Term Projection	2024 Long Term Projection
					Forecasted	Adjustments	Proposed	Adjustments				
Police Department	Books & Periodicals (9)	6,271	6,237	7,250	7,250	-	7,250	-	7,250	7,250	7,250	7,250
Police Department	Utilities - Natural Gas	2,460	1,501	1,561	1,561	-	1,561	-	1,561	1,561	1,561	1,561
Police Department	Utilities - Electricity	3,133	4,475	4,550	4,550	-	4,550	-	4,550	4,550	4,550	4,550
Police Department	Utilities - Gasoline	5,633	7,471	9,380	9,380	-	9,380	-	9,380	9,380	9,380	9,380
Total		779,607	828,532	978,923	973,123	(5,800)	1,023,753	50,630	1,018,987	1,021,270	1,024,523	1,027,868

- (1) Increase in cleaning service fees plus two carpet cleanings per year
- (2) Upgrade of police department surveillance and interview room. Maintenance of cameras on gondola system and plazas
- (3) MVPD % of calls (three year average) through West CO 5.5%
- (4) Investigation 113 Highland Way
- (5) 2018- plan to hire three officers before the end of the year to be full staffed and need to supply uniforms
- (6) 2019 add transport cages to existing vehicles for officer and prisoner safety 2019
- (7) 2018 - POST grant \$1346
- (8) County Detox Facility funding is now for a detox transport vehicle.
- (9) Includes Lexipol subscription (policy & procedure manual) including updates and daily training bulletins
- (10) 2019 patrol car crash repairs
- (11) Remote data entry for RMS (1/2 year for 2019 full year for 2020)

**TOWN OF MOUNTAIN VILLAGE
2020 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 –

2019 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 7:49 minutes per call*
3. *Manage animal control to the general satisfaction of Town Council and residents.*
 - a. *47 animal related calls for service – resolved. (47 in 2018, 27 in 2017)*
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 is 2 hour 13 minutes (15 total patrols) compared to 1 hour 17 minutes (24 total patrols) 2018.*

**TOWN OF MOUNTAIN VILLAGE
2020 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.

2019 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 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections

Municipal Court

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019		2020		2021 Long Term Projection	2022 Long Term Projection	2023 Long Term Projection	2024 Long Term Projection	
				2019 Original	Forecasted	2019 Adjustments	2020 Proposed					2020 Adjustments
Municipal Court	Salaries & Wages	18,071	18,281	18,635	18,635	-	19,014	379	19,014	19,014	19,014	19,014
Municipal Court	Group Insurance	3,278	3,109	3,126	3,126	-	3,376	250	3,444	3,512	3,583	3,654
Municipal Court	Dependent Health Reimbursement	(361)	(267)	(348)	(348)	-	(348)	-	(348)	(348)	(348)	(348)
Municipal Court	PERA & Payroll Taxes	2,752	2,769	2,866	2,866	-	2,924	58	2,924	2,924	2,924	2,924
Municipal Court	PERA 401K	1,043	1,102	1,137	1,137	-	401	(736)	401	401	401	401
Municipal Court	Workers Compensation	68	78	152	152	-	160	8	168	176	185	194
Municipal Court	Other Employee Benefits	1,663	1,549	2,009	2,009	-	2,009	-	2,049	2,090	2,132	2,175
Municipal Court	Equipment Rental	1,085	1,074	1,500	1,500	-	1,500	-	1,500	1,500	1,500	1,500
Municipal Court	Communications	412	492	384	384	-	484	100	484	484	484	484
Municipal Court	Dues & Fees	40	40	80	80	-	80	-	80	80	80	80
Municipal Court	Travel, Education & Training	1,303	682	2,100	2,100	-	2,100	-	2,100	2,100	2,100	2,100
Municipal Court	Postage & Freight	7	7	100	100	-	100	-	100	100	100	100
Municipal Court	General Supplies & Material	1,351	1,066	800	800	-	1,000	200	1,000	1,000	1,000	1,000
Municipal Court	Employee Appreciation	-	-	-	-	-	-	-	-	-	-	-
Total		30,713	29,981	32,541	32,541	-	32,800	259	32,915	33,034	33,154	33,278

Community Services

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019		2020		2021 Long Term Projection	2022 Long Term Projection	2023 Long Term Projection	2024 Long Term Projection	
				2019 Original	Forecasted	2019 Adjustments	2020 Proposed					2020 Adjustments
Community Services	Salaries & Wages	29,167	30,081	30,508	30,508	-	33,420	2,912	33,420	33,420	33,420	33,420
Community Services	Group Insurance	9,179	8,706	8,750	8,750	-	9,450	700	9,639	9,832	10,028	10,229
Community Services	Dependent Health Reimbursement	(505)	(432)	-	-	-	-	-	-	-	-	-
Community Services	PERA & Payroll Taxes	4,536	4,764	4,693	4,693	-	5,140	447	5,140	5,140	5,140	5,140
Community Services	PERA 401K	296	472	399	399	-	401	2	401	401	401	401
Community Services	Workers Compensation	690	563	893	893	-	938	45	985	1,034	1,085	1,140
Community Services	Other Employee Benefits	613	140	620	620	-	620	-	632	645	658	671
Community Services	Uniforms	192	1,136	1,000	1,000	-	1,000	-	1,000	1,000	1,000	1,000
Community Services	Vehicle Repairs & Maintenance	118	99	800	800	-	800	-	800	800	800	800
Community Services	Communications-Cell Phone	660	630	622	622	-	650	28	650	650	650	650
Community Services	Travel, Education & Training	1,835	987	2,000	2,000	-	2,000	-	2,000	2,000	2,000	2,000
Community Services	General Supplies	1,062	1,657	700	700	-	1,000	300	1,000	1,000	1,000	1,000
Community Services	Animal Control	82	120	200	200	-	200	-	200	200	200	200
Community Services	Employee Appreciation	-	150	200	200	-	200	-	200	200	200	200
Community Services	Utilities - Gasoline	2,259	2,945	3,144	3,144	-	3,144	-	3,144	3,144	3,144	3,144
Total		50,184	52,017	54,529	54,529	-	58,963	4,434	59,211	59,466	59,727	59,995

**TOWN OF MOUNTAIN VILLAGE
2020 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.

PARKING SERVICES 2019 YTD ACHIEVEMENTS:

- o Total parked cars at 97,852 (noon snapshot counts)
- o Total utilization = 49.8%
- o Year-end revenue projection: EXCEDING BUDGET
- o Year-end expense projection: UNDER BUDGET
- o Call Center contacts (52) to total user ratio (21,384 parking sessions): 0.24%
- o Man hours for trash and litter pick up: 36 hours
- o Net Surplus: 2011 = (\$77,738); 2012 = \$37,557; 2013 = \$42,057; 2014 = \$68,572; 2015 = \$221,793; 2016 = \$94,898; 2017 = \$50,225; 2018 = \$88,412

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections

Parking Services Fund

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019		2020		2021 Long Term Projection	2022 Long Term Projection	2023 Long Term Projection	2024 Long Term Projection	
				2019 Original	Forecasted	2019 Adjustments	2020 Proposed					2020 Adjustments
Parking Fund Revenues	Permits - Parking	12,548	14,115	12,000	11,855	(145)	12,000	145	12,000	12,000	12,000	12,000
Parking Fund Revenues	Parking Meter Revenues	18,518	21,914	18,000	27,174	9,174	22,587	(4,587)	22,587	22,587	22,587	22,587
Parking Fund Revenues	Gondola Parking Garage Revs	115,680	87,360	75,000	84,805	9,805	79,903	(4,902)	79,903	79,903	79,903	79,903
Parking Fund Revenues	Cash (Over)/Short	(413)	-	-	-	-	-	-	-	-	-	-
Parking Fund Revenues	Special Event Parking (1)	49,286	50,628	120,000	106,000	(14,000)	106,000	-	106,000	106,000	106,000	106,000
Parking Fund Revenues	Heritage Parking Garage Revs	195,112	207,257	175,000	243,326	68,326	209,163	(34,163)	209,163	209,163	209,163	209,163
Parking Fund Revenues	Contributions-Shared Expense	12,230	5,985	13,473	-	(13,473)	-	-	-	-	-	-
Parking Fund Revenues	Parking In Lieu Buyouts	80,000	-	-	-	-	-	-	-	-	-	-
Parking Fund Revenues	Parking Fines	10,156	40,283	30,000	46,929	16,929	38,465	(8,464)	38,465	38,465	38,465	38,465
Parking Fund Revenues	Parking Fines Bad Debt Allowance	-	-	-	-	-	-	-	-	-	-	-
Total Parking Revenues		493,116	427,542	443,473	520,089	76,616	468,118	(51,971)	468,118	468,118	468,118	468,118
Parking Fund Expense	Salaries & Wages	83,281	81,292	97,269	97,269	-	103,326	6,057	103,326	103,326	103,326	103,326
Parking Fund Expense	Group Insurance	20,982	19,899	20,564	20,564	-	22,620	2,056	23,073	23,534	24,005	24,485
Parking Fund Expense	Dependent Health Reimbursement	(1,155)	(1,019)	-	(741)	(741)	(741)	-	(741)	(741)	(741)	(741)
Parking Fund Expense	PERA & Payroll Taxes	12,766	12,189	14,605	14,605	-	15,892	1,287	15,892	15,892	15,892	15,892
Parking Fund Expense	PERA 401K	1,615	2,424	1,899	1,899	-	2,067	168	2,067	2,067	2,067	2,067
Parking Fund Expense	Workers Compensation	2,049	1,763	3,075	3,075	-	3,229	154	3,390	3,560	3,738	3,925
Parking Fund Expense	Other Employee Benefits	1,400	60	1,790	1,790	-	1,880	90	1,917	1,955	1,995	2,034
Parking Fund Expense	Consultant Services	71	-	-	-	-	-	-	-	-	-	-
Parking Fund Expense	Parking in Lieu Refunds	-	-	-	80,000	80,000	-	(80,000)	-	-	-	-
Parking Fund Expense	Communications	3,060	3,122	3,708	3,708	-	3,708	-	3,708	3,708	3,708	3,708
Parking Fund Expense	General Supplies & Materials	542	-	1,061	1,061	-	1,061	-	1,061	1,061	1,061	1,061
Parking Fund Expense	Other Parking Expenses	-	-	-	-	-	-	-	-	-	-	-
Parking Fund Expense	Wayfinding	49,622	17,325	20,000	20,000	-	-	(20,000)	-	-	-	-
Parking Fund Expense	Business Meals	32	43	-	-	-	-	-	-	-	-	-
General Parking Expense		174,264	137,098	163,971	243,230	79,259	153,042	(90,188)	153,693	154,362	155,050	155,757
Parking Fund Expense	Rental Equipment	4,680	4,680	5,000	5,000	-	5,000	-	5,000	5,000	5,000	5,000
Parking Fund Expense	Maintenance - GPG	1,789	701	55,000	10,000	(45,000)	10,000	-	10,000	10,000	10,000	10,000
Parking Fund Expense	Striping	1,200	1,200	1,500	1,500	-	1,500	-	1,500	1,500	1,500	1,500
Parking Fund Expense	Credit Card Processing Fees	2,974	2,552	3,600	3,600	-	3,600	-	3,600	3,600	3,600	3,600
Parking Fund Expense	General Supplies & Materials	2,559	5,694	5,000	5,000	-	5,000	-	5,000	5,000	5,000	5,000
Parking Fund Expense	Utilities - Electric	15,541	18,277	19,234	19,234	-	19,234	-	19,234	19,234	19,234	19,234
Parking Fund Expense	Utilities - Gasoline	508	779	1,000	1,000	-	1,000	-	1,000	1,000	1,000	1,000
Parking Fund Expense	Internet Costs	-	-	750	750	-	750	-	750	750	750	750
Parking Fund Expense	Elevator Maintenance Intercept	5,350	5,171	10,000	10,000	-	10,000	-	10,000	10,000	10,000	10,000
Parking Fund Expense	Asphalt Repair	41,789	-	7,500	7,500	-	7,500	-	7,500	7,500	7,500	7,500
Parking Fund Expense	Concrete Repair	-	-	7,500	7,500	-	7,500	-	7,500	7,500	7,500	7,500
Parking Fund Expense	Painting	-	3,585	2,000	2,000	-	2,000	-	2,000	2,000	2,000	2,000
Gondola Parking Garage Expense		76,389	42,640	118,084	73,084	(45,000)	73,084	-	73,084	73,084	73,084	73,084

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections

Parking Services Fund

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019		2020		2021 Long Term Projection	2022 Long Term Projection	2023 Long Term Projection	2024 Long Term Projection	
				2019 Original	Forecasted	2019 Adjustments	2020 Proposed					2020 Adjustments
Parking Fund Expense	Surface Lots Maintenance	21,090	27,908	7,500	7,500	-	7,500	-	7,500	7,500	7,500	7,500
Parking Fund Expense	Striping	4,060	4,060	4,000	4,000	-	4,000	-	4,000	4,000	4,000	4,000
Parking Fund Expense	Credit Card Processing Fees	1,149	1,700	2,000	2,000	-	2,000	-	2,000	2,000	2,000	2,000
Parking Fund Expense	Parking Meter Supplies	5,095	7,270	10,000	10,000	-	10,000	-	10,000	10,000	10,000	10,000
Parking Fund Expense	Surface Lot Leases	32,400	5,400	5,400	5,400	-	5,400	-	5,400	5,400	5,400	5,400
(Village Core) Surface Lots Expense		63,794	46,338	28,900	28,900	-	28,900	-	28,900	28,900	28,900	28,900
Parking Fund Expense	Maintenance - Heritage	17,232	2,767	10,000	10,000	-	10,000	-	10,000	10,000	10,000	10,000
Parking Fund Expense	Elevator Maintenance - Heritage	9,989	9,781	8,000	10,000	2,000	10,000	-	10,000	10,000	10,000	10,000
Parking Fund Expense	Striping	-	-	2,500	2,500	-	2,500	-	2,500	2,500	2,500	2,500
Parking Fund Expense	GSFE - Hotel Madeline	40,335	42,995	54,255	44,700	(9,555)	44,700	-	44,700	44,700	44,700	44,700
Parking Fund Expense	Credit Card Processing Fees	10,882	10,027	13,130	13,130	-	13,130	-	13,130	13,130	13,130	13,130
Parking Fund Expense	General Supplies & Materials	4,004	140	5,150	5,150	-	5,150	-	5,150	5,150	5,150	5,150
Parking Fund Expense	Internet Costs	-	-	700	700	-	700	-	700	700	700	700
Parking Fund Expense	Floor Sealing	-	-	-	-	-	-	-	-	-	-	-
Parking Fund Expense	Tech Support	7,302	7,159	12,000	10,000	(2,000)	10,000	-	10,000	10,000	10,000	10,000
Heritage Parking Garage Expense		89,744	72,868	105,735	96,180	(9,555)	96,180	-	96,180	96,180	96,180	96,180
Parking Fund Expense	Maintenance	-	-	-	-	-	-	-	-	-	-	-
Parking Fund Expense	Striping	1,000	1,000	-	-	-	1,000	1,000	1,000	1,000	1,000	1,000
Meadows Parking Lot Expense		1,000	1,000	-	-	-	1,000	1,000	1,000	1,000	1,000	1,000
Parking Fund Expense	Bobcat Lease Exchange	4,800	5,615	4,800	4,800	-	4,800	-	4,800	4,800	4,800	4,800
Parking Fund Expense	Capital Costs GPG (2)	-	-	125,000	100,000	(25,000)	75,000	(25,000)	20,000	65,000	50,000	50,000
Parking Capital Expense		4,800	5,615	129,800	104,800	(25,000)	79,800	(25,000)	24,800	69,800	54,800	54,800
Total Parking Expenses		409,992	305,559	546,490	546,194	(296)	432,006	(114,188)	377,657	423,326	409,014	409,721
Parking Fund Revenues	Transfer (To)/From General Fund	-	-	58,490	-	(58,490)	-	-	-	-	-	-
Parking Fund Revenues	Transfer To GF - Overhead Allocation	(32,899)	(33,571)	(41,337)	(45,231)	(3,894)	(38,881)	6,350	(36,481)	(36,474)	(37,394)	(36,948)
Other Sources/Uses Expense		(32,899)	(33,571)	17,153	(45,231)	(62,384)	(38,881)	6,350	(36,481)	(36,474)	(37,394)	(36,948)
Surplus (Deficit)		50,225	88,412	(85,864)	(71,336)	14,528	(2,768)	68,567	53,980	8,317	21,710	21,449
Beginning Fund Balance		93,784	144,009	85,864	232,421		161,085		158,317	212,297	220,614	242,324
Ending Fund Balance		144,009	232,421	-	161,085		158,317		212,297	220,614	242,324	263,773

(1) Ride Festival opted out of GPG buyout.

(2) 2019-\$50K HPG Structural, \$75K Lot A asphalt. / 2020-\$60K GPG main ramp overlay/ 2021-\$100K GPG top deck reseal, \$20K Meadows chip seal. / 2022-\$15K NVC chip seal. / 2023-\$50K placeholder.

TOWN OF MOUNTAIN VILLAGE

2020 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 season between the Meadows and Mountain Village Center. During gondola shutdown periods, the Town is contracted by SMART to provide regional bus service between Mountain Village and Telluride. 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.

MUNICIPAL BUS 2019 YTD ACHIEVEMENTS:

- o Two (2) vehicle accidents YTD
- o Zero (0) WC claims YTD
- o 46,660 passenger trips
- o Bus Passenger Survey: 4.72 (2019 summer season)
- o Year-end budget projection: ON BUDGET
- o YTD man hours for trash & litter pick up: 12.25

**TOWN OF MOUNTAIN VILLAGE
2020 BUDGET
EMPLOYEE COMMUTER SHUTTLE**

COMMUTER SHUTTLE

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

DEPARTMENT GOALS

1. Provide Town and regional employees with 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. Department 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.

COMMUTER SHUTTLE 2019 YTD ACHIEVEMENTS:

- o Total passenger trips: 11,306
- o Utilization: 53.1%
- o YTD TMV gross subsidy: Projected to be under target subsidy for 2019
- o 100% semi-annual driver training compliance
- o Zero (0) vehicle accidents
- o Year-end budget projection: UNDER BUDGET

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections

Municipal Bus (2)

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019		2020		2021 Long	2022 Long	2023 Long	2024 Long	
				2019 Original	Forecasted	2019 Adjustments	2020 Proposed	2020 Adjustments	Term Projection	Term Projection	Term Projection	Term Projection
Municipal Bus	Salaries & Wages	214,943	234,933	267,834	267,834	-	272,271	4,437	272,271	272,271	272,271	272,271
Municipal Bus	Seasonal Bonus	-	457	-	-	-	-	-	-	-	-	-
Municipal Bus	Housing Allowance	2,218	-	-	-	-	-	-	-	-	-	-
Municipal Bus	Offset Labor	(177,722)	(172,907)	(176,930)	(176,930)	-	(182,238)	(5,308)	(182,238)	(182,238)	(182,238)	(182,238)
Municipal Bus	Group Insurance	48,805	60,567	60,000	61,000	1,000	65,880	4,880	67,198	68,542	69,912	71,311
Municipal Bus	Dependent Health Reimbursement	(2,494)	(2,721)	(2,628)	(2,628)	-	(2,628)	-	(2,628)	(2,628)	(2,628)	(2,628)
Municipal Bus	PERA & Taxes	33,747	36,366	41,193	41,193	-	41,875	682	41,875	41,875	41,875	41,875
Municipal Bus	Retirement Benefits 401K	11,378	10,382	14,731	14,731	-	14,975	244	14,975	14,975	14,975	14,975
Municipal Bus	Workers Compensation	1,159	2,436	3,829	3,829	-	4,020	191	4,221	4,433	4,654	4,887
Municipal Bus	Other Employee Benefits	2,684	1,820	3,580	3,580	-	3,580	-	3,652	3,725	3,799	3,875
Municipal Bus	Janitorial/Trash Removal	1,560	1,430	1,560	1,560	-	1,560	-	1,560	1,560	1,560	1,560
Municipal Bus	Vehicle Repair & Maintenance	4,923	13,554	10,000	10,000	-	10,000	-	10,000	10,000	10,000	10,000
Municipal Bus	Facility Expenses	1,113	1,196	2,500	2,500	-	2,500	-	2,500	2,500	2,500	2,500
Municipal Bus	Communications	1,908	1,865	3,500	3,500	-	3,500	-	3,500	3,500	3,500	3,500
Municipal Bus	Dues, Fees, Licenses	31	-	325	325	-	325	-	325	325	325	325
Municipal Bus	Travel, Education, Training	-	40	750	750	-	750	-	750	750	750	750
Municipal Bus	Postage & Freight	-	68	-	-	-	-	-	-	-	-	-
Municipal Bus	General Supplies & Materials	537	521	2,000	2,500	500	2,500	-	2,000	2,000	2,000	2,000
Municipal Bus	Supplies-Uniforms	56	-	2,000	2,000	-	2,000	-	2,000	2,000	2,000	2,000
Municipal Bus	Operating Incidents	4,830	841	2,000	2,000	-	2,000	-	2,000	2,000	2,000	2,000
Municipal Bus	Business Meals	45	56	700	700	-	700	-	700	700	700	700
Municipal Bus	Employee Appreciation	-	-	450	450	-	450	-	450	450	450	450
Municipal Bus	Utilities - Natural Gas	416	254	600	600	-	600	-	600	600	600	600
Municipal Bus	Utilities - Electricity	530	716	2,000	2,000	-	2,000	-	2,000	2,000	2,000	2,000
Municipal Bus	Utilities - Gasoline	17,384	23,468	23,937	28,937	5,000	29,805	868	30,699	31,620	32,569	33,546
Municipal Bus	SMART Contribution	25,000	-	-	-	-	-	-	-	-	-	-
Municipal Bus	Internet Services	2,137	2,137	2,250	2,250	-	2,250	-	2,250	2,250	2,250	2,250
Total		195,188	217,479	266,181	272,681	6,500	278,676	5,995	280,660	283,209	285,825	288,509

(1) Bus Bike Racks

(2) A portion of the bus expenditures are funded by SMART and are recognized as intergovernmental revenues.

Employee Shuttle (2)

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019		2020		2021 Long	2022 Long	2023 Long	2024 Long	
				2019 Original	Forecasted	2019 Adjustments	2020 Proposed	2020 Adjustments	Term Projection	Term Projection	Term Projection	Term Projection
Employee Shuttle	Salaries And Wages - Admin	11,010	11,590	12,263	12,263	-	12,630	367	12,630	12,630	12,630	12,630
Employee Shuttle	Group Insurance	1,967	2,487	2,363	2,363	-	2,552	189	2,603	2,655	2,708	2,762
Employee Shuttle	PERA & Payroll Taxes	1,743	1,831	1,886	1,886	-	1,943	57	1,943	1,943	1,943	1,943
Employee Shuttle	Workers Compensation	119	268	162	162	-	170	8	179	188	197	207
Employee Shuttle	Other Employee Benefits	193	40	180	180	-	180	-	184	187	191	195
Employee Shuttle	Agency Compliance	394	490	550	550	-	550	-	550	550	550	550
Employee Shuttle	Vehicle Repair & Maintenance	6,619	25,644	20,000	20,000	-	20,000	-	20,000	20,000	20,000	20,000
Employee Shuttle	Dues & Fees	29	96	-	-	-	-	-	-	-	-	-
Employee Shuttle	General Supplies & Materials	778	292	500	500	-	500	-	500	500	500	500
Employee Shuttle	Utilities - Gasoline	21,647	29,621	50,128	50,128	-	50,128	-	50,128	50,128	50,128	50,128
Total		44,498	72,359	88,032	88,032	-	88,653	621	88,716	88,781	88,847	88,915

(2) The employee shuttle expenditures (netted against revenues) are funded by SMART and are recognized as intergovernmental revenues.

**TOWN OF MOUNTAIN VILLAGE
2020 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.

CHONDOLA 2019 YTD ACHIEVEMENTS:

- o Chondola Operations Availability Winter 2018-2019: 99.88%
- o Passenger trips Winter 2018-2019: 135,289 (cabins only)
- o Zero (0) passenger injuries
- o Zero (0) Chondola-Ops worker's compensation claims with TMV expense
- o Chondola Passenger Satisfaction Survey Winter 2018-2019: 4.68 on a 5 scale
- o Year-end budget projection: ON BUDGET

**TOWN OF MOUNTAIN VILLAGE
2020 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 or expense to TMV.
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.

GONDOLA MAINTENANCE 2019 ACHIEVEMENTS:

- Winter 18/19 = 99.88%; Summer 2019 = 99.87%; Combined = 99.875%
- 100% compliance with licensing and reporting requirements.
- One (1) G-Mtc WC claim resulting in no lost work days - TMV expense of \$133
- Year-end budget projection: ON BUDGET
- 95% of scheduled work orders completed on time.

**TOWN OF MOUNTAIN VILLAGE
2020 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.

GONDOLA OPERATIONS 2019 YTD ACHIEVEMENTS:

- o Gondola Operations Availability: Winter Season 2018-19: 99.86%; Summer Season 2019: 99.77%; Combined: 99.815%
- o Passenger trips YTD: 2,381,545
- o Zero (0) passenger injury claims
- o Four (4) G-Ops WC claims with a combined TMV expense of \$2998
- o Gondola Passenger Survey for the Winter 2018-19 Season: 4.83 on a 5 scale
- o Year-end budget projection: WITHIN BUDGET
- o Man hours for trash and litter pick up: 31 hours

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections
Gondola Fund

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019 Original	2019 Forecasted	2019 Adjustments	2020 Proposed	2020 Adjustments	2021 Long Term Projection	2022 Long Term Projection	2023 Long Term Projection	2024 Long Term Projection
	<u>Summary</u>											
	Revenues											
	TMVOA Operations Contribution	3,229,844	3,357,231	3,841,128	3,795,471	(45,657)	3,999,155	203,684	3,975,859	3,998,004	4,000,108	4,172,742
	TMVOA Cap & Major Repairs Funding	1,461,922	1,217,591	1,189,578	696,200	(493,378)	486,200	(210,000)	357,000	353,000	275,000	95,000
	TMVOA Funding	4,691,766	4,574,822	5,030,706	4,491,671	(539,035)	4,485,355	(6,316)	4,332,859	4,351,004	4,275,108	4,267,742
	TSG - 1% Lift Ticket Contribution	186,075	188,099	200,000	200,000	-	200,000	-	200,000	200,000	200,000	200,000
	Event Operations Funding	14,157	3,556	-	-	-	-	-	-	-	-	-
	TOT Extended Ops Contribution	36,000	36,000	36,000	36,000	-	36,000	-	36,000	36,000	36,000	36,000
	Miscellaneous Revenue	591	7,165	-	-	-	-	-	-	-	-	-
	CDOT Grant Funding - Ops	149,982	145,719	141,240	141,240	-	141,240	-	141,240	141,240	141,240	141,240
	CDOT Grant Funding - Cap/MR&R	88,000	737,063	390,800	690,800	300,000	390,800	(300,000)	-	-	-	-
	Total Gondola Funding	5,166,571	5,692,423	5,798,746	5,559,711	(239,035)	5,253,395	(306,316)	4,710,099	4,728,244	4,652,348	4,644,982
	Expenditures											
	Gondola Operations	1,655,099	1,716,220	1,958,701	1,905,179	(53,522)	1,961,276	56,097	1,938,090	1,946,169	1,954,521	1,963,160
	Gondola Maintenance	1,140,923	1,271,316	1,348,651	1,348,412	(239)	1,420,613	72,201	1,421,957	1,417,987	1,424,210	1,430,632
	Overhead/Fixed Costs	386,335	398,549	455,556	455,056	(500)	458,056	3,000	458,056	458,056	458,056	458,056
	MARRS	73,595	65,018	76,246	76,246	-	76,246	-	76,246	76,246	76,246	76,246
	Chondola	319,109	232,529	212,660	212,885	225	279,339	66,454	278,562	295,954	283,421	435,966
	Contingency	-	21,036	121,554	119,933	(1,621)	125,866	5,933	125,187	125,832	125,894	130,922
	Total Operating Costs	3,575,060	3,704,668	4,173,368	4,117,711	(55,657)	4,321,395	203,684	4,298,099	4,320,244	4,322,348	4,494,982
	Capital/MR&R											
	Major Repairs & Replacements	299,156	1,791,839	1,452,378	1,259,000	(193,378)	865,000	(394,000)	345,000	210,000	150,000	65,000
	Capital	1,250,866	141,778	128,000	128,000	-	12,000	(116,000)	12,000	143,000	125,000	30,000
	Total Capital/MR&R	1,550,022	1,933,617	1,580,378	1,387,000	(193,378)	877,000	(510,000)	357,000	353,000	275,000	95,000
	Total Expenditures	5,125,082	5,638,285	5,753,746	5,504,711	(249,035)	5,198,395	(306,316)	4,655,099	4,673,244	4,597,348	4,589,982
	Other Sources											
	Sale of Assets	1,672	-	-	-	-	-	-	-	-	-	-
	Administrative Services	(43,161)	(54,138)	(45,000)	(55,000)	(10,000)	(55,000)	-	(55,000)	(55,000)	(55,000)	(55,000)
	Total Other Sources/Uses	(41,489)	(54,138)	(45,000)	(55,000)	(10,000)	(55,000)	-	(55,000)	(55,000)	(55,000)	(55,000)
	Surplus (Deficit)	-	-	-	-	-	-	-	-	-	-	-

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections
Gondola Fund

Worksheet	Account Name			2019	2019	2020	2020	2021 Long	2022 Long	2023 Long	2024 Long	
		Actuals 2017	Actuals 2018	2019 Original	Forecasted	Adjustments	Proposed	Adjustments	Term Projection	Term Projection	Term Projection	Term Projection
Gondola - MARRS	Salaries & Wages	55,165	53,265	59,542	59,542	-	59,542	-	59,542	59,542	59,542	59,542
Gondola - MARRS	PERA & Payroll Taxes	8,203	8,201	9,158	9,158	-	9,158	-	9,158	9,158	9,158	9,158
Gondola - MARRS	Workers Compensation	1,387	1,092	2,866	2,866	-	2,866	-	2,866	2,866	2,866	2,866
Gondola - MARRS	Payroll Processing	2,584	2,460	1,680	1,680	-	1,680	-	1,680	1,680	1,680	1,680
Gondola - MARRS	General Supplies & Materials	6,257	-	500	500	-	500	-	500	500	500	500
Gondola - MARRS	MARRS Zip Bikes	-	-	2,000	2,000	-	2,000	-	2,000	2,000	2,000	2,000
Gondola - MARRS	Evacuee Clothing	-	-	500	500	-	500	-	500	500	500	500
Total MARRS		73,595	65,018	76,246	76,246	-	76,246	-	76,246	76,246	76,246	76,246
Gondola - FGOA	Technical Support	4,593	3,255	5,500	7,500	2,000	5,500	(2,000)	5,500	5,500	5,500	5,500
Gondola - FGOA	Lightning Detection Service	17,200	1,500	18,000	18,000	-	18,000	-	18,000	18,000	18,000	18,000
Gondola - FGOA	Janitorial/Trash Removal	25,290	24,118	35,000	35,000	-	35,000	-	35,000	35,000	35,000	35,000
Gondola - FGOA	Insurance	32,469	31,747	36,057	36,057	-	37,057	1,000	37,057	37,057	37,057	37,057
Gondola - FGOA	Communications	8,896	17,884	12,000	12,000	-	12,000	-	12,000	12,000	12,000	12,000
Gondola - FGOA	Dues & Fees	7,296	7,019	9,000	6,000	(3,000)	7,500	1,500	7,500	7,500	7,500	7,500
Gondola - FGOA	Utilities - Water/Sewer	7,207	8,257	6,624	6,624	-	6,624	-	6,624	6,624	6,624	6,624
Gondola - FGOA	Utilities - Natural Gas	25,479	32,700	39,375	39,375	-	39,375	-	39,375	39,375	39,375	39,375
Gondola - FGOA	Utilities - Electricity	242,007	254,158	275,000	272,500	(2,500)	275,000	2,500	275,000	275,000	275,000	275,000
Gondola - FGOA	Utilities - Internet	2,137	2,137	2,500	2,500	-	2,500	-	2,500	2,500	2,500	2,500
Gondola - FGOA	Gondola Employee Shuttle Expense	2,858	8,783	13,500	13,500	-	13,500	-	13,500	13,500	13,500	13,500
Gondola - FGOA	Legal - Miscellaneous	10,903	6,991	3,000	6,000	3,000	6,000	-	6,000	6,000	6,000	6,000
Total FGOA		386,335	398,549	455,556	455,056	(500)	458,056	3,000	458,056	458,056	458,056	458,056

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections
Gondola Fund

Worksheet	Account Name			2019		2020		2021 Long	2022 Long	2023 Long	2024 Long	
		Actuals 2017	Actuals 2018	2019 Original	Forecasted	2019 Adjustments	2020 Proposed	2020 Adjustments	Term Projection	Term Projection	Term Projection	Term Projection
Chondola	Salaries & Wages - Operations (1)	45,671	56,295	54,560	54,560	-	54,560	-	56,197	56,197	56,197	56,197
Chondola	Salaries & Wages - Maintenance	21,476	6,771	15,500	15,500	-	15,500	-	15,500	15,500	15,500	15,500
Chondola	PERA & Payroll Taxes	10,061	10,072	10,775	10,775	-	10,775	-	11,043	11,043	11,043	11,043
Chondola	Workers Compensation	1,285	2,314	3,675	3,400	(275)	3,570	170	3,749	3,936	4,133	4,339
Chondola	Telski Labor	16,579	22,808	22,500	23,000	500	23,000	-	23,000	23,000	23,000	23,000
Chondola	Telski-Dues, Fees, Licenses	465	1,220	2,750	2,750	-	2,750	-	2,750	2,750	2,750	2,750
Chondola	Telski - Parts & Supplies	37,237	19,754	28,000	28,000	-	28,000	-	28,000	28,000	28,000	28,000
Chondola	Telski - Outside Labor	1,750	1,876	5,000	5,000	-	5,000	-	5,000	5,000	5,000	5,000
Chondola	Telski-Utilities	32,295	25,872	39,900	39,900	-	29,850	(10,050)	29,850	29,850	29,850	29,850
Chondola	Major R&R Terminal Rebuilds (4)	-	-	-	-	-	71,334	71,334	73,474	75,678	77,949	80,287
Chondola	Major R&R Grip Jaws (2)	20,635	-	30,000	30,000	-	30,000	-	30,000	30,000	30,000	30,000
Chondola	Major R&R - Cabin Replacement	-	-	-	-	-	-	-	-	-	-	-
Chondola	Gearbox Rebuild (3)	-	10,354	-	-	-	-	-	-	15,000	-	-
Chondola	Controls	17,208	33,998	-	-	-	-	-	-	-	-	-
Chondola	Cabin Refurbs	21,287	22,046	-	-	-	-	-	-	-	-	-
Chondola	Equipment Storage & Material Handling (5)	-	-	-	-	-	-	-	-	-	-	150,000
Chondola	Video Surveillance	38	-	-	-	-	-	-	-	-	-	-
Chondola	Belt Replacement	1,579	-	-	-	-	5,000	5,000	-	-	-	-
Chondola	AC Drives, Motors, Processors	-	19,149	-	-	-	-	-	-	-	-	-
Chondola	Seat Pads	-	-	-	-	-	-	-	-	-	-	-
Chondola	Sound Dampening	91,543	-	-	-	-	-	-	-	-	-	-
Total Chondola		319,109	232,529	212,660	212,885	225	279,339	66,454	278,562	295,954	283,421	435,966

(1) Includes 3% merit increase

(2) There will be no capital grip jaw purchase in 2018.

(3) This is an unbudgeted expense for 2018. It was an emergency parts purchase by TSG.

(4) 2020-2024 Chondola Estimate

(5) 2024 Haul Rope Replacement

Gondola Operations	Salaries & Wages (6)	987,945	1,037,021	1,122,941	1,122,941	-	1,131,051	8,110	1,131,051	1,131,051	1,131,051	1,131,051
Gondola Operations	Seasonal Bonus	34,410	33,050	35,000	35,000	-	35,000	-	35,000	35,000	35,000	35,000
Gondola Operations	Gondola Ops-Admin Mgmt Support	177,722	172,907	176,930	176,930	-	182,238	5,308	182,238	182,238	182,238	182,238
Gondola Operations	Offset Labor	(6,968)	-	-	-	-	-	-	-	-	-	-
Gondola Operations	Group Insurance (9)	156,597	145,995	219,000	168,978	(50,022)	182,496	13,518	186,146	189,869	193,666	197,540
Gondola Operations	Dependent Health Reimbursement	(8,557)	(8,705)	(5,500)	(5,500)	-	(5,500)	-	(5,500)	(5,500)	(5,500)	(5,500)
Gondola Operations	PERA & Payroll Taxes	152,083	160,666	178,091	178,091	-	179,339	1,248	179,339	179,339	179,339	179,339
Gondola Operations	PERA 401K	16,027	17,897	23,931	18,931	(5,000)	18,931	-	18,931	18,931	18,931	18,931
Gondola Operations	Workers Compensation	44,401	48,177	68,250	68,250	-	71,663	3,413	75,246	79,008	82,958	87,106
Gondola Operations	Other Employee Benefits	26,373	19,845	29,078	29,078	-	29,078	-	29,660	30,253	30,858	31,475
Gondola Operations	Agency Compliance	4,009	4,948	5,200	5,200	-	5,200	-	5,200	5,200	5,200	5,200
Gondola Operations	Employee Assistance Program	1,205	1,056	1,236	1,236	-	1,236	-	1,236	1,236	1,236	1,236

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections
Gondola Fund

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019 Original	2019	2019	2020	2020	2021 Long	2022 Long	2023 Long	2024 Long
					Forecasted	Adjustments	Proposed	Adjustments	Term	Term	Term	Term
									Projection	Projection	Projection	Projection
Gondola Operations	Employee Life Insurance	1,806	2,369	2,500	2,500	-	2,500	-	2,500	2,500	2,500	2,500
Gondola Operations	Flex Spending Admin Fees	96	517	268	268	-	268	-	268	268	268	268
Gondola Operations	Uniforms (7)	3,716	787	14,000	14,000	-	45,000	31,000	14,000	14,000	14,000	14,000
Gondola Operations	Payroll Processing	13,408	13,433	14,302	14,302	-	14,302	-	14,302	14,302	14,302	14,302
Gondola Operations	Vehicle Repair & Maintenance	976	101	2,300	2,300	-	2,300	-	2,300	2,300	2,300	2,300
Gondola Operations	Recruiting	14,743	21,093	13,000	13,000	-	13,000	-	13,000	13,000	13,000	13,000
Gondola Operations	Travel, Education & Training	6,025	6,619	8,000	8,000	-	8,000	-	8,000	8,000	8,000	8,000
Gondola Operations	Supplies (8)	11,884	23,740	26,500	26,500	-	20,000	(6,500)	20,000	20,000	20,000	20,000
Gondola Operations	Operating Incidents	-	-	2,000	2,000	-	2,000	-	2,000	2,000	2,000	2,000
Gondola Operations	Blankets - Purchase/Cleaning	2,209	865	5,500	5,500	-	5,500	-	5,500	5,500	5,500	5,500
Gondola Operations	Business Meals	643	331	500	500	-	500	-	500	500	500	500
Gondola Operations	Employee Appreciation	3,182	3,321	3,000	4,500	1,500	4,500	-	4,500	4,500	4,500	4,500
Gondola Operations	Utilities - Gas & Oil	2,427	1,711	4,200	4,200	-	4,200	-	4,200	4,200	4,200	4,200
Gondola Operations	Grant Success Fees	8,736	8,474	8,474	8,474	-	8,474	-	8,474	8,474	8,474	8,474
Total Gondola Ops		1,655,099	1,716,220	1,958,701	1,905,179	(53,522)	1,961,276	56,097	1,938,090	1,946,169	1,954,521	1,963,160

(6) 2020-Includes 3% merit increase

(7) Telski's winter uniform cycle hits for the 2020-2021 winter season - By operating agreement, gondola ops uniforms must match TSG lift ops.

(8) Planned to order maze panels in 2019. No longer needed.

(9) Health insurance running \$31k below projections through June due to lower number of FTYR operators. Expect to hire additional FTYR in second half of year.

Gondola Maintenance	Salaries & Wages (10)	593,643	701,189	720,000	720,000	-	747,516	27,516	747,516	747,516	747,516	747,516
Gondola Maintenance	Housing Allowance	6,669	10,297	10,716	10,716	-	10,716	-	10,716	10,716	10,716	10,716
Gondola Maintenance	Group Insurance	136,613	145,052	144,960	144,960	-	156,557	11,597	159,688	162,882	166,139	169,462
Gondola Maintenance	Dependent Health Reimbursement	(9,480)	(8,191)	(9,672)	(9,672)	-	(9,672)	-	(9,672)	(9,672)	(9,672)	(9,672)
Gondola Maintenance	PERA & Payroll Taxes	90,634	107,038	110,736	110,736	-	114,968	4,232	114,968	114,968	114,968	114,968
Gondola Maintenance	PERA 401K	24,092	31,951	34,695	34,695	-	37,376	2,681	37,376	37,376	37,376	37,376
Gondola Maintenance	Workers Compensation	27,123	23,337	47,289	43,500	(3,789)	45,675	2,175	47,959	50,357	52,875	55,518
Gondola Maintenance	Other Employee Benefits	17,088	9,733	21,480	21,480	-	21,480	-	21,910	22,348	22,795	23,251
Gondola Maintenance	Agency Compliance	466	267	1,000	1,000	-	1,000	-	1,000	1,000	1,000	1,000
Gondola Maintenance	Employee Assistance Program	312	650	320	320	-	320	-	320	320	320	320
Gondola Maintenance	Employee Life Insurance	2,367	2,026	2,500	2,500	-	2,500	-	2,500	2,500	2,500	2,500
Gondola Maintenance	Flex Spending Admin Fees	123	364	300	300	-	300	-	300	300	300	300
Gondola Maintenance	Uniforms	6,880	1,430	4,000	3,500	(500)	6,000	2,500	4,000	4,000	4,000	4,000
Gondola Maintenance	Payroll Processing	4,062	4,722	4,827	4,827	-	4,827	-	4,827	4,827	4,827	4,827
Gondola Maintenance	Vehicle Repair & Maintenance (11)	19,956	12,439	15,000	15,000	-	25,000	10,000	25,000	15,000	15,000	15,000
Gondola Maintenance	Trails & Road Maintenance	49	5,339	8,000	8,000	-	8,000	-	8,000	8,000	8,000	8,000
Gondola Maintenance	Facility Expenses (12)	23,585	26,896	20,000	25,000	5,000	30,000	5,000	30,000	30,000	30,000	30,000
Gondola Maintenance	Recruiting	3,135	736	500	1,500	1,000	1,500	-	1,500	1,500	1,500	1,500
Gondola Maintenance	Dues & Fees	12,705	13,283	14,000	14,000	-	14,000	-	14,000	14,000	14,000	14,000
Gondola Maintenance	Travel, Education & Training (13)	7,052	10,734	7,500	7,500	-	10,000	2,500	7,500	7,500	7,500	7,500

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections
Gondola Fund

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019 Original	2019	2019	2020	2020	2021 Long	2022 Long	2023 Long	2024 Long
					Forecasted	Adjustments	Proposed	Adjustments	Term	Term	Term	Term
									Projection	Projection	Projection	Projection
Gondola Maintenance	Contract Labor	12,817	15,185	25,000	25,000	-	25,000	-	25,000	25,000	25,000	25,000
Gondola Maintenance	Postage & Freight	471	526	550	2,000	1,450	1,000	(1,000)	1,000	1,000	1,000	1,000
Gondola Maintenance	Supplies	32,965	32,234	40,000	35,000	(5,000)	40,000	5,000	40,000	40,000	40,000	40,000
Gondola Maintenance	Parts	123,792	116,028	120,000	120,000	-	120,000	-	120,000	120,000	120,000	120,000
Gondola Maintenance	Business Meals	673	1,016	1,000	1,000	-	1,000	-	1,000	1,000	1,000	1,000
Gondola Maintenance	Employee Appreciation	709	610	550	550	-	550	-	550	550	550	550
Gondola Maintenance	Utilities - Gas & Oil (14)	2,420	6,427	3,400	5,000	1,600	5,000	-	5,000	5,000	5,000	5,000
Total Gondola Maintenance		1,140,923	1,271,316	1,348,651	1,348,412	(239)	1,420,613	72,201	1,421,957	1,417,987	1,424,210	1,430,632

(10) Includes 3% rate increase and overtime contingency

(11) 2020 Terex major service/2021 Snowcat major service

(12) Revised upward to reflect costs associated with aging infrastructure - roof repairs, bathrooms, etc.

(13) Additional controls and hydraulics training for new system

(14) Revised upwards to reflect backup generator fuel consumption

Gondola Capital/MR&R	Noise Mitigation	-	355,090	35,000	35,000	-	35,000	-	35,000	35,000	35,000	35,000
Gondola Capital/MR&R	Bull Wheel Replacement (15)	-	-	-	-	-	-	-	75,000	75,000	75,000	-
Gondola Capital/MR&R	Gearbox Rebuild	-	-	-	-	-	-	-	100,000	-	-	-
Gondola Capital/MR&R	Boiler Replacement	-	-	-	-	-	-	-	-	-	-	-
Gondola Capital/MR&R	Painting	-	-	-	-	-	-	-	-	-	-	-
Gondola Capital/MR&R	Haul Ropes	126,833	464,495	-	-	-	-	-	-	-	-	-
Gondola Capital/MR&R	Conveyor Drives & Gear Motors	-	-	-	-	-	20,000	20,000	20,000	20,000	-	-
Gondola Capital/MR&R	Conveyor Rebuilds	-	-	-	-	-	150,000	150,000	50,000	50,000	-	-
Gondola Capital/MR&R	Cabin Window Buffing	9,672	-	20,000	20,000	-	10,000	(10,000)	20,000	10,000	20,000	10,000
Gondola Capital/MR&R	Fiber Optics - Control System (16)	-	450,000	723,378	850,000	126,622	20,000	(830,000)	-	-	-	-
Gondola Capital/MR&R	Cabin Refurbs (17)	161,285	350,042	234,000	234,000	-	40,000	(194,000)	-	-	-	-
Gondola Capital/MR&R	Station Upgrades (18)	-	-	400,000	100,000	(300,000)	550,000	450,000	-	-	-	-
Gondola Capital/MR&R	Electric Motor	-	-	-	-	-	-	-	25,000	-	-	-
Gondola Capital/MR&R	Lighting Array Repairs (19)	-	90,334	20,000	-	(20,000)	40,000	40,000	20,000	20,000	20,000	20,000
Gondola Capital/MR&R	Wayfinding	1,365	81,879	20,000	20,000	-	-	(20,000)	-	-	-	-
Total MR&R		299,156	1,791,839	1,452,378	1,259,000	(193,378)	865,000	(394,000)	345,000	210,000	150,000	65,000

Gondola Capital/MR&R	Gondola Cabins	413,495	323	-	-	-	-	-	-	-	-	-
Gondola Capital/MR&R	Vehicles	25,794	-	-	-	-	-	-	-	-	-	-
Gondola Capital/MR&R	Equipment Replacement (20)	811,577	-	28,000	28,000	-	12,000	(16,000)	12,000	18,000	-	30,000
Gondola Capital/MR&R	Grip Replacements (21)	-	-	-	-	-	-	-	-	125,000	125,000	-
Gondola Capital/MR&R	Bike Racks (22)	-	-	100,000	100,000	-	-	(100,000)	-	-	-	-
Gondola Capital/MR&R	Staircases	-	58,970	-	-	-	-	-	-	-	-	-
Gondola Capital/MR&R	Terminal Flooring	-	82,485	-	-	-	-	-	-	-	-	-
Gondola Capital/MR&R	AC Drives/Motors	-	-	-	-	-	-	-	-	-	-	-
Total Capital		1,250,866	141,778	128,000	128,000	-	12,000	(116,000)	12,000	143,000	125,000	30,000

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections
Gondola Fund

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019 Original	2019 Forecasted	2019 Adjustments	2020 Proposed	2020 Adjustments	2021 Long Term Projection	2022 Long Term Projection	2023 Long Term Projection	2024 Long Term Projection
(15)	Placeholders for all 3 drive bullwheels, subject to condition											
(16)	2019 - Mainline controls system upgrade partially offset with grant funding; 2020 - \$20K Fiber from San Sofia to Town Hall											
(17)	2019 - Phase 6 cabin refurbishments 80% grant offset; 2020 - Refurb 2x Steamboat old Omegas and 1x OM3											
(18)	2019 - TA bumper rails stations 1 and 4, Work chair parking rail station 5, Washbay improvements station 6, Angle station office space, Design work on Station 1 entrance and Angle bathrooms; 2020 - \$150K Entrance modifications station 1, \$350K Bathrooms at angle station, \$50K Angle fire suppression system updates+											
(19)	2020 Station 4 Roof Array replacement											
(20)	2019 - RZR replacement, snowmobile replacement; 2020 - Snowmobile replacement; 2021 - Snowmobile Replacement; 2022 - UTV replacement; 2024 UTV replacement, Snowmobile replacement for replacement and expansion of Oak St. public restrooms.											
(21)	2022 and 2023 - 7 Year jaw/spring replacement schedule											
(22)	2019 - Cabin bike rack solution											

**TOWN OF MOUNTAIN VILLAGE
2020 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.

RECREATION DEPT 2019 ACHIEVEMENTS:

- Stakeholder relations: on-going with TSG, USFS, SMC, TOT, SMVC, & Telluride Mountain Club
- Year-end budget projection: within budget
- All venues ready to open at beginning of winter season. Delayed opening for summer season venues and trails due to late spring snow
- Zero (0) workers comp claims
- Performed 20+ man-hours of weed control activities

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections

Parks & Recreation

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019		2020		2021 Long Term Projection	2022 Long Term Projection	2023 Long Term Projection	2024 Long Term Projection	
				2019 Original	Forecasted	2019 Adjustments	2020 Proposed					2020 Adjustments
Parks & Recreation	Salaries & Wages	240,515	239,505	226,994	210,000	(16,994)	231,986	21,986	231,986	231,986	231,986	231,986
Parks & Recreation	Seasonal Bonus	3,416	3,076	-	1,500	1,500	2,000	500	2,000	2,000	2,000	2,000
Parks & Recreation	Offset Labor	(11,223)	-	(4,000)	(14,000)	(10,000)	(5,000)	9,000	(5,000)	(5,000)	(5,000)	(5,000)
Parks & Recreation	Group Insurance	56,388	53,478	53,750	53,750	-	58,050	4,300	59,211	60,395	61,603	62,835
Parks & Recreation	Dependent Health Reimbursement	(2,137)	(5,723)	(5,200)	(5,200)	-	(5,200)	-	(5,200)	(5,200)	(5,200)	(5,200)
Parks & Recreation	PERA & Payroll Taxes	38,098	36,082	34,912	34,912	-	35,679	767	35,679	35,679	35,679	35,679
Parks & Recreation	PERA 401K	6,329	8,823	2,270	9,000	6,730	10,434	1,434	10,434	10,434	10,434	10,434
Parks & Recreation	Workers Compensation	3,976	8,762	9,132	3,500	(5,632)	5,000	1,500	5,250	5,513	5,788	6,078
Parks & Recreation	Other Employee Benefits	4,541	957	5,862	5,862	-	5,862	-	5,979	6,099	6,221	6,345
Parks & Recreation	Uniforms	1,775	1,964	2,000	2,000	-	2,000	-	2,000	2,000	2,000	2,000
Parks & Recreation	Consultant Services	-	20,000	-	-	-	-	-	-	-	-	-
Parks & Recreation	Weed Control	-	770	3,000	2,000	(1,000)	2,000	-	2,000	2,000	2,000	2,000
Parks & Recreation	Repair & Maintenance	54	689	-	-	-	-	-	-	-	-	-
Parks & Recreation	Vehicle Repair & Maintenance	2,357	6,769	15,000	10,000	(5,000)	7,500	(2,500)	7,500	7,500	7,500	7,500
Parks & Recreation	Equipment Rental	12,789	-	-	-	-	-	-	-	-	-	-
Parks & Recreation	Facility Expense	619	143	3,000	1,000	(2,000)	2,500	1,500	2,500	2,500	2,500	2,500
Parks & Recreation	Communications	1,743	1,829	2,000	2,000	-	2,000	-	2,000	2,000	2,000	2,000
Parks & Recreation	Dues & Fees	90	299	260	260	-	260	-	260	260	260	260
Parks & Recreation	Hotel Madeline HOA Dues	4,367	6,492	5,200	7,500	2,300	-	(7,500)	-	-	-	-
Parks & Recreation	Hotel Madeline Shared Facility Expense	37,211	43,747	44,000	45,000	1,000	53,500	8,500	55,000	57,000	58,500	60,000
Parks & Recreation	Travel, Education & Conference	-	2,426	3,500	3,500	-	3,500	-	3,500	3,500	3,500	3,500
Parks & Recreation	Contract Labor	1,560	-	5,000	5,000	-	5,000	-	5,000	5,000	5,000	5,000
Parks & Recreation	Striping	880	880	1,000	1,000	-	1,000	-	1,000	1,000	1,000	1,000
Parks & Recreation	Postage And Freight	27	-	200	200	-	200	-	200	200	200	200
Parks & Recreation	General Supplies & Materials	2,090	1,979	5,000	4,000	(1,000)	5,000	1,000	5,000	5,000	5,000	5,000
Parks & Recreation	Trail Maintenance Materials (1)	2,022	11,149	15,600	30,000	14,400	60,000	30,000	35,000	15,000	15,000	15,000
Parks & Recreation	Trail Materials - Dog Stations	-	370	-	250	250	250	-	250	250	250	250
Parks & Recreation	Business Meals	91	493	655	655	-	655	-	655	655	655	655
Parks & Recreation	Employee Appreciation	213	186	300	300	-	300	-	300	300	300	300
Parks & Recreation	Utilities - Natural Gas	2,453	1,880	2,928	2,928	-	2,928	-	2,928	2,928	2,928	2,928
Parks & Recreation	Utilities - Electricity	837	1,021	1,654	1,654	-	1,654	-	1,654	1,654	1,654	1,654
Parks & Recreation	Utilities - Gasoline	5,693	5,904	7,500	9,000	1,500	7,500	(1,500)	7,500	7,500	7,500	7,500
Parks & Recreation	Open Space - Playgrounds	-	944	1,000	1,000	-	1,000	-	1,000	1,000	1,000	1,000
Parks & Recreation	Boulder Activity	-	-	500	500	-	500	-	500	500	500	500
Parks & Recreation	Frisbee Golf Activity	1,130	66	1,000	1,000	-	1,000	-	1,000	1,000	1,000	1,000
Parks & Recreation	Platform Tennis Courts (2)	10,266	223	2,000	5,000	3,000	17,500	12,500	2,000	2,000	2,000	2,000
Parks & Recreation	Nordic Trails & Grooming	3,870	4,445	4,000	1,500	(2,500)	2,500	1,000	2,500	2,500	2,500	2,500
Parks & Recreation	Ice Rink Expenses Lot 50/51	14,849	12,191	17,500	15,000	(2,500)	17,500	2,500	17,500	17,500	17,500	17,500
Parks & Recreation	Ice Rink - Lot 50/51 Electric	23,890	24,636	26,270	26,270	-	26,270	-	26,270	26,270	26,270	26,270
Parks & Recreation	Zamboni Room - Natural Gas	12,307	12,240	15,000	15,000	-	15,000	-	15,000	15,000	15,000	15,000
Parks & Recreation	Bike Park Expenses	3,671	3,142	3,750	-	(3,750)	-	-	-	-	-	-
Parks & Recreation	Wayfinding	1,357	-	25,000	25,000	-	-	(25,000)	-	-	-	-

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections

Parks & Recreation

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019		2020		2021 Long Term Projection	2022 Long Term Projection	2023 Long Term Projection	2024 Long Term Projection	
				2019 Original	Forecasted	2019 Adjustments	2020 Proposed					2020 Adjustments
Parks & Recreation	Contribution USFS Ranger	25,000	25,000	25,000	25,000	-	25,000	-	25,000	25,000	25,000	25,000
Total		513,115	536,834	562,537	542,841	(19,696)	602,828	59,987	565,356	548,923	552,028	555,174

(1) 2019 Upward revision for O'Reilly Trail construction; 2020 - \$25K for plank replacement on Prospect and 98 Bridge, \$20K Meadows Bridge engineering and repair; 2021 - \$20K for plank replacement YBR and 68 Bridges.

(2) 2019 adjustment - Skirt wall failure; 2020 projected - warming hut deck replacement, skirt wall replacement, heater repairs

**TOWN OF MOUNTAIN VILLAGE
2020 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 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, SMART, San Miguel County, etc.
6. Achieve budget goals
7. Support the Town's overall environmental programs
8. Assist with oversight and management of the Marketing and Business Development Department ("MBD") to ensure success
9. Improve IT and Broadband capacity and services

DEPARTMENT PERFORMANCE MEASURES

1. Achieve an average of 90% of each department's goals 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%, 2015 = 80%, 2016 = 88%, 2017 = 93%, 2018 = 91% and **2019 = 93%**)
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 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, SMART, SMC, etc. staff that focus on short and long-term goals
6. Year-end expenditure totals do not exceed the adopted budget while achieving forecasted revenues
7. Ensuring 100% of the departments have annual environmental goals and are participating in and supporting our town's overall environmental programs
8. Success is measured directly on departmental goal achievement (i.e. 5 = achieve 4.5 - 5 on MBD goals, 4 = 4.49 - 4.0, 3 = 3.99 - 3.50)
9. Implement recommendations of the IT and Broadband Committee within the time frames and budgets as directed by Council. Complete infrastructure installation of the FTTP project by year end 2020 and have all customers operational with final phase locations operational by first quarter 2021

ACHIEVEMENTS

1. **Budget**
 - Budget adopted pursuant to all requirements
2. **Prepare Goals/Performance Measures and Evaluations for Direct Reports**
 - 2019 evaluations completed and delivered by December 2019 with 2020 performance goals and measures to be prepared by January 2020
3. **Telluride Ski and Golf ("TSG") and Town Partnership Objectives**
 - Partnership issues resolved in 2018:
 - Received deed for e Access Tract AT-14mergency egress on
 - TSG extended the Meadows Park license agreement
 - Received a one-year license agreement for the disc golf course
 - Updated the MOU acknowledging TSG public benefits
4. **Wayfinding Project**
 - This three- year project will be completed by year end 2019.
5. **Human Resources Hiring**
 - Successfully hired Jim Soukup, CTO, Drew Harrington was promoted to Building Official, Matt Gonzales, Building Inspector, Patrick Dasaro, Payroll, Lindsay Niehaus, Accounting Billing/Receivables, Chuck Tomlinson, HR Coordinator, Dustin Miles, Broadband Systems Tech, Brad Wilson, Tech-Building

Maintenance, Larry Baird, Gondola Mechanic, Joshua Bissonnette, Water Tech, Justin Vigil, Water Tech, Joel Burk, Deputy Police Chief, Grant Markwell, Police Officer

6. Employee Satisfaction Survey

- Conducted the tenth annual employee satisfaction survey with **93% of employees responding either “satisfied” or “very satisfied”**, tied for the highest rating since we began conducting the survey. The year before I became Town Manager this same measure was at 44%. Since I have been Town Manager, we have averaged 85%

7. Village Court Apartments (“VCA”)

- VCA laundry room – addition of 4 washers and 4 dryers to building 8
- Concrete roof tile project – demonstration roof coating project on building 9
- Carpet, tile and appliance upgrades continued and were completed for end of life products VCA
- Continued development and analysis for the expansion of the project for 49 additional units which included issuing an RFP for an architect and owner’s representative and hiring firms and representatives for both.
- Worked with the architect and their consultants to reach a conclusion to move forward with modular construction upon receiving approval from Council
- Issued an RFP for general contractors for the construction of the units and considering an addendum to that RFP for bids for a for sale project versus for rent

8. Workforce Housing

- Secured a two-year lease on a Northstar unit for our Senior Planner John Miller to sublease from the town.
- Purchased a Castellina and Cassidy Ridge deed restricted units. These units were resold to one Mountain Village business owner and a Town employee. They are both price capped and the Town has first right of refusal to purchase them back.

9. Telluride Regional Waste Water Treatment Plant (“TRWWTP”)

- Finn Kjome and I continue to work with Town of Telluride and San Miguel and the newly formed Funding Committee to successfully develop a financial plan for funding of the recommendations from the Master Plan efforts.

10. Gondola Long Term Planning Committee and Subcommittee

- Developing a path and plan to move forward with key stakeholders to determine the future of the gondola, timing for improvements and funding mechanisms. In 2019 key stakeholders agreed to begin to meet regularly by year end and into 2020 to achieve these goals.

11. IT/Broadband

- All free WiFi systems throughout the Village Center were upgraded as directed by Council well in advance of the March 1, 2019 completion date. This was an outcome suggested by AECOM’s “low hanging fruit” improvements as determined by the Village Center Subarea Improvements Plan.
- Successfully hired Jim Soukup for the newly created CTO position.
- Completed the purchase of 4,000 IP addresses, negotiated a lower rate with redundancy for a new internet provider and reduced rates on our phone VOIP product.
- Issued an RFP and hired 1. a contractor for the FTTP project, 2. Equipment provider for the FTTP project, 3. Upgraded the headend and installed new equipment and 4. Began construction and on schedule for the BETA customers to begin utilization of the new system and infrastructure installation for all of Phase I.
- Implemented Crowd Strike managed cyber security system.

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections

Town Manager

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019		2020		2021 Long	2022 Long	2023 Long	2024 Long	
				2019 Original	Forecasted	Adjustments	Proposed	Adjustments	Term Projection	Term Projection	Term Projection	Term Projection
Town Manager	Salaries & Wages	155,159	160,867	165,387	167,070	1,683	172,082	5,012	172,082	172,082	172,082	172,082
Town Manager	Group Insurance	13,113	12,437	12,500	12,500	-	13,500	1,000	13,770	14,045	14,326	14,613
Town Manager	PERA & Payroll Taxes	23,973	24,991	25,437	25,695	258	26,466	771	26,466	26,466	26,466	26,466
Town Manager	PERA 401K	13,946	14,461	14,886	15,036	150	15,487	451	15,487	15,487	15,487	15,487
Town Manager	Workers Compensation	1,917	323	1,323	1,323	-	1,389	66	1,459	1,532	1,608	1,689
Town Manager	Other Employee Benefits	875	200	900	900	-	900	-	918	936	955	974
Town Manager	Outside Counsel - Litigation	-	-	-	4,100	4,100	-	(4,100)	-	-	-	-
Town Manager	Grant Lobbying Fees	18,000	18,000	18,000	18,000	-	18,000	-	18,000	18,000	18,000	18,000
Town Manager	Professional Services (1)	11,895	13,639	17,750	17,750	-	20,000	2,250	-	-	-	-
Town Manager	Consulting Service	-	-	500	500	-	500	-	500	500	500	500
Town Manager	Communications	1,045	1,234	1,300	1,300	-	1,300	-	1,300	1,300	1,300	1,300
Town Manager	Dues & Fees (2)	8,818	7,622	8,000	8,000	-	8,710	710	8,710	8,710	8,710	8,710
Town Manager	Travel, Education & Training	475	-	1,500	500	(1,000)	500	-	500	500	500	500
Town Manager	General Supplies & Materials	349	311	500	500	-	500	-	500	500	500	500
Town Manager	Business Meals	387	604	500	600	100	500	(100)	500	500	500	500
Town Manager	Employee Appreciation	50	62	100	100	-	100	-	100	100	100	100
Total		250,003	254,752	268,583	273,874	5,291	279,934	6,060	260,292	260,658	261,035	261,421

(1) Gondola Long Term Plan Studies (TMVOA, TSG, SMC, TOT all participating equally)

(2) Colorado Municipal League \$5,855 and Colorado Association of Ski Towns \$2,426

TOWN OF MOUNTAIN VILLAGE

2020 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.

**TOWN OF MOUNTAIN VILLAGE
2020 BUDGET NARRATIVE
LEGISLATIVE/COUNCIL**

Mountain Village Town Council is comprised of a Mayor and six Council Members. Compensation for members elected on or after June 30, 2015 is \$400/month for Council members and \$800/month for the Mayor per Ordinance 2015-04. Council members also receive \$186/month toward basic water, sewer, cable and internet services.

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

Business meals budget includes breakfast and lunch for all regular Council meetings and meals as needed for special meetings. Also one Tri-Gov dinner annually is included in the budget as well as at least one IG meeting and other meetings as needed.

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections

Town Council

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019		2020		2021 Long Term Projection	2022 Long Term Projection	2023 Long Term Projection	2024 Long Term Projection	
				2019 Original	Forecasted	2019 Adjustments	2020 Proposed					2020 Adjustments
Town Council	Board Compensation (1)	43,116	51,767	53,859	53,859	-	54,009	150	54,159	54,309	54,459	54,609
Town Council	PERA & Payroll Taxes	6,639	8,092	8,283	8,283	-	8,283	-	8,283	8,283	8,283	8,283
Town Council	Workers Compensation	119	116	153	153	-	161	8	169	177	186	195
Town Council	Other Benefits	6,265	6,300	6,300	6,300	-	6,300	-	6,426	6,555	6,686	6,819
Town Council	Consultant Services	27,000	-	-	-	-	-	-	-	-	-	-
Town Council	Communications (2)	870	701	500	1,350	850	750	(600)	750	750	750	750
Town Council	Dues and Fees	-	1,099	-	-	-	-	-	-	-	-	-
Town Council	Travel, Education & Training	1,823	3,226	7,500	7,500	-	7,500	-	7,500	7,500	7,500	7,500
Town Council	General Supplies & Materials	1,946	244	600	750	150	750	-	750	750	750	750
Town Council	Business Meals-Town Council	8,300	12,399	9,850	9,850	-	9,850	-	9,850	9,850	9,850	9,850
Town Council	Special Occasion	546	259	1,208	1,208	-	1,208	-	1,208	1,208	1,208	1,208
Total		96,623	84,204	88,253	89,253	1,000	88,811	(442)	89,095	89,382	89,672	89,965

(1) A portion of board compensation is for utility reimbursements which are increasing.

(2) Mayor's cell phone purchase 650 in 2019 plus 55/month for 700/year

Legal

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019		2020		2021 Long Term Projection	2022 Long Term Projection	2023 Long Term Projection	2024 Long Term Projection	
				2019 Original	Forecasted	2019 Adjustments	2020 Proposed					2020 Adjustments
Legal	Outside Counsel - General	497	301	30,000	10,000	(20,000)	25,000	15,000	25,000	25,000	25,000	25,000
Legal	Outside Counsel - Litigation	51,333	13,277	-	15,000	15,000	-	(15,000)	-	-	-	-
Legal	Outside Counsel - Extraordinary	-	5,000	-	-	-	-	-	-	-	-	-
Legal	Legal - Extraordinary	54,022	19,318	25,000	35,000	10,000	30,000	(5,000)	25,000	25,000	25,000	25,000
Legal	Legal - Litigation	93,548	40,507	30,000	40,000	10,000	30,000	(10,000)	30,000	30,000	30,000	30,000
Legal	Legal - General (3)	250,746	336,343	375,000	375,000	-	393,750	18,750	413,438	434,109	455,815	478,606
Legal	Out Of Pocket Expense	-	26	-	-	-	-	-	-	-	-	-
Total		450,145	414,772	460,000	475,000	15,000	478,750	3,750	493,438	514,109	535,815	558,606

(3) Contracted general legal with 5% escalator per year

**TOWN OF MOUNTAIN VILLAGE
2020 BUDGET
TOWN CLERK**

The office of the 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, liquor licensing and special projects.

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 Deputy Clerk/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; including the new project Contract Management and work to continue to incorporate Finance, Planning and Development Services, Human Resources, Mountain Munchkins and Public Works in 2020.
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 72 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. Facilitate new contract management application with reports to contract managers on a quarterly basis.
6. Operate all areas of Administrative Services 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, 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 and Deputy Clerk/Administrative Services Coordinator 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. Monitor departmental usage of paper, fuel, energy, and water. Implement at least one conservation measure in at least one category of use.

DEPARTMENT ACHIEVEMENTS 2019

1. 100% compliance and completion of the production of packets, minutes and agendas for at least 13 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 Papervision. 100 % compliant with deadlines for responding to CORA requests for information and the seven day response for complex requests
3. 100% of liquor licenses were processed pursuant to required deadlines and all licenses are compliant with state and local requirements
4. 95% of in-house phone and website maintenance were performed within 72 hours of any given request

5. Monitored contracts, agreements and leases for compliance. Determine how each department maintains contracts and ensure there is an overall list of all town contracts by department. Implemented Contract Management Project within Paper Vision software.
6. Reduced administrative services budget from the original budget and came in within/under budget.
7. 100% compliant with the one business day response time for issues with Town Hall operations
8. Town Code is current as of 10/01/19
9. Town Clerk completed training at annual CMCA conference in October. Deputy Clerk completed some sessions at the CMCA conference. Deputy Clerk/Administrative Services Coordinator completed second year of Clerk Institute, leadership training, some sessions at the CMCA conference and other various webinars. Town Clerk and Deputy Town Clerk received CMC (certified Municipal Clerk) certification in late 2018.
10. 100% of all digital records required to be purged by the records retention schedule have been purged by March 2019 and 100% of all paper documents allowed to be destroyed by State Archivist destroyed by year end 2019.
11. Implemented use of green cleaning products and recycled paper and pens. Staff strives to reduce, reuse and recycle daily.

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections

Town Clerk

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019 Original	2019	2019	2020	2020	2021 Long	2022 Long	2023 Long	2024 Long
					Forecasted	Adjustments	Proposed	Adjustments	Term	Term	Term	Term
									Projection	Projection	Projection	Projection
Town Clerk's Office	Salaries & Wages	191,622	191,634	196,254	196,254	-	190,440	(5,814)	190,440	190,440	190,440	190,440
Town Clerk's Office	Group Insurance	39,340	37,310	37,500	37,500	-	40,500	3,000	41,310	42,136	42,979	43,839
Town Clerk's Office	Dependent Health Reimbursement	(3,818)	(3,617)	(3,378)	(3,378)	-	(3,378)	-	(3,378)	(3,378)	(3,378)	(3,378)
Town Clerk's Office	PERA & Payroll Taxes	28,922	29,078	30,184	30,184	-	29,290	(894)	29,290	29,290	29,290	29,290
Town Clerk's Office	PERA 401K	4,920	5,627	5,888	5,888	-	7,618	1,730	7,618	7,618	7,618	7,618
Town Clerk's Office	Workers Compensation	191	186	303	303	-	318	15	334	351	368	387
Town Clerk's Office	Other Employee Benefits	2,685	600	2,700	2,700	-	2,700	-	2,754	2,809	2,865	2,923
Town Clerk's Office	Consultant Services	-	-	2,500	2,500	-	2,500	-	2,500	2,500	2,500	2,500
Town Clerk's Office	Janitorial/Trash Removal	18,716	18,270	20,200	20,200	-	20,200	-	20,200	20,200	20,200	20,200
Town Clerk's Office	Security Monitoring - Town Hall	465	372	395	395	-	395	-	395	395	395	395
Town Clerk's Office	Phone Maintenance (1)	929	2,954	1,500	1,500	-	7,500	6,000	7,500	1,500	1,500	1,500
Town Clerk's Office	Repairs & Maintenance-Equipment	-	-	3,000	3,000	-	3,000	-	3,000	3,000	3,000	3,000
Town Clerk's Office	Rental- Equipment	8,218	7,660	10,000	10,000	-	10,000	-	10,000	10,000	10,000	10,000
Town Clerk's Office	Communications	16,823	17,565	16,100	16,100	-	16,100	-	16,100	16,100	16,100	16,100
Town Clerk's Office	Election Expenses	4,841	-	6,000	6,000	-	-	(6,000)	-	-	-	-
Town Clerk's Office	Public Noticing	117	123	750	750	-	750	-	750	750	750	750
Town Clerk's Office	Recording Fees	-	-	100	100	-	100	-	100	100	100	100
Town Clerk's Office	Dues & Fees	472	665	600	600	-	600	-	600	600	600	600
Town Clerk's Office	Travel, Education & Training	2,719	3,158	5,500	5,500	-	5,500	-	5,500	5,500	5,500	5,500
Town Clerk's Office	Digitizing Documentation	-	-	-	1,500	1,500	1,500	-	1,500	1,500	1,500	1,500
Town Clerk's Office	Postage & Freight	1,802	1,920	1,500	1,500	-	1,500	-	1,500	1,500	1,500	1,500
Town Clerk's Office	General Supplies & Material	3,561	5,055	6,500	5,000	(1,500)	5,000	-	5,000	5,000	5,000	5,000
Town Clerk's Office	Business Meals	124	652	850	850	-	850	-	850	850	850	850
Town Clerk's Office	Employee Appreciation	331	274	300	300	-	300	-	300	300	300	300
Town Clerk's Office	Utilities - Natural Gas	6,216	5,752	6,615	6,615	-	6,615	-	6,615	6,615	6,615	6,615
Town Clerk's Office	Utilities - Electricity	14,251	14,718	17,174	17,174	-	17,174	-	17,174	17,174	17,174	17,174
Town Clerk's Office	Utilities - Water/Sewer	7,068	7,537	7,551	7,551	-	7,551	-	7,551	7,551	7,551	7,551
Town Clerk's Office	Internet Service	17,095	17,095	17,095	17,095	-	17,095	-	17,095	17,095	17,095	17,095
Total		367,609	364,588	393,681	393,681	-	391,718	(1,963)	392,598	387,496	388,412	389,348

(1) In 2020 and 2021 we are upgrading the phone system at Town Hall and the Municipal Offices.

**TOWN OF MOUNTAIN VILLAGE
2020 BUDGET
HUMAN RESOURCES DEPARTMENT PROGRAM NARRATIVE**

We make Mountain Village a great place to live, work, and visit!

DEPARTMENT GOALS

1. **Benefits & Compensation Administration.** Administer attractive benefits, compensation and recognition programs to attract and retain high-performing, well-qualified employees.
2. **Recruiting & Onboarding** Assist management with timely and lawful recruiting processes to maintain proper staffing levels and reduce turnover.
3. **Safety.** Make Mountain Village a *safe* place to live, work and visit, so no one gets hurt and nothing gets broken.
4. **Environmental Stewardship.** Promote the town's commitment to the environment resulting in all employees taking responsibility for recycling, waste reduction and energy conservation
5. **Fiscal Responsibility.** Prepare and stay within the HR department's approved budget and actively seek opportunities to optimize financial costs and investments when making decisions.
6. **Policy Administration & Enforcement** Administer and enforce town policies with applicable laws and town goals
7. **Talent Management/ Professional Development** Assist management with establishing performance expectations and administering performance reviews
8. **Document Management.** Maintain personnel files in compliance with the Colorado Retention Schedule.

PERFORMANCE MEASURES

1. **Benefits & Compensation Administration**
 - Achieve an overall employee satisfaction rating of 80% of employees as either "satisfied" or "very satisfied" on the annual employee survey with no individual category below 75%
 - (2010 = 44%, 2011 = 83%, 2012 = 82%, 2013 = 75%, 2014 = 82%, 2015 = 80%, 2016 = 88%, 2017 = 93%, 2018 = 91%, and 2019= 93%)
 - Participate in annual compensation updates/ surveys opportunities (CML, MSEC, ...)
 - Conduct and annual review of benefits & compensation with other municipalities
 - Administer all benefit programs and assist employees in program utilization.
 - Coordinate the annual employee appreciation picnic, regular employee potlucks, employee recreation day, and other employee appreciation programs.
 - Administer the monthly Great Service Awards program
2. **Recruiting & Onboarding**
 - Streamline the new hire paperwork packet electronically in UltiPro's Onboarding module
 - Oversee the Employee Housing program
3. **Safety**
 - Oversee the monthly safety committee meetings, safety inspections and safety & loss control programs
 - Administer safety incentives for an accident free workplace (to include 1-yr accident free awards, team safety bucks, & lottery tickets).
 - Oversee workers compensation claims.
 - Investigate accidents and coordinate with management to implement safety measures.
4. **Environmental Stewardship**
 - Promote the town's commitment to environmental sustainability by educating and engaging employees and applicants.
 - Distribute the Annual Employee Environmental Stewardship Award
 - Provide ongoing employee education, policies and programs to encourage a culture of responsible environmental stewardship in employee orientations, recruiting, and monthly newsletters.
5. **Fiscal Responsibility**
 - Prepare and stay within the HR department's approved budget.
 - Actively seek opportunities to optimize financial costs and investments when making decisions
6. **Policy Administration & Enforcement**
 - Annually update employee handbook, policies & procedures, and housing allowances.
 - Assure compliance with the town's drug & alcohol policies and required Department of Transportation (DOT) regulations
 - Required testing and training completed
 - Conduct employee and supervisor training
 - Accurate record-keeping and maintained within DOT requirements and Colorado Record Retention Schedule
 - Policies are update and adhered to
 - Oversee onsite drug and alcohol testing collection.
 - Review unemployment claims, workers compensation claims, and personnel actions
 - Continue ongoing communication/training with MSEC, CIRSA, and Pinnacol regarding policies & procedures and law changes.

7. **Talent Management & Employee Professional Development**

- Create a formal succession plan
- Administer annual performance reviews for all year-round employees; end-of-season reviews for all seasonal employees; and 90-day reviews for all new supervisors.
- Assist management with evaluating staff, performance documentation and conducting performance reviews.
- Provide ongoing supervisor training on evaluating and documenting employee performance.
- Continue to re-evaluate employee goals and performance measures annually and align with town goals

8. **Document Management**

- DOT records are maintained in the Drug & Alcohol Clearinghouse online database
- All files are maintained in accordance with the record retention schedule and audit compliance.
- New hire paperwork is processed on or before the first day of work
- Streamline the new hire paperwork packet electronically in UltiPro's Onboarding module.

2019 ACCOMPLISHMENTS

1. NO INCREASE to medical premiums AND we received a \$65,730 dividend check (2018: 5% decrease; 2017: no increase)
2. Pinnacol Workers Compensation dividends total \$101,869 due to maintaining *Cost Containment Certification*, fewer claims, lower claims costs, and a lower MOD rate (.75).
3. New recruitment module implemented in March.
4. New Onboarding module implemented in September.
3. The Employee Housing Program developed by the HR Coordinator provides furnishes housing units for up to 16 seasonal TMV employees at Village Court Apartments. 60% of Town of Mountain Village employees are living in Mountain Village / Telluride.
6. Drug testing is conducted in-house by the HR Coordinator which provides quicker results and cost savings.
7. CSA food share program was added to employee Wellness Reimbursement Benefit

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections

Human Resources

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019 Original	2019		2020		2021 Long Term Projection	2022 Long Term Projection	2023 Long Term Projection	2024 Long Term Projection
					Forecasted	Adjustments	Proposed	Adjustments				
Human Resources	Salaries & Wages	134,658	146,084	147,933	147,933	-	147,095	(838)	147,095	147,095	147,095	147,095
Human Resources	Group Insurance	26,227	24,873	25,000	30,000	5,000	32,400	2,400	33,048	33,709	34,383	35,071
Human Resources	Dependent Health Reimbursement	(2,166)	(2,170)	(2,160)	(2,160)	-	(2,160)	-	(2,160)	(2,160)	(2,160)	(2,160)
Human Resources	PERA & Payroll Taxes	20,453	22,330	22,753	22,753	-	23,302	549	23,302	23,302	23,302	23,302
Human Resources	PERA 401K	8,645	10,386	9,469	9,469	-	6,573	(2,896)	6,902	7,109	7,251	7,323
Human Resources	Workers Compensation	109	124	245	245	-	257	12	270	284	298	313
Human Resources	Other Employee Benefits	(1,130)	(1,068)	1,800	1,800	-	1,800	-	1,836	1,873	1,910	1,948
Human Resources	Agency Compliance	2,604	1,384	3,485	3,485	-	3,485	-	3,485	3,485	3,485	3,485
Human Resources	Employee Assistance Program	26,462	30,855	27,203	31,503	4,300	32,448	945	33,097	33,759	34,434	35,123
Human Resources	Life Insurance	4,547	2,701	4,300	4,300	-	4,300	-	4,300	4,300	4,300	4,300
Human Resources	Employee Hotline	-	-	-	5,000	5,000	5,000	-	5,000	5,000	5,000	5,000
Human Resources	Safety Programs	4,041	7,620	5,252	5,252	-	6,000	748	6,000	6,000	6,000	6,000
Human Resources	Employee Functions	9,649	14,000	15,400	15,400	-	20,000	4,600	17,000	17,000	21,000	21,000
Human Resources	HR Payroll Software	37,944	43,488	40,000	48,000	8,000	48,000	-	48,000	48,000	48,000	48,000
Human Resources	Consultant Services	107	-	-	-	-	-	-	-	-	-	-
Human Resources	HR Housing - Expense	1,932	2,825	3,350	3,350	-	3,350	-	3,350	3,350	3,350	3,350
Human Resources	Communications	1,180	1,398	1,335	1,335	-	1,335	-	1,335	1,335	1,335	1,335
Human Resources	Recruiting	10,105	26,443	16,000	20,000	4,000	20,000	-	20,000	20,000	20,000	20,000
Human Resources	Dues & Fees	5,634	6,277	6,300	6,382	82	6,382	-	6,382	6,382	6,382	6,382
Human Resources	Travel, Education & Training	3,423	13,364	11,000	5,000	(6,000)	5,000	-	5,000	5,000	5,000	5,000
Human Resources	Postage & Freight	245	154	204	204	-	204	-	204	204	204	204
Human Resources	General Supplies & Materials	1,196	1,025	1,224	1,224	-	1,224	-	1,224	1,224	1,224	1,224
Human Resources	Employee Appreciation	-	74	-	-	-	100	100	100	100	100	100
Human Resources	Business Meals	100	165	200	200	-	200	-	200	200	200	200
Human Resources	Special Occasion Expense	391	485	1,000	1,000	-	1,000	-	1,000	1,000	1,000	1,000
Human Resources	Books & Periodicals	-	-	-	-	-	-	-	-	-	-	-
Total		296,357	352,818	341,293	361,675	20,382	367,295	5,620	365,970	367,550	373,093	374,595

TOWN OF MOUNTAIN VILLAGE

2019 BUDGET

COMMUNICATIONS & BUSINESS DEVELOPMENT DEPARTMENT PROGRAM NARRATIVE

The Communications and Business Development Department is responsible for advertising, marketing, communications, public relations, website management, business development, plaza use planning & events, permitting, the Market on the Plaza Farmer's Market, the implementation of the Town of Mountain Village's (TMV) internal and external marketing and communication strategies, public relations, business development, and community and business outreach. Other responsibilities include overseeing the development and implementation of support materials and services for marketing, communications, social media, and public relations. Additionally, myself and staff serve as the Public Information Officer for emergency management under Chief Broady and the Town Manager.

To communicate strategically, the Communications and Business Development Department utilizes marketing and communication tools to support communication for the town's residents, businesses, property owners, visitors, community stakeholders and media. Information is compiled and disseminated promptly and approached thoroughly and precisely to communicate all town messaging clearly.

COMMUNICATIONS & BUSINESS DEVELOPMENT DEPARTMENT GOALS

1. Administer, maintain and manage a consistent email marketing & communication message for all Town of Mountain Village programs, projects, meetings and events.
2. 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
- 3.
4. Prepare and stay within the Communications and Business Development Department's approved budget.
5. Create, implement and manage economic development incentive program and packages.
6. Refine strategic marketing, PR, communication, and social media plan for the Town.
7. Continue implementation of strategic signage and wayfinding program for the Town of Mountain Village.
8. Develop, create and execute digital and print marketing campaigns to promote town-related amenities, events, programs, public works, policies and significant developments. Distribution will involve the use of all appropriate communication tools available to the town.
9. Improve free Wi-Fi and email collection systems in Mountain Village and Telluride (Oak Street Plaza area) with the launch of a Merchant Email Marketing Program.
10. Prepare and stay within the Communications and Business Development Department's approved budget amount.

COMMUNICATIONS & BUSINESS DEVELOPMENT DEPARTMENT PERFORMANCE

MEASURES

1. Provide a bi-annual report of town-led communication and email marketing KPIs for email list growth rate, open rates, conversation rates and click-through rates.
2. The growth of business, community and visitor email lists specifically targeted to categorized interests to help drive business to our retail, lodging and restaurant community.
3. Develop a business incentive resource package for local, regional and national business outreach.
4. Increase communication through growth on all town platforms to include email marketing, website visitation, public relations outreach, messaging boards and increased social media presence on Facebook, Google+, Instagram, Twitter and LinkedIn.
5. Finalize wayfinding strategic plan for Phase 1 & 2, and execute Phase 2 for completion in 2018.

6. A list of projects is compiled for town-related amenities, events, programs, and policies. A list of tools used to promote town-related amenities, events, programs and procedures will be outlined in the director's fall biannual report.
7. Enhancements of the platform with newly installed equipment have been concluded for more data-driven and business development capabilities.
8. Communications and Business Development Director stays within the 2018 proposed budget amount.

2018 ACCOMPLISHMENTS

1. The department has doubled town communication through Email Marketing, Social Media and Community Outreach through increased communication lists, and expanded Social Media Platforms.
2. Phase 1 & 2 of Wayfinding has been completed to include the summer and winter directories, breadcrumb monuments, Gondola Plaza Kiosks, Oak Street Plaza Kiosks, parking area, bus stops and roadways signs.
3. Two new positions have been created with the hiring of a Community Engagement and Business Development Coordinator to assist in the Marketing and Business Development Department.
4. An enhanced town-wide Wi-Fi email collection system has been installed and email collection has tripled in size since the beginning of January 2018.
5. Our town website has initiated new features and an additional built- out of enhancements to increase our town-led communication.
6. Successfully initiated monthly educational forums for our business/merchant corridor on topics related to accounting, bookkeeping, marketing, starting a small business to highlight a few.
7. Built the following new web pages to enhance our community resources: AED, Poice, Fire, Search & Rescue, CodeRED, Wildfire Safety, Current Conditions, CSA Farm to Community, Composting Incentive Program.
8. Assist new businesses in directing them to town resources for building permits, utility services, communications, signage and outreach on a local and regional level.

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections
Communications & Business Development

Worksheet	Account Name	Actuals		2019		2020		2021 Long	2022 Long	2023 Long	2024 Long	
		2017	2018	Original	Forecasted	Adjustments	Proposed	Adjustments	Term	Term	Term	Term
Communications & Business Development	Salaries & Wages (7)	78,391	139,368	196,915	196,915	-	127,952	(68,963)	127,952	127,952	127,952	127,952
Communications & Business Development	Group Insurance	10,946	23,833	37,500	37,500	-	27,000	(10,500)	27,540	28,091	28,653	29,226
Communications & Business Development	Dependent Health Reimbursement	-	(529)	(720)	(2,000)	(1,280)	(2,000)	-	(2,000)	(2,000)	(2,000)	(2,000)
Communications & Business Development	PERA & Payroll Taxes	12,150	21,464	30,286	30,286	-	19,679	(10,607)	19,679	19,679	19,679	19,679
Communications & Business Development	PERA 401K	1,555	2,826	7,877	7,877	-	5,118	(2,759)	5,118	5,118	5,118	5,118
Communications & Business Development	Workers Compensation	118	124	185	185	-	194	9	204	214	225	236
Communications & Business Development	Other Employee Benefits	1,750	600	2,700	2,700	-	1,900	(800)	1,938	1,977	2,016	2,057
Communications & Business Development	Consultant Services	13,775	8,882	16,000	16,000	-	16,000	-	16,000	16,000	16,000	16,000
Communications & Business Development	Green Team Compost	-	1,199	25,000	25,000	-	25,000	-	25,000	25,000	25,000	25,000
Communications & Business Development	Green Team Green House Gas	-	12,000	17,135	-	(17,135)	25,000	25,000	25,000	25,000	25,000	25,000
Communications & Business Development	Green Team Communications/Education (4)	-	-	10,000	10,000	-	15,000	5,000	15,000	15,000	15,000	15,000
Communications & Business Development	Green Team MV Clean Up	-	-	1,400	1,400	-	1,400	-	1,400	1,400	1,400	1,400
Communications & Business Development	Green Team Bike to Work	-	-	30	30	-	150	120	150	150	150	150
Communications & Business Development	Green Team Green Lights	-	1,314	5,000	5,000	-	5,000	-	5,000	5,000	5,000	5,000
Communications & Business Development	Farm to Community Initiative	-	23,245	30,000	30,000	-	30,000	-	30,000	30,000	30,000	30,000
Communications & Business Development	Facility Rent (1)	-	300	3,600	3,600	-	3,600	-	3,600	3,600	3,600	3,600
Communications & Business Development	Dues & Fees	2,700	1,591	2,195	2,195	-	2,195	-	2,195	2,195	2,195	2,195
Communications & Business Development	Travel, Education & Training (2)	2,094	6,645	8,000	8,000	-	8,000	-	8,000	8,000	8,000	8,000
Communications & Business Development	Live Video Streaming	14,110	15,741	18,000	18,000	-	18,000	-	18,000	18,000	18,000	18,000
Communications & Business Development	Marketing-Business Development	28,714	60,471	65,000	59,000	(6,000)	59,000	-	59,000	59,000	59,000	59,000
Communications & Business Development	Marketing-Software	-	495	-	6,000	6,000	6,000	-	6,000	6,000	6,000	6,000
Communications & Business Development	Marketing-Design	-	873	2,500	2,500	-	2,500	-	2,500	2,500	2,500	2,500
Communications & Business Development	Marketing-Public Relations	-	11,903	10,000	10,000	-	10,000	-	10,000	10,000	10,000	10,000
Communications & Business Development	Marketing-Video	-	2,500	6,500	6,500	-	6,500	-	6,500	6,500	6,500	6,500
Communications & Business Development	Postage & Freight	-	54	500	500	-	500	-	500	500	500	500
Communications & Business Development	Surveys	-	-	1,500	1,500	-	1,500	-	1,500	1,500	1,500	1,500
Communications & Business Development	Photos	2,554	5,108	5,000	5,000	-	5,000	-	5,000	5,000	5,000	5,000
Communications & Business Development	General Supplies & Materials	2,912	2,722	4,500	4,500	-	4,500	-	4,500	4,500	4,500	4,500
Communications & Business Development	Business Meals	481	1,438	1,600	400	(1,200)	800	400	800	800	800	800
Communications & Business Development	Employee Appreciation	120	208	600	600	-	600	-	600	600	600	600
Communications & Business Development	Books & Periodicals	-	213	200	200	-	200	-	200	200	200	200
Communications & Business Development	Communications - Phone (3)	936	2,150	3,600	3,600	-	3,600	-	3,600	3,600	3,600	3,600
Communications & Business Development	Website Hosting	8,960	5,626	6,300	6,300	-	6,300	-	6,300	6,300	6,300	6,300
Communications & Business Development	Website Management	8,913	35,243	18,000	18,000	-	18,000	-	18,000	18,000	18,000	18,000
Communications & Business Development	E-Mail Communication	14,799	16,217	19,000	19,000	-	12,000	(7,000)	12,000	12,000	12,000	12,000
Communications & Business Development	Print Advertising-Newspaper	17,824	18,158	18,000	18,000	-	18,000	-	18,000	18,000	18,000	18,000
Communications & Business Development	Promo Items/Info	12,500	-	1,950	1,950	-	1,950	-	1,950	1,950	1,950	1,950
Communications & Business Development	Special Events Marketing	128	-	-	-	-	6,000	6,000	6,000	5,000	5,000	5,000
Communications & Business Development	Online Advertising	303	583	5,000	5,000	-	5,000	-	5,000	5,000	5,000	5,000
Communications & Business Development	Social Media	3,671	3,854	9,500	9,500	-	9,500	-	9,500	9,500	9,500	9,500
Total		241,594	426,419	597,953	578,338	(19,615)	514,239	(64,099)	514,826	514,426	515,038	515,663

- (1) Proposed Business Development Expense for Co-working monthly usage fee at Telluride Works; This past expense was coded as "Office Rent/Shared Office Space"
- (2) Travel has increased for my position, with the addition of two new employees who will have travel, education and training expenses
- (3) Two new employee accrued costs for cell phones
- (4) An increase of 5K for advertising, marketing and communications pertaining to community & business incentive programs.
- (5) A decrease in budget to create a new category for Business Development line item of 6K
- (6) 8K was spend out of my current marketing budget for supplies, vendors, equipment, advertising and operational costs for the 2019 Market on the Plaza. Proposing 6K for 2020 for the same costs.

Michelle Haynes

To: Zoe Dohnal <ZDohnal@mtnvillage.org>

Subject: Re: **URGENT: Farm to Community Program support**

Dear MV Town Council Members,

I cannot think of a more advantageous program that combines so many benefits into one with the Farm to Community program. This not only helps mitigate the high cost of living in the region to families, it supports local farmers, aids in local soil and water health because of the commitment to organic, promotes better health and wellness care, and reduces the amount of transportation and packaging on good food for the people. It is a win in more than one way for the growers, the receivers of the food, and the environment. I do hope you keep this program.

Joanna KANOW
Carbon Neutral Coalition

From: [Heidi Stenhammer](#)
To: [Zoe Dohnal](#)
Cc: [Michelle Haynes](#)
Subject: RE: URGENT: Farm to Community Program support
Date: Friday, September 27, 2019 8:54:16 AM

Hi Zoe,

I fully support of the Farm to Community Program. I volunteered one of the days to hand out fresh produce to the participants and they were all so happy and appreciative. This seems like a win-win for all involved and I highly encourage Council to continue this amazing program for 2020.

Heidi

Heidi Stenhammer

Administration & Operations Manager

Telluride Mountain Village Owners Association
113 Lost Creek Lane, Suite A Mountain Village, CO 81435
970-728-1904 Ext 7 (Office)
www.tmvoa.org

Michelle Haynes

From: Derek Baxter <DBaxter@mtnvillage.org>
Date: September 27, 2019 at 6:54:03 PM EDT
To: Zoe Dohnal <ZDohnal@mtnvillage.org>
Subject: RE: URGENT: Farm to Community Program support

Zoe,

I think the Farm to Community Program is awesome because it allows me to save money on food and eat healthier. The program is also run by amazing people and there is nothing better than getting to see their smiling faces every Wednesday. I hope that town of Mountain Village continues to move forward with the program.

Derek

[Michelle Haynes](#), MPA
Planning and Development Services Director
Housing Director
Town of Mountain Village
[455 Mountain Village Blvd. Suite A](#)
O :: [970.239.4061](tel:970.239.4061)
M :: [970.417.6976](tel:970.417.6976)
[LinkedIn](#) | [Email Signup](#) | [Website](#) | [Facebook](#) | [Twitter](#) | [Instagram](#)

ECOACTION PARTNERS



September 27, 2019

Mountain Village Town Council,

As the President of the EcoAction Partners' Board of Directors, I am writing to express EcoAction Partners support for the Mountain Village Farm-to-Community Program implemented in 2018 and 2019.

EcoAction Partners applauds Mountain Village for this innovative program of bringing farm fresh food to your residents. It is not only valuable to your community and residents, but to the environment as a whole.

EcoAction Partners summary of the Greenhouse Gas Emission benefits associated with the program from 2018 is attached. Overall the 2018 program is estimated to have reduced by 6mT-CO₂e Greenhouse Gas emissions for Mountain Village community.

Additionally, this report is not able to quantify all of the benefits of this program, which are significant and valuable.

Best Regards,

A handwritten signature in blue ink, appearing to read 'Audrey Morton', is written over the printed name.

Audrey Morton

Mountain Village Farm-to-Community Program 2018 – Greenhouse Gas Emissions Impact

By: Kim Wheels: EcoAction Partners, Energy Specialist

For: Michelle Haynes: Mountain Village, Planning and Building Director

Final Report: December 18, 2018

Overview:

Mountain Village implemented a “Farm-to-Community” Program for income limited residents during the summer of 2018. Forty shares of food were provided by local food sources and picked up weekly. This 14-week program successfully provided over 4500 pounds of fresh local food to residents, while reducing the food-related carbon footprint for each person. Mountain Village staff requested a calculation to estimate the greenhouse gas emission impact of the program. Reduced grocery store trips to Montrose and Telluride, emissions of the food delivery vehicles for each business and reduced emissions associated with residents eating local food are estimated here.

Results:

60 people in Mountain Village were served each week, which is 4% of the census population. By eating local food direct from producers versus food that has gone through the typical wholesale and retail process, these residents saved at least 1.5 metric tons of carbon dioxide equivalent (mt-CO₂e) of GHG emissions, which is approximately 2% of Mountain Village’s total food emissions (7000 mt-CO₂e). In addition, an estimated 6.3 mt-CO₂e emissions was saved due to fewer grocery store trips, which is 0.11% of Mountain Village’s emissions from total gasoline-related transportation (6000 mt-CO₂e). The transportation-related emissions impact of the local food providers driving from Norwood & Mancos each week was approximately 1.8 mt-CO₂e. The net total GHG emissions impact from the program is estimated to be a reduction of 6 mt-CO₂e in GHG emissions, out of Mountain Village’s total 2017 GHG emissions of 96,000 mt-CO₂e.

6 mt-CO₂e is equivalent to burning 6,565 pounds of coal.

Calculation values:

- Program served 38 program households, but 40 shares were distributed per week. Thus 40 households was used for the calculation.
- Program served 57 people in registered households, so based on average of 1.5 people per household and 40 shares, ~60 people were served weekly.
- Assumed each household made fewer trips to Montrose, Telluride & Mountain Village grocery stores throughout the program. Responses from those who filled out pre-program survey were extracted for all participants. A conservative estimate was used of a reduction by 50% in grocery store trips during 14 weeks (post-program survey did not collect data on grocery trips). Total estimated reduction in Vehicle Miles Travelled (VMT) was over 10,600.
- Vehicle mpg for all participant households was estimated at average Colorado vehicle mpg from CDPHE (20.1 mpg).

- Program providers drove once per week each from Norwood and Mancos to Mountain Village to deliver food shares. Total Vehicle Miles Travelled (VMT) to supply food was 3180.
- Vehicle mpg for Mountain Roots in Mancos was not available by time of this report, so it was estimated at average Colorado vehicle mpg from CDPHE (20.1 mpg). Vehicle mpg for the Norwood Food Hub was provided at 25 mpg.
- Tail-pipe & Well-to-pump emissions were associated with transportation gasoline.
- The food carbon footprint per person for our region is based on a study done for Denver residents, that calculated an average food footprint per person of 1.85 mtCO₂e/year (based on a 2015 study: <https://onlinelibrary.wiley.com/doi/abs/10.1111/jiec.12174>). This can be reduced by 5% annually from purchasing local food (based on a 2008 study: <https://pubs.acs.org/doi/abs/10.1021/es702969f>). Since the program ran 14 weeks, this is 27% of the year, or an impact of 1.35% of the average person's food carbon footprint.

Unaccounted for benefits

- Participant health: lost weight, healthier food choices
- VCA donations collected to pay for left-over food boxes
- Potential productivity time of participants – time not spent driving & shopping
- Economic support to local small businesses
- Enhanced market presence for locally grown and diversity of locally grown food. The local farmers' presence at the market facilitated much more local food sold and eaten by MV residents than is quantified by the program alone. Data on how much food could be collected for next year to include this impact in the GHG calculation.
- Food equality to a demographic that could not otherwise afford a local and organic food share
- Benefits to environment from conscientious environmentally-friendly farming methods and reduced waste
- GHG emissions savings from participants eating fresh local food, compared to typical processed food they might otherwise have selected from grocery store

Unknown variables

- Unknown how many grocery store trips are typically made in conjunction with other errands, and thus may or may not have reduced driving for some households.
- Survey data was not specific as to how many trips to which stores for each household, so this level of detail was estimated.
- Potential impact of participants shifting food habits to consistently purchase local healthy organic food throughout the year is unknown.
- It's very likely the GHG impact of purchasing local food is higher in Mountain Village than in Denver, due to the greater distance of commercial food transportation, however a more accurate value for our remote location is not currently available.

Recommendations will be provided to Mountain Village staff to modify the pre and post program surveys for 2019 in order to collect more complete data sets to improve upon this calculation next year.

Michelle Haynes

Hi Zoe,

I fully support of the Farm to Community Program. I volunteered one of the days to hand out fresh produce to the participants and they were all so happy and appreciative. This seems like a win-win for all involved and I highly encourage Council to continue this amazing program for 2020.

Heidi

Heidi Stenhammer

Administration & Operations Manager

Telluride Mountain Village Owners Association
113 Lost Creek Lane, Suite A Mountain Village, CO 81435
970-728-1904 Ext 7 (Office)
www.tmvoa.org

To Whom It May Concern,

My name is Savanna Wagner, and I am a community member who benefited from the Farm to Community program of 2019. I believe the program brought about health, hope, and a deeper connection to the food we consume. This program allowed community members to meet local farmers and gain an appreciation for fresh produce. I feel so grateful that the Town of Mountain Village offered an opportunity for its residents to attain affordable groceries. Not only did it support community members, but promoted the farmers who grow our local food. I think it is important for a community to give resources to those who produce healthy, sustainable food for its people.

As an Early Childhood Professional, I make a humble salary. The cost of living in Telluride/Mountain Village is considered high, and it can be difficult to afford fresh groceries. This program gave our community the opportunity to reap the benefits of eating fresh, local produce. My summer was filled with delicious, vibrant salads and vegetables. It made a big difference in my overall health and well-being. As a teacher, I would sit with the kids for lunch, and they would notice my healthy eating. That sends a positive message to the youngest of our community. If we invest in the health and well-being of our citizens, then we can do greater things together.

Thank you very much for this pilot program. I hope that it can be a program which is supported and valued throughout the years!

Sincerely,

Savanna Wagner

From: [P.Pettee](#)
To: [Michelle Haynes](#)
Subject: thank you Mountain Village
Date: Friday, September 27, 2019 11:35:16 AM

27 September 2019

Dear Council members:

I want to thank the Town of Mountain Village and the Green Committee for developing the local Farm to Community program. I have been a grateful recipient since its inception last year and hope you will consider continuing it next year. Your support of the program is commendable, particularly to someone whose sole retirement support at 78 is Social Security.

Historically I have been a client of both local farmers' markets but don't afford the variety and the volume of fresh food that I have enjoyed because of the program the past two summers. I grew up eating fresh and preserved foods from our garden and livestock and am convinced that has contributed to my health and longevity.

I just had this idea so I haven't explored it but I wonder if Mountain Village could get energy credits by supporting the purchase of local produce and dairy? Transport of important food items from other countries to a remote location with a relatively small population adds a great deal to the price of healthy food .

Additionally, I'm pleased to say that as a resident of Village Court Apartments I was able to undergo an EcoAction Partners energy audit and my apartment was made more energy efficient, above my own efforts to save on utility bills.

I give back when I can. I helped distribute food share last summer and shared it both years. This year I participated in recycling education efforts at the recent National Night Out event.

Thank you again and best wishes!

Pam Pettee
970 728 7071

**TOWN OF MOUNTAIN VILLAGE
2020 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 handle all inquiries in a courteous and professional manner.
6. Accounts Receivable: record all customer and other payments to the Town promptly and accurately. Routinely follow up on all delinquent accounts and 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.

STATUS OF PERFORMANCE MEASURES FOR 2019

1. 2019 Budget adopted and filed with the State of Colorado in a timely manner.
2. 2017 CAFR GFOA Award received. 2018 Audit report issued in July 2019. Monthly financials have been prepared and issued for 10 of the last 12 months.
3. All payroll cycles have been completed timely and accurately.
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, 2019 98% of the Town's total receivable balance was less than 60 days old.
7. Fixed asset records are up to date and will be scrubbed and updated at year end for the 2019 audit.
8. The quarterly investment reports have been filed with Town Council timely this fiscal year. At August 31, 2019 the average yield on the Town's general investment portfolio was 2.28% with 1.9 years average duration. At August 31, 2019 the benchmark 2 year treasury yield curve rate was 1.50%.
9. Department is under budget as of July 31, 2019.
10. There are currently no economically viable refinancings available at this time. Final terms are being settled with NBH regarding financing for the Phase 4 expansion at VCA. Resolutions are to be agendized for a special Town Council meeting on October 9.
11. Paperless billing subscriptions are up by 20.6% year over last at July 31, 2019.

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections

Finance

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019 Original	2019		2020 Proposed	2020		2021 Long Term Projection	2022 Long Term Projection	2023 Long Term Projection	2024 Long Term Projection
					Forecasted	Adjustments		Adjustments	Adjustments				
Finance	Salaries & Wages (13)	404,078	419,233	422,493	422,493	-	431,619	9,126		431,619	431,619	431,619	431,619
Finance	Group Insurance	78,681	71,516	75,000	75,000	-	81,000	6,000		82,620	84,272	85,958	87,677
Finance	Dependent Health Reimbursement	(1,444)	(1,447)	(3,600)	(2,100)	1,500	(2,100)	-		(2,100)	(2,100)	(2,100)	(2,100)
Finance	PERA & Payroll Taxes	62,475	65,188	64,979	64,979	-	66,383	1,404		66,383	66,383	66,383	66,383
Finance	PERA 401K	27,454	25,217	28,307	28,307	-	32,309	4,002		32,309	32,309	32,309	32,309
Finance	Workers Compensation	328	372	729	381	(348)	400	19		420	441	463	486
Finance	Other Employee Benefits	5,250	1,200	5,400	5,400	-	5,400	-		5,508	5,618	5,731	5,845
Finance	Bad Debt Expense (9)	-	13,463	-	-	-	-	-		-	-	-	-
Finance	Professional Consulting (1)	14,486	12,000	13,000	14,625	1,625	14,000	(625)		15,000	16,000	17,000	18,000
Finance	County Treasurer Collect Fee 2% (10)	82,334	82,113	86,705	86,705	-	89,390	2,685		89,122	89,972	89,972	90,830
Finance	Auditing Fees (2)	25,435	30,035	31,000	31,000	-	31,000	-		33,000	35,000	37,000	39,000
Finance	Insurance (3)	99,918	102,660	110,000	112,500	2,500	124,000	11,500		127,000	130,000	133,000	136,000
Finance	Public Noticing (11)	-	-	500	-	(500)	-	-		-	-	-	-
Finance	Dues & Fees (4)	165	194	2,000	200	(1,800)	300	100		300	350	400	400
Finance	Travel, Education & Training (5)	1,652	1,052	2,500	2,500	-	2,500	-		3,500	3,500	3,500	3,500
Finance	Postage & Freight (12)	3,000	2,430	4,200	3,500	(700)	3,000	(500)		3,000	3,000	3,000	3,000
Finance	Bank Fees (6)	135	119	3,000	1,000	(2,000)	1,000	-		1,000	1,000	1,000	1,000
Finance	Bank Fees - Credit Card Fees	417	686	612	600	(12)	600	-		630	640	650	660
Finance	MUNIREvs Online Payment Fees (7)	4,098	3,788	4,100	5,673	1,573	5,700	27		5,710	5,720	5,720	5,730
Finance	General Supplies & Material	2,765	2,898	2,600	2,900	300	2,900	-		3,300	3,300	3,300	3,300
Finance	Business Meals	-	55	-	-	-	-	-		-	-	-	-
Finance	Employee Appreciation (8)	205	600	600	600	-	600	-		600	600	600	600
Finance	Books & Periodicals	-	-	100	-	(100)	-	-		-	-	-	-
Total		811,431	833,372	854,225	856,263	2,038	890,001	33,738		898,921	907,625	915,504	924,239

- (1) MUNIREvs and Lodgingrevs monthly fee and additional \$1,625 for Business License modification for Housing data collection
- (2) A portion of the annual audit fees allocated to general government.
- (3) Annual premiums for General Fund Property, casualty and cyber crime Insurance including an allowance for a 2020 CIRSA Membership contribution increase.
- (4) Colorado and National Accounting Association Memberships
- (5) Two new staff members requiring training.
- (6) Bank charges by transaction fee analysis
- (7) Utilization of on line payment system growing.
- (8) \$100 per employee allowance directed by Town Council in 2018 for 2019.
- (9) No bad debt is anticipated for write off this year.
- (10) The County Treasurer collects a fee from Mountain Village property taxes.
- (11) There is no longer public noticing being prepared for finance department specific needs. All noticing done by the Town Clerks office.
- (12) For mailing of miscellaneous billings and AP check remittances.
- (13) Six full time employees in Finance.

**TOWN OF MOUNTAIN VILLAGE
2020 BUDGET
COMMUNITY GRANTS & CONTRIBUTIONS**

The Town of Mountain Village Community Grant Program is designed to support projects and programs that meet the needs and desires of our residential and business communities. The Community Grant Program was developed to provide funding fairly, equitably, and consistently by adopting a clear and comprehensive policy.

The Town of Mountain Village (TMV) accepts applications from organizations seeking funding for programs, projects, and/or services that support and promote community services (i.e. health and human services, education, athletic, arts and culture, early childhood, or environmental stewardship) that help to support a strong and robust Mountain Village community.

The overall intent of this program is to fund services and programs not offered through the TMV. The TMV takes every opportunity to collaborate with local organizations to advance our goals and recognizes the role of regional organizations in advancing the above-stated priorities.

For more information, please see the complete Town of Mountain Village Community Grant Guidelines available through the Town Clerk's office.

Town of Mountain Village 2020 Proposed, 2019 Forecasted, and 2021-2024 Long Term Projections

Grants & Contributions

Worksheet	Account Name	Actuals 2017	Actuals 2018	2019		2020		2021 Long Term Projection	2022 Long Term Projection	2023 Long Term Projection	2024 Long Term Projection	
				2019 Original	Forecasted	2019 Adjustments	2020 Proposed					2020 Adjustments
Grants and Contributions	Telluride Foundation Fee	-	8,850	8,850	8,850	-	9,813	963	9,813	9,813	9,813	9,813
Grants and Contributions	Regional Mental Health	30,000	-	-	-	-	-	-	-	-	-	-
Grants and Contributions	San Miguel Education Fund	-	-	-	-	-	-	-	-	-	-	-
Grants and Contributions	Telluride Mountain Club	-	-	10,000	10,000	-	-	(10,000)	-	-	-	-
Grants and Contributions	SMC Juvenile Diversion	10,000	10,000	10,000	10,000	-	-	(10,000)	-	-	-	-
Grants and Contributions	San Miguel Resource Center	16,000	20,000	20,000	20,000	-	-	(20,000)	-	-	-	-
Grants and Contributions	Ah Haa School for the Arts	-	-	5,000	5,000	-	-	(5,000)	-	-	-	-
Grants and Contributions	One To One	-	5,000	8,000	8,000	-	-	(8,000)	-	-	-	-
Grants and Contributions	Watershed Education Program	-	3,000	3,000	3,000	-	-	(3,000)	-	-	-	-
Grants and Contributions	T-Ride Ski & Snowboard Club	-	5,000	5,000	5,000	-	-	(5,000)	-	-	-	-
Grants and Contributions	KOTO	-	-	4,000	4,000	-	-	(4,000)	-	-	-	-
Grants and Contributions	True North	-	7,500	10,000	10,000	-	-	(10,000)	-	-	-	-
Grants and Contributions	Telluride TV	-	10,000	10,000	10,000	-	-	(10,000)	-	-	-	-
Grants and Contributions	Center for Mental Health	-	-	7,500	7,500	-	-	(7,500)	-	-	-	-
Grants and Contributions	Tri County Health Network	-	30,000	-	-	-	-	-	-	-	-	-
Grants and Contributions	Miscellaneous Contributions (1)	-	-	-	5,000	5,000	140,187	135,187	140,187	140,187	140,187	140,187
Grants and Contributions	SM Sustainable Resources Coordinator	-	-	-	-	-	-	-	-	-	-	-
Grants and Contributions	Telluride Adaptive Sports Program	-	8,500	9,000	9,000	-	-	(9,000)	-	-	-	-
Grants and Contributions	Water Quality Program	10,000	10,000	10,000	10,000	-	-	(10,000)	-	-	-	-
Grants and Contributions	EcoAction Partners	40,000	5,000	-	-	-	-	-	-	-	-	-
Grants and Contributions	Telluride Ideas Festival	-	-	-	-	-	-	-	-	-	-	-
Total		106,000	122,850	120,350	125,350	5,000	150,000	24,650	150,000	150,000	150,000	150,000

(1) 2019 - add on for a regional youth center

To: Mayor & Town Council

From: Mountain Village Community Grants Committee (Laila Benitez, Natalie Binder, Jonathan Greenspan, Liz Caton, Kim Montgomery and Jackie Kennefick)

Date: 10/3/2019

Re: Mountain Village Community Grants Committee recommendations on Grant Funding for the 2019 Budget

The Grant Committee met on September 18th to review the 22 applications that the Town received for grant funding. Careful consideration was given to each application and thoughtful discussion took place. Same as last year, the committee members commented that this was a very useful process and noted that the Telluride Foundation’s system showed all the information in a very organized manner and made the process easy. The attached spreadsheet shows the committee’s recommendations and comments. Several applications did not meet the program guidelines with one for funding for an event being referred to the TMVOA Grant Committee for funding consideration.

Committee members rated each application using the following criteria:

History, mission, program purpose align with TMVs priorities goals strategies	Program has funding, infrastructure, knowledge or experience to meet stated objectives	Program addresses a potential unmet need in relation to TMV goals	Program activity has an impact on the TMV community	Program activity has potential to benefit TMV business community lodging restaurants retail	Measurements to evaluate the program are well defined	Program activity will have positive impacts on guest experience	Request is proportionate with expected benefits	Success of applicant bringing add'l funding partners
---	--	---	---	---	---	---	---	--

Several committee members will be present at the budget meeting to answer any Council questions on the recommendations. Committee members would like to thank Council for the opportunity to serve on this very important committee.

**2020 Town of Mountain Village
Grant Applications Matrix**

Organization Name	Project Name	Dollar Amount Requested for 2020	Dollar Amount Recommended	Dollar Amount Granted in 2019 by TMV if applicable	Dollar Amount Granted in 2018 by TMV if applicable	Program Description	Mission Statement	Comments
Ah Haa School for the Arts	Ah Haa Youth Programming	7500	5000	5000		to support the school's ongoing youth art programming. If granted, funds from TMV will be allocated specifically for Tuition Assistance.	The Ah Haa School for the Arts is a community center of learning and culture that offers a wide variety of programs and inspires individuals of all ages to explore, develop and celebrate their creativity.	Supportive of last year's funding level and appreciate that Ah-Ha works with other organizations like True North, One to One, TriCounty Health, SMRC, etc.
Friends of Colorado Avalanche Information Center	North San Juans backcountry avalanche forecaster	6500	0	0	0	The North San Juans has a dedicated backcountry forecaster that supports the surrounding community and Town of Mountain Village (TMV). The North San Juans forecaster is a dedicated position to this community, which has moved local forecasting from four days to seven days. The local forecaster will also work directly with the local community on educational events, observation collection, and building a network for increased snow-pack data. As a part of this grant, we are requesting \$6,500 to support a portion of the \$50,000-line item that supports this forecaster.	Created to support the Colorado Avalanche Information Center (CAIC), while contributing to avalanche awareness and education throughout the state of Colorado.	Does not appear to be a local organization and funding is for salaries so would be ongoing - not project based. More of a regional organization and do not see direct benefits to Mountain Village

**2020 Town of Mountain Village
Grant Applications Matrix**

Organization Name	Project Name	Dollar Amount Requested for 2020	Dollar Amount Recommended	Dollar Amount Granted in 2019 by TMV if applicable	Dollar Amount Granted in 2018 by TMV if applicable	Program Description	Mission Statement	Comments
KOTO Community Radio	News & Public Affairs Enhancement	9000	7500	4000		KOTO Radio is seeking financial support for continued and enhanced news coverage and public affairs programming for the Town of Mountain Village. In just the past six months, KOTO has offered enhanced news coverage of the Mountain Village and we are determined to continue on this track.	KOTO Radio's mission is to entertain, educate, and inform, while reflecting the needs, desires, and diversity of our community.	Committee agreed to a one year boost in funding with the caveat that the Town wants to see improved reception throughout the town particularly in the Meadows and the broadcasting of Town Council meetings as the Town of Telluride meetings are broadcast and there should be equal coverage.
Midwestern Colorado Mental Health Center, doing business as The Center for Mental Health	Services for the Uninsured, Underinsured, and Indigent	7500	7500	7500		To offer no cost or low cost care to those individuals who are struggling with a mental illness or an addiction and live, work or visit the Town of Mountain Village.	It is the mission of The Center for Mental Health "To provide opportunities for growth and change that promote health and well-being in our communities".	Mental Health Services crucial to the community
Palm Arts Inc.	PalmKidz Program	2500	0	0	0	Since 2014 the PalmKidz series has brought family friendly live entertainment to the Telluride region. Since admission to all PalmKidz events is always FREE for everyone the program depends on grants and donations to help offset the cost of artists fees and production costs.	Palm Arts enriches and expands the educational, performing arts, and cultural opportunities of the Telluride community through innovative programming and dance instruction and as a creative crossroads for our area partners.	Love the program but do not see the direct benefit to the Town

**2020 Town of Mountain Village
Grant Applications Matrix**

Organization Name	Project Name	Dollar Amount Requested for 2020	Dollar Amount Recommended	Dollar Amount Granted in 2019 by TMV if applicable	Dollar Amount Granted in 2018 by TMV if applicable	Program Description	Mission Statement	Comments
Pinhead Institute	Pinhead Internship Program	10000	5000	0	0	Pinhead Institute respectfully requests that the Town of Mountain Village consider funding the Pinhead Internship program in the amount of \$10,000. The grant will be used to acquire and implement internships for two rising high school seniors living in Mountain Village, as well as fund their travel, food, and housing.	The Pinhead Institute is a Smithsonian Affiliate based in Telluride, Colo. that promotes and provides STEM education throughout rural Southwest Colorado. In its eighteenth year of service, Pinhead is the only organization to provide high-level STEM experiences in the region.	If the Pinhead Institute applies next year, the committee would like to see more MV centric programming - the funding should go to programming in general and not Pinternship specific. Were TOT and other communities that have pinterns asked to support?
San Miguel & Ouray Counties Juvenile Diversion and Services	General Operating Budget	10000	10000	10000	10000	Juvenile Services offers struggling youth, referred by law enforcement, schools, parents, or social services, a community alternative to a criminal record and positive support. Because we are committed to public safety and community awareness , we host several prevention events. We also will be offering our middle school "Lunch Bunch" in all four schools as well. These groups educate 7th and 8th graders on current health, relationship, stress, and social media issues.	By creating opportunities for restorative practice through supervision, our program guides youth toward positive choices. We offer youth an alternative to a formal court filing or criminal record. We provide the youth community at large events to educate and promote safe and healthy lifestyles.	We have gone back and forth as to whether this program should have a funding agreement or continue to be part of the grant process? Valuable program filling a local need.

**2020 Town of Mountain Village
Grant Applications Matrix**

Organization Name	Project Name	Dollar Amount Requested for 2020	Dollar Amount Recommended	Dollar Amount Granted in 2019 by TMV if applicable	Dollar Amount Granted in 2018 by TMV if applicable	Program Description	Mission Statement	Comments
San Miguel Mentoring Program DBA "One to One Mentoring"	One to One Mentoring	10000	8000	8000	5000	One to One Mentoring operates community and peer mentoring programs for youth ages 5-18 in San Miguel County and the West End of Montrose County. Funding would support 1. Community Mentoring. 2. Peer Mentoring.	One to One Mentoring empowers youth in San Miguel County to achieve their social, emotional and academic potential through professionally supported mentor relationships.	Comfortable with last year's ask for this great program but would like compelling data on the growth factor for any increase in funding
San Miguel Resource Center	Victim Services Program	20000	18000	20000	20000	Our agency structure is based on the following five program areas: Client Services, Prevention Education, Cultural Outreach, Volunteer Training, and West End Rural Outreach. All programs provide Mountain Village residents with vital victim services.	The San Miguel Resource Center (SMRC) empowers and advocates for individuals affected by domestic violence and sexual assault through intervention and supportive services, while promoting social change through prevention education and	Small decrease due to the multitude of asks this cycle - the program is needed and valued

**2020 Town of Mountain Village
Grant Applications Matrix**

Organization Name	Project Name	Dollar Amount Requested for 2020	Dollar Amount Recommended	Dollar Amount Granted in 2019 by TMV if applicable	Dollar Amount Granted in 2018 by TMV if applicable	Program Description	Mission Statement	Comments
San Miguel Watershed Coalition	San Miguel Watershed Coalition 2020 Program	10000	10000	10000	10000	The San Miguel Watershed Coalition monitors water quality at 28 sample sites throughout the basin. While the entire health of the river is important to TMV, SMWC does sample at four sites on Skunk and Prospect Creeks that are of particular importance to the Town. Monitoring at these sites ensures the quality of surface water, municipal water, and riparian plant and animal communities within Mountain Village. The Coalition posts its data on both the Colorado Data Sharing Network (CDSN) and EPA federal database. In addition, SMWC produces a comprehensive summary report for local residents that is relevant and easy to understand. The report is mailed out to certain TMV residents and is available online.	The Coalition works to advance the ecological health 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.	Proven reliability and important community resource

**2020 Town of Mountain Village
Grant Applications Matrix**

Organization Name	Project Name	Dollar Amount Requested for 2020	Dollar Amount Recommended	Dollar Amount Granted in 2019 by TMV if applicable	Dollar Amount Granted in 2018 by TMV if applicable	Program Description	Mission Statement	Comments
Telluride Adaptive Sports Program	General Operating Support	9000	9000	9000	8500	TASP now owns and operates from 2 retail/office spaces in the Mountain Village core and is committed to supporting those with disabilities while enriching the Mountain Village community. Funding from Town of Mountain Village is requested for general operating expenses (volunteer and instructor training specific) associated with the support of meaningful and life changing activities.	The Telluride Adaptive Sports Program (TASP) enriches the lives of people with disabilities by providing year-round therapeutic outdoor recreational opportunities that develop life skills, encourage personal growth and promote independence.	A program that has proven its worth in so many ways
Telluride Community Television	Creating Community Content	10000	7500	10000	10000	The thrust of this effort currently centers in a weekly program that is taped in TTV's MV studio. The show, "Almost Live," is a traditional resort-style variety show comprised of interviews, local news and updates and selected clips from archival files.	Telluride TV provides a voice for the community through media arts education, community-based content and access to broadcasting.	The committee arrived at a lesser amount this year due to the multitude of asks but want to continue to support this valuable community resource
Telluride Humane Society	Animal Welfare Services for the TMV Community Members	15000	4000	0	0	Support from the Town of Mountain Village is being requested for the following animal welfare services: 1. Emergency Rescue and Shelter; 2. Adoption Programs; 3. Medical Fund which includes Spay/Neuter Fund; 4. Educational Outreach.	Our Mission is to better animal welfare in the way which animals are treated by setting higher standards of practice & leadership which focus on compassionate & sustainable solutions, with the foundation blocks rooted in our community of volunteers, leaders, local organizations & government.	The committee has a lot of questions but ultimately agreed to offer support this year recognizing that there are some services that are being offered that do not exist now

**2020 Town of Mountain Village
Grant Applications Matrix**

Organization Name	Project Name	Dollar Amount Requested for 2020	Dollar Amount Recommended	Dollar Amount Granted in 2019 by TMV if applicable	Dollar Amount Granted in 2018 by TMV if applicable	Program Description	Mission Statement	Comments
Telluride Institute	Prospect Basin Fens Project	8000	4000	0	0	The Prospect Basin Fens Project is focused on restoring and assessing the ecological health of the fens located in Prospect Basin. The restoration efforts will be completed in collaboration with True North, a local non-profit that works with underserved students within the Telluride region and local stakeholders. Participants will be under the direct tutelage of a Dr. Cooper, a renowned watershed ecological restoration specialist and actively participate in a hands-on, in the field restoration project impacting approximately 12 acres of wetlands. Dr. Cooper will make a public presentation on the restoration project and ongoing monitoring programs in the Fall of 2020.	The Telluride Institute is an innovative non-profit organization that fosters the transition to a sustainable world. We work with communities, businesses, and the public sector to create and advance real solutions that support the health of environments, cultures, and economies.	The committee likes that they are working with True North and recommends funding closer to what TSG is contributing for the project - the ask for the town was much higher than other funding partners
Telluride Mountain Club	Trails Sustainability Plan Trail Projects	10000	0	10000		For new trail projects outlined in the Trails Sustainability Plan (TSP; telluridemountainclub.org/trails-planning/), the strategic planning document the Town of Mountain Village (TMV) helped fund in 2019.	To advocate for safe, accessible, enjoyable and respectful opportunities for human-powered recreational activities in the Telluride region, through education, awareness and collaboration.	Committee is recommending taking a year off of funding and ask for a refocus on MV centric projects to fund. Did not appear that TOT was being asked to contribute. None of the trails mentioned are in MV

**2020 Town of Mountain Village
Grant Applications Matrix**

Organization Name	Project Name	Dollar Amount Requested for 2020	Dollar Amount Recommended	Dollar Amount Granted in 2019 by TMV if applicable	Dollar Amount Granted in 2018 by TMV if applicable	Program Description	Mission Statement	Comments
Telluride Regional Medical Center	Expanding Behavioral Health Services	25845	0	0	0	Since January 2015, the Telluride Regional Medical Center (TRMC) has successfully integrated behavioral health care into primary care. This coordinated integration of services has proved beneficial for the regional community by increasing access to behavioral health services, reducing the stigma associated with seeking those services, and maximizing limited resources.	The Telluride Regional Medical Center provides high quality health care to all residents and visitors to our region.	There have been mill levies for TMC and for Behavioral Health - the ask is for staff which is a normal budgetary item precluded from funding by MV grant guidelines
Telluride Repertory Theatre Company	Books Alive	20,000	0	0	0	BOOKS ALIVE at Market on the Plaza: In 2020, the program's fourth year, our aim is to provide a weekly Books Alive performance throughout the entire summer, to take place multiple times a day at the Mountain Village Market on the Plaza. Once again, we will be working in collaboration with Wilkinson Public Library and hiring a staff of dedicated professional actor-educators to perform weekly during the summer farmer's market.	Telluride Theatre is committed to advancing the performing arts in our region through innovative productions, education programs and community involvement. We create theatre that lives in moments of truthful human connection, promotes joyful celebration and is an open dialogue for all audiences.	Refer to TMVOA - more of an event and 15k in personnel costs - direct benefit hard to measure

**2020 Town of Mountain Village
Grant Applications Matrix**

Organization Name	Project Name	Dollar Amount Requested for 2020	Dollar Amount Recommended	Dollar Amount Granted in 2019 by TMV if applicable	Dollar Amount Granted in 2018 by TMV if applicable	Program Description	Mission Statement	Comments
Telluride Ski and Snowboard Club	Telluride Ski and Snowboard Club Cross Country Program	10000	7500	5000	5000	The Telluride Ski and Snowboard Club's cross county program will be entering it's third season this fall. With your generous assistance, and a strong fundraising effort of our own, we included all young athletes that were interested, including those who could not afford transportation, equipment or coaching dues.	Our Mission To instill and nurture a passion for all snow sports along with developing character, discipline and desire, which encourages young athletes to reach their highest potential.	The ask for double seemed high but with more athletes the committee was comfortable with a smaller increase
Tri-County Health Network (TCHNetwork)	Multicultural Advocacy Program	12077	12077	5000	30000	TCHNetwork is applying for funding to support our Multicultural Advocacy Program. The goal of the program is to empower and build the efficacy of the Latinx community members that live and work throughout San Miguel County, including the Town of Mountain Village (TMV). Through the program, we offer: 1. Direct client navigation services to help residents access the various health and social resources that are available to them; 2. Training and healing workshops for the Latinx community members and allies to mobilize the community to create a supportive, welcoming environment for all members and visitors.	To improve the quality and coordination of healthcare services by increasing access to health and integrative health services at lower costs though collaboration and innovation.	Would like to see other governmental entities being asked to assist - good program to help our workforce and community

**2020 Town of Mountain Village
Grant Applications Matrix**

Organization Name	Project Name	Dollar Amount Requested for 2020	Dollar Amount Recommended	Dollar Amount Granted in 2019 by TMV if applicable	Dollar Amount Granted in 2018 by TMV if applicable	Program Description	Mission Statement	Comments
True North Youth Program	General Operating Funds	15000	12500	10000	7500	Mountain Village is home to many teenagers who attend Telluride Middle High School, and who grow up in our community. Although our community is rich with resources, we are in a rural, isolated region, and many teens who grow up here have little idea of the world that lies beyond our mountain hamlet. True North works to connect these teens to as many opportunities as possible in order to help our local teens get in touch with their own internal compass, in order to make informed and authentic decisions about their future.	True North inspires individual determination and teaches self-advocacy by providing year round positive youth development programs for teens in our rural San Miguel region who have limited access to resources, opportunities, and support.	Great program that no one else does. Ask was a little high and would like to see TOT fund at an equal level
Trust for Community Housing	TCH Housing Opportunity Fund	15000	0	0	0	The Trust for Community Housing created its Housing Opportunity Fund in 2018. The fund is designed to help buyers and renters working in our community with costs of securing housing. So far, TCH has provided 6 local households with grants for housing (both rental and purchase), including one person who works in the Mountain Village and another that purchased a unit there.	TCH preserves our community through increasing regional housing opportunities. Through collaboration with others, the non-profit Trust expands resources available for housing, helping to secure a diverse and vital community.	TMV Grant Guidelines specifically prohibit granting funds to an organization for them to use for granting purposes.

**2020 Town of Mountain Village
Grant Applications Matrix**

Organization Name	Project Name	Dollar Amount Requested for 2020	Dollar Amount Recommended	Dollar Amount Granted in 2019 by TMV if applicable	Dollar Amount Granted in 2018 by TMV if applicable	Program Description	Mission Statement	Comments
Watershed Education Program of the Telluride Institute	Watershed Education Program of the Telluride Institute (WEP)	5000	3000	3000	3000	The Watershed Education Program's offerings provide educational opportunities to students who reside in Mountain Village and the children of employees of Mountain Village. Some of the field trips WEP offers include visits to Mountain Village to learn about how the town and TELSki actively use water resources and apply state-of-the-art methods to conserve water. Due to increased grade level sizes and our desire to offer unique field trips to more classrooms, the Watershed Education Program is asking for an increase in grant amount for 2020. This will allow us to increase our staffing to make this possible.	WEP Mission: A commitment to contribute to the raising of a generation of informed stewards of place and community.	Comfortable with same as last year - only asking TOT for 1500. The committee likes the STEM emphasis and the coordination with Pinhead.
			130577					



**PLANNING AND DEVELOPMENT SERVICES
DEPARTMENT**

455 Mountain Village Blvd.
Mountain Village, CO 81435
(970) 728-1392

Agenda Item No. 7c

TO: Town Council

FROM: Michelle Haynes, Planning and Development Services Director & Cecilia Curry, VCA Property Manager

FOR: Meeting of October 9, 2019

DATE: October 2, 2019

RE: Village Court Apartments: 2020 Rental Increase Discussion

ATTACHMENTS

- A. Comparable Rents per square foot in the region
- B. 2019 Colorado County Income and Rent Tables & HOME information

PURPOSE

Town Council is considering increasing the VCA budget to improve overall maintenance and appearance. In 2018 Town Council provided an incremental rent increase at VCA from between 2% and 3% (see below). Town Council indicated they would continue to support incremental rent increases. The purpose of the memo is to consider an incremental rent increase to become effective in 2020.

2018 Rental Increase in 2019 recap

Town Council raised rents in 2018 for 2019 as shown in Figure 1.

Figure 1. Rental Increase Table from 2018 to 2019

Unit Type	2018 VCA Rent	2019 Increase in Percent approved by Town Council	2019 Increase in Dollar Value per unit per month	2019 VCA Rent (with lease renewal)	AMI%
Studio	\$680	3%	\$20	\$700	47%
One Bedroom	\$840	2%	\$22	\$862	54%
Two Bedroom	\$1040	3%	\$31	1071	56%
Three Bedroom	\$1215	3%	\$36	1251	56%

Area median income (AMI) is the household income for the median – or middle – household in a region. Each year, the Department of Housing and Urban Development (HUD) calculates the median income for every metropolitan region in the country.

Village Court Apartments AMI limitations

Only 95 of 220 units carry required AMI limitations of either 50% or 60% AMI. This means that the income of the tenant is limited to 50% or 60% AMI along with a commensurate rent limitation (see attachment B). These rates are published each year by HUD.

Rent Analysis for the VCA Units Not Subject to Income or Rent Limitations

The remaining 125 residential units at VCA are not subject to income limitations or rent limitations. As you can see from the chart above, our current average AMI is 55%. The AMI gap identified in the Regional Housing Needs Assessment is 80%-150% AMI for rental housing. VCA is well below that range.

REVIEW OF UTILITY COSTS

Town Council asked that staff evaluate the average cost of utilities (to the Mountain Village Housing Authority (MVHA)) for units that include utilities in the rental price. 78 studios and 52 2 bedroom units include electric and all other utilities in the rent price (buildings 1-9). The remaining units (78 one bedrooms and 12 three bedroom units) do not include electricity but do include the following utilities (paid by the MVHA) in the rent price: water, sewer, trash, recycling, cable and TMVOA dues (buildings 10,11,12, & 14) Town Council asked to better understand the cost to VCA (MVHA) of these utilities expressed as a per unit cost.

Electric

On average per studio units, the MVHA pays \$56 a month for electric and on average, \$171.16 for each two bedroom unit, laundry room, office and child care centers. The MVHA pays on average \$13,227.00 a month for electricity for buildings 1-9.

Buildings 10-14 which include the one and three bedroom units pay their own electric bill. The value of the included utilities otherwise assumed to be covered by the rental price, is shown below for all 220 VCA units.

Town Council could consider electric sub-meters to be installed in each unit in buildings 1-9. The estimated cost to install this would be \$51,000 and the town would recoup the cost between 4-5 months. This would mean that the tenants would be responsible for paying their own electric bill. It could provide an incentive for tenants to conserve electric use. The rent price could also be adjusted downward, to consider an increase in expense to the tenant if sub-metering electric is desired, if deemed appropriate by Town Council.

Utility Cost Breakdown for the MVHA. Utility rates increased between 2018 and 2019

Utility cost breakdown:	2018	2019	2020	Total Value Paid by MVHA (not by tenant except assumed by rent rate)	Additional TMVOA Dues paid on unbuilt density at VCA for 49 units
Cable	\$18.95	\$ 23.00	\$ 23.00	\$ 61,824.00	
Water	\$24.61	\$ 27.07	\$ 27.07	\$ 72,764.16	
Sewer	\$24.61	\$ 27.07	\$ 27.07	\$ 72,764.16	
Trash/Recycling	\$14.75	\$ 15.45	\$ 15.45	\$ 41,529.60	
TMVOA Dues	\$135.00	\$ 150.00	\$ 150.00	\$ 33,600.00	7,350
Totals	\$217.92	242.59	\$ 242.59	\$ 282,481.92	7,350

See attachment A to better understand regionally when utilities are included or not included in the rental price for rental housing in the region.

Cable

Basic cable is paid for by the MVHA for all units. The price per unit is shown above.

ANALYSIS & RECOMMENDATION

RENTAL INCREASE REGARDING EXISTING VCA UNITS IN 2020

Staff recommends the same rental increase as provided for in 2019, and has shown a table below to better understand what that means. Town Council can also elect to propose something different from staff's recommendation.

Type of Unit	Recommended Increase similar to 2019	Number of Units	Current Rent	Proposed Rent Increase Per Month	Proposed 2020 Rent	Total Income Increase	AMI Range current	AMI proposed
Studio	3%	78	\$ 700.00	\$ 21.00	\$ 721.00	\$ 19,656.00	47%	48%
One Bedroom	2%	78	\$ 862.00	\$ 25.86	\$ 887.86	\$ 24,204.96	54%	56%
Two Bedroom	3%	52	\$ 1,071.00	\$ 32.13	\$ 1,103.13	\$ 20,049.12	56%	58%
Three Bedroom	3%	12	\$ 1,251.00	\$ 37.53	\$ 1,288.53	\$ 5,404.32	56%	58%
Grand Total						\$ 69,314.40		

Optional Consideration:

Town Council could consider unit upgrades to units not subject to AMI limitations. This could include building out loft areas (unused attic spaces that could be integrated as storage or as sleeping lofts) or combining units to create larger units. Then rents could be increased to meet the 80% AMI range over time, an AMI gap indicated in our region.

Shandoka

2020 – Shandoka will increase rents by 1.5% including the Boarding House.

4% increase for Virginia Placer and Tiny Homes.

2019 – Shandoka increased rents by 1.5%

2018 – Shandoka increased rents by 2%

Similarly Shandoka did not increase rents for many years around the recession because they had trouble keeping units filled. When rents were increased, it came with much discomfort. Shandoka has a policy in place that rents increase each year depending upon expense and revenue analysis between 1%-3% each year.

RENT INCREASE AND DECREASE POLICY

Staff believes each year we need to consider the following in order determine rental increases or decreases:

- 1) Average occupancy (based upon regional economy)
- 2) Operation and Maintenance Costs versus revenues
- 3) Regional Comparisons
- 4) Federal Requirements (as applicable)

Staff recommends we report to Council each October with a recommendation of a rental increase or decrease range from .5%-3% increase or decrease (or any other measure deemed appropriate) depending upon the above stated factors. A rent rate change would be determined and then communications distributed between October and December in advance of the following year.

In 2020 considering many maintenance concerns expressed by Council, staff recommends minimally an incremental rent increase. Council can discuss sub-metering electric, removing cable as a benefit or any other consideration.

2019 Rental Comparison (Does not reflect anticipated rent increases with Town of Telluride Housing for 2020)

APARTMENT	NUMBER OF	SQ. FT.	COST PER SQ.FT.	UTILITIES	CURRENT RENT AMOUNT	Electric Cost Average Pd by MVHA	If we increased rent to include the average cost of electricity	100% AMI*	AMI	Comparative AMI if include Electric Subsidy
STUDIOS										
Village Court	78	351	\$1.99	Included	\$700	\$56.00	\$756.00	\$1,492.00	47%	51%
Big Billies	138	242	\$2.84	Included	\$688			\$1,492.00	46%	
Big Billies	9	363	\$2.17	Included	\$788			\$1,492.00	53%	
Virginia Placer	6	407	\$2.12	Not include electric	\$863			\$1,492.00	58%	
Tiny Homes	3	290	\$2.51	Not include electric	\$729			\$1,492.00	49%	
Average		330	\$2.33		\$754			\$1,492.00	51%	
Median			\$2.17		\$729			\$1,492.00	49%	
1 BEDROOM										
Village Court	78	525	\$1.64	Not include electric	\$862		n/a	\$1,598.00	54%	54%
Mountain View	5	628	\$1.11	Included	\$700			\$1,598.00	44%	
Shandoka	30	476	\$1.79	Not include electric	\$851			\$1,598.00	53%	
Shandoka	12	532	\$1.66	Not include electric	\$885			\$1,598.00	55%	
Average		540	\$1.55		\$825			\$1,598.00	52%	
Median			\$1.65		\$857			\$1,598.00	54%	
2 BEDROOM										
Village Court	52	785	\$1.36	Included	\$1,071	\$171.16	\$1,242.16	\$1,917.00	56%	65%
Mountain View	25	760	\$1.45	Included	\$1,100			\$1,917.00	57%	
Virginia Placer	3	711	\$2.00	Not include electric	\$1,421			\$1,917.00	74%	
Virginia Placer	9	837	\$1.73	Not include electric	\$1,451			\$1,917.00	76%	
Shandoka	35	704	\$1.61	Not include electric	\$1,132			\$1,917.00	59%	
Shandoka	4	770	\$1.69	Not include electric	\$1,302			\$1,917.00	68%	
Shandoka	5	728	\$1.79	Not include electric	\$1,302			\$1,917.00	68%	
Shandoka	10	778	\$1.50	Not include electric	\$1,167			\$1,917.00	61%	
Shandoka	8	784	\$1.49	Not include electric	\$1,167			\$1,917.00	61%	
Average		761	\$1.62		\$1,235			\$1,917.00	64%	
Median			\$1.61		\$1,167			\$1,917.00	61%	
3 BEDROOM										
Village Court	12	1,075	\$1.16	Not include electric	\$1,251		n/a	\$2,216.00	56%	56%
Shandoka	7	943	\$1.55	Not include electric	\$1,457			\$2,216.00	66%	(3 bed/1 bath)
Shandoka	5	1,025	\$1.53	Not include electric	\$1,564			\$2,216.00	71%	(3 bed/2 bath/loft)
Shandoka	11	1,018	\$1.46	Not include electric	\$1,488			\$2,216.00	67%	(3 bed/2 bath)
Shandoka	6	1,008	\$1.48	Not include electric	\$1,488			\$2,216.00	67%	(3 bed/2 bath)
Average		1032	\$1.41		\$1,450			\$2,216.00	65%	
Median			\$1.48		\$1,488			\$2,216.00	67%	

Utilities Notes:

Village Court Apartments, Meadow View and Big Billies – within the Town of Mountain Village

Included means the following utilities are paid by the owner (Mountain Village Housing Authority (MVHA) or TSG as applicable): electric, cable, water, sewer, trash, recycling, cable and TMVOA dues.

Not included electric means all utilities are paid by the owner/MVHA/TOT or TSG except electric

- Utility value paid by the MVHA is \$242.59 per unit for everything except electricity
- Utility value paid by the MVHA for studios is \$298.59 and \$413.75 for two bedrooms (including subsidized electric)

(Average included electric cost per unit in 2018 was \$53.36 for studios and \$158.48 for two bedroom units)

(Average included electric cost per unit in 2019 went up slightly to \$56 for studios and \$171.16 for two bedroom units)

Utility cost breakdown:	2018	2019	2020	Total Value Paid by MVHA (not by tenant except assumed by rent rate)	Additional TMVOA Dues paid on unbuilt density at VCA for 49 units
Cable	\$18.95	\$ 23.00	\$ 23.00	\$ 61,824.00	
Water	\$24.61	\$ 27.07	\$ 27.07	\$ 72,764.16	
Sewer	\$24.61	\$ 27.07	\$ 27.07	\$ 72,764.16	
Trash/Recycling	\$14.75	\$ 15.45	\$ 15.45	\$ 41,529.60	
TMVOA Dues	\$135.00	\$ 150.00	\$ 150.00	\$ 33,600.00	7,350
Totals	\$217.92	242.59	\$ 242.59	\$ 282,481.92	7,350

Shandoka, Virginia Placer and Tiny Homes - within the Town of Telluride

Included means electric, water, sewer, trash, recycling (does not include cable or TMVOA dues)

Not included electric means electric is not included but water, sewer, trash and recycling are included (does not include cable or TMVOA dues)

AMI

AMI rents are **not limited** on 125 units, only 95 units. AMI means an equivalent rent is set per an equivalent income limitation to 50% or 60% AMI

AMI range from 80%-100% AMI is acceptable for rental housing. VCA AMI equivalents are well below the 50-60% requirement that only 95 units are restricted to.

AMI*

Based upon 2019 Federal HOME rent Limits effective June 28, 2019

(this changes each year)

40 VCA UNITS have a maximum income of less than or equal to 50% of AMI

48 VCA UNITS have a maximum income of less than or equal to 60% of AMI.

7 HOME VCA UNITS, 6 Units less than or equal to 60% AMI and 1 Unit less than or equal to 50% AMI

this only applies to buildings 10, 11 & 12.

(see HOME & CDBG Rent Units Tab)

2019 Colorado County Income and Rent Tables
20% to 120% of Area Median Income (AMI)

HUD Release Date: April 24, 2019



-Since 2008, the IRS allows some LIHTC projects to use higher HERA Special limits and to be "held harmless" from limit decreases.
 -To identify the correct limits for your LIHTC project, it is essential to know its placed in service (PIS) date.
 -To use HERA limits, a LIHTC project must have PIS as of 12.31.2008.
 -To be "held harmless," a LIHTC project must PIS prior to 06.08.2019. This year, LIHTC projects whose counties experienced a decrease in limits **and** that PIS before 06.08.2019 may continue to apply the same limits used in 2018.

COUNTY	2019 MAXIMUM RENTS							2019 INCOME LIMITS							
	HERA	AMI	0 BDRM	1 BDRM	2 BDRM	3 BDRM	4 BDRM	1 PERSON	2 PERSON	3 PERSON	4 PERSON	5 PERSON	6 PERSON	7 PERSON	8 PERSON
San Miguel	120%		1,791	1,918	2,301	2,659	2,967	71,640	81,840	92,040	102,240	110,520	118,680	126,840	135,000
San Miguel	100%		1,492	1,598	1,917	2,216	2,472	59,700	68,200	76,700	85,200	92,100	98,900	105,700	112,500
San Miguel	80%		1,194	1,279	1,534	1,773	1,978	47,760	54,560	61,360	68,160	73,680	79,120	84,560	90,000
San Miguel	70%		1,044	1,119	1,342	1,551	1,730	41,790	47,740	53,690	59,640	64,470	69,230	73,990	78,750
San Miguel	60%		895	959	1,150	1,329	1,483	35,820	40,920	46,020	51,120	55,260	59,340	63,420	67,500
San Miguel	50%		746	799	958	1,108	1,236	29,850	34,100	38,350	42,600	46,050	49,450	52,850	56,250
San Miguel	45%		671	719	862	997	1,112	26,865	30,690	34,515	38,340	41,445	44,505	47,565	50,625
San Miguel	40%		597	639	767	886	989	23,880	27,280	30,680	34,080	36,840	39,560	42,280	45,000
San Miguel	30%		447	479	575	664	741	17,910	20,460	23,010	25,560	27,630	29,670	31,710	33,750
San Miguel	20%		298	319	383	443	494	11,940	13,640	15,340	17,040	18,420	19,780	21,140	22,500

HOME

SAN MIGUEL	30%	40%	50%	60%
0 BR	\$ 447	\$ 743	\$ 892	\$ 966
1 BR	\$ 479	\$ 639	\$ 799	\$ 959
2 BR	\$ 575	\$ 767	\$ 958	\$ 1,150
3 BR	\$ 664	\$ 886	\$ 1,108	\$ 1,329
4 BR	\$ 741	\$ 989	\$ 1,236	\$ 1,483



Town of Mountain Village

– Product Pricing & Packaging Strategy –

October 9, 2019

Analysis Completed by Uptown Services, LLC

Note: This analysis relies on the quality and availability of self-reported system data and metrics.

- ◆ Current
- ◆ 5 year projection with Pricing recommendations

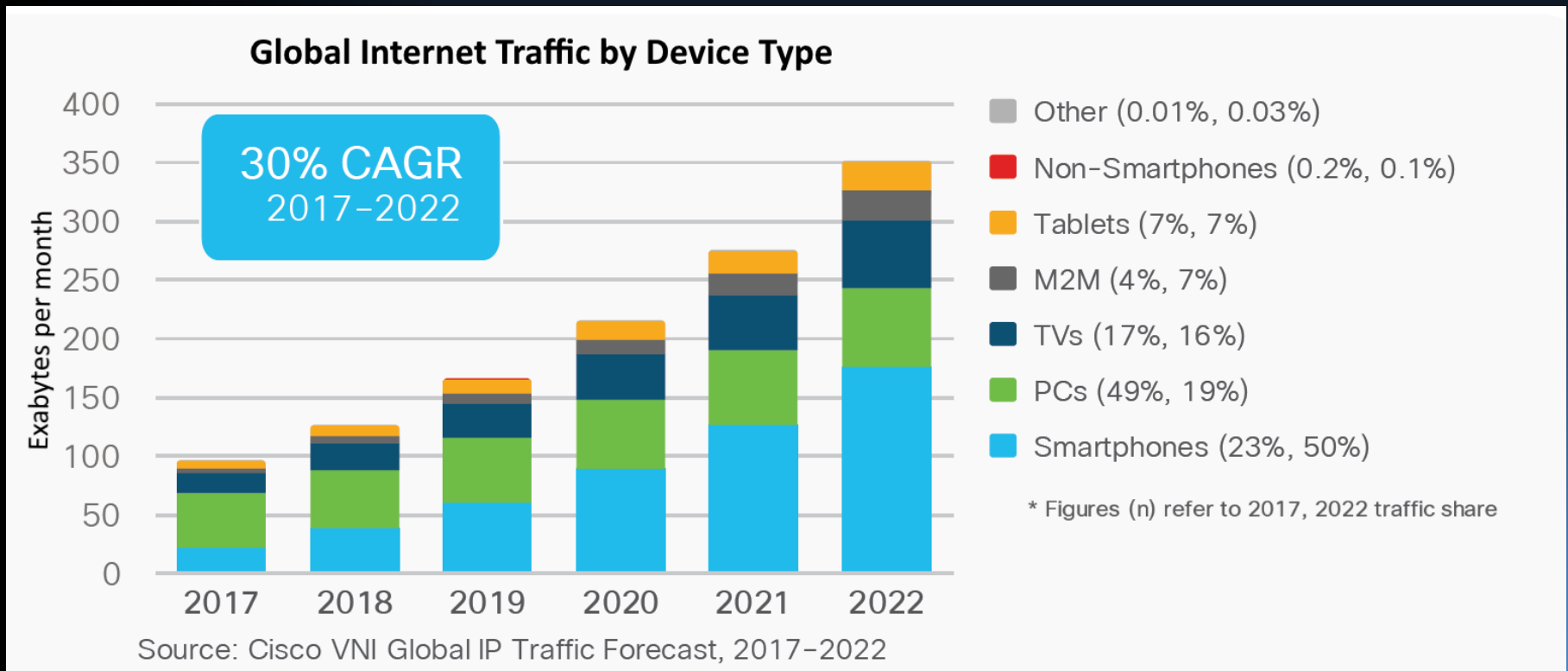
- ◆ Addition of Higher Speed Tiers & Wireless Gateway Offering
- ◆ Freeze* Lower Speed Tiers & Migration Higher Speed Tiers
- ◆ ARPU Outcomes

- ◆ Incorporation of Revised “Bulk” Pricing
- ◆ Updated Video Programming Cost Projections (e.g. Viacom, etc.)
- ◆ Revamp of Internet Tiers & Pricing

- ◆ Video: Achieve positive gross margins across video packages
 - ◆ Internet: Leverage new capacity with higher speeds/improved value (\$/Mbps). This becomes critical with accelerating cord cutting (next slide)
 - ◆ Bundling: Eliminate bundles that reduce Internet margin ($\approx 80\%$) when customers bundle $< 5\%$ margin video (3 year time horizon to reduce price shock)
1. Minimize pricing shock to the current subscriber base, with the exception of corrective repricing to positive video gross margins, by freezing of current tiers below \$80
 2. Target an \$80/month FTTP Internet entry point consistent for a smaller scale, rural system with higher cost of goods sold (bandwidth and programming)
 3. Create an upgrade opportunity to increase revenue over time as households want more speed. Do this by reasonable price steps to higher tiers (don't overprice the fastest tiers)
- ◆ Significant number of households using 250M+ to, a) Leverage the FTTP investment, b) Improve value to the community, and, 3) Protect the customer base from competition

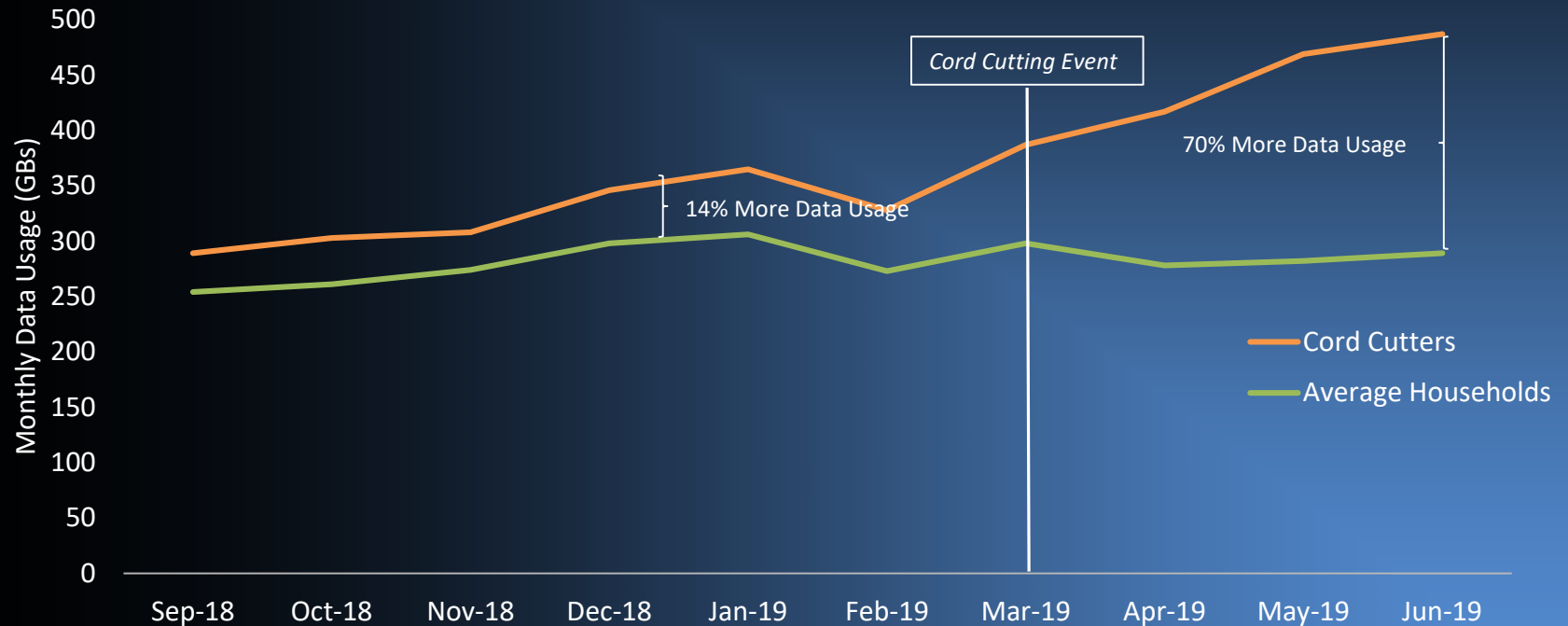
GLOBAL INTERNET TRAFFIC GROWTH TREND

U.S. households are seeing both a significant increase in the number of Internet connected devices as well as significant growth in total IP traffic across these devices...



MORE CAPACITY FOR CORD-CUTTERS

Monthly Household Data Usage Before and After Cord Cutting Event
(OpenVault, August 2019)





PROGRAMMING COSTS

	<i>Service Category</i>	<i>Examples</i>	<i>2019 Monthly License Fee/Sub</i>	<i>Forward Outlook</i>	<i>2024 Monthly License Fee/Sub</i>
Basic Service	Off Airs	CBS, NBC, Fox, ABC	\$14.97	Increasing rapidly. Next retrans cycle is EOY2020.	\$31.50
	Linears – RSNs	FSN Rocky Mountain, Altitude Sports	\$6.48	Aggressive increases due to Sinclair acquisition of Fox RSNs.	\$10.44
	Linears – All Others	ESPN, CNN, etc.	\$48.57	Estimating 10% annual overall increase.	\$69.62
	Ancillary Fees	Comcast Media Center (HITS fee), AST Fee (downlink), Digital Headend Transport Fee, ABC TVE Fee, NBC Broadcast on Demand, and TV Guide Metadata	\$5.36		\$8.57
Digital Basic	Linears & Music	DMX Music, Disney Jr, etc.	\$8.32		\$9.24
Premiums	Multiplex Linears	HBO, Showtime, etc.	HBO: \$15.50 MAX: \$9.30 SHO: \$10.98 Starz: \$8.22	Estimating no license fee increase.	No change



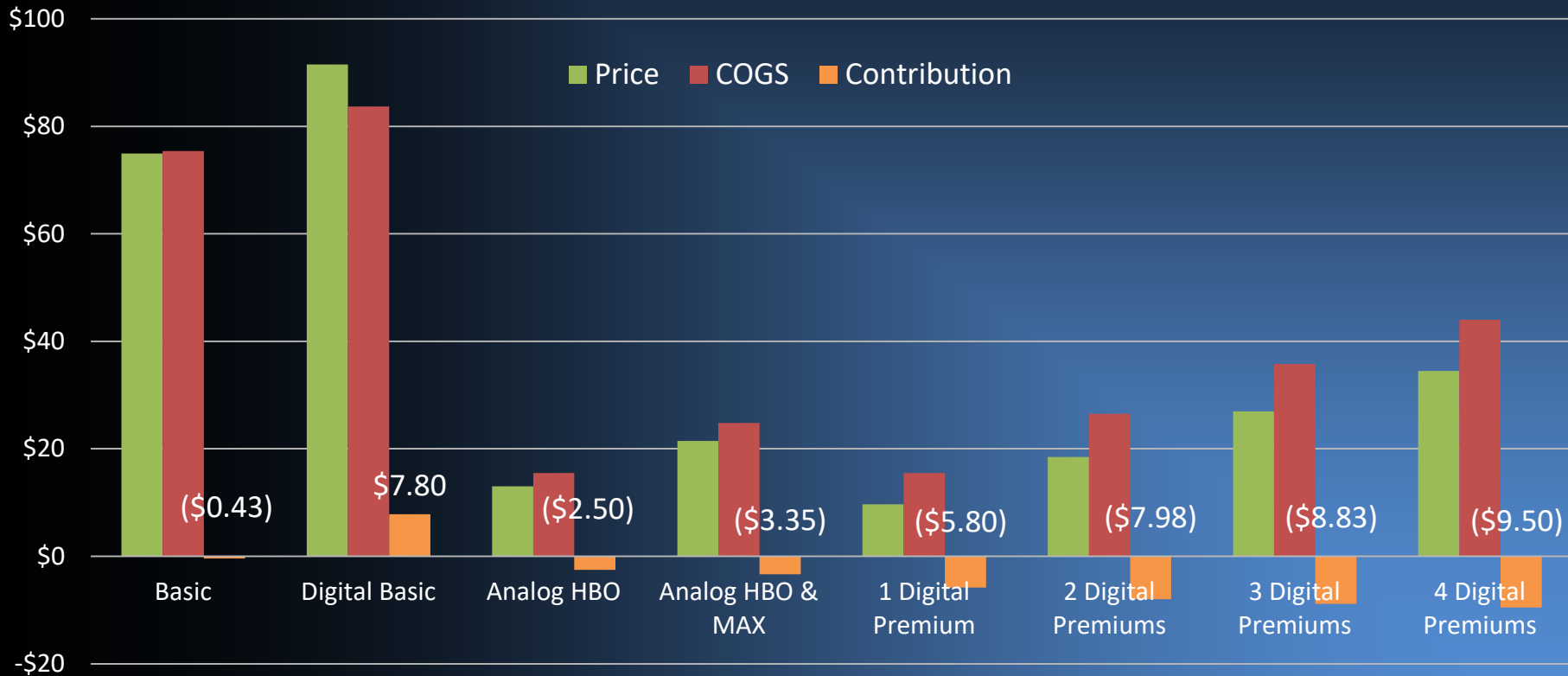
VIDEO PRICING RECOMMENDATION

Package	Estimated Monthly License Fee/Sub	Rate Increase	Gross Margin Outlook
Basic Service	2019: \$75.38 2020: \$78.84 2021: \$86.99 2022: \$97.93	12% annual increases: 2020: \$83.94 2021: \$94.02 2022: \$105.30	5-7% through 2024
Digital Basic	2019: \$8.32 2020: \$6.63* 2021: \$7.10 2022: \$7.73 <i>*lower due to Viacom fee drop</i>	2020: Increase from \$91.50 to \$92.94 2021 →: 12% Annual 2020: \$92.94 2021: \$104.10 2022: \$116.59	8-10% through 2024
Premiums	2019-2024: HBO: \$15.50 MAX: \$9.30 SHO: \$10.98 Starz: \$8.22	Migrate all non-bulk premiums (analog and digital) to ala carte pricing without multi-pay discounts: HBO: \$16 MAX: \$10 SHO: \$12 Starz: \$10	3-10% through 2024
HD Box & HD/DVR	N/A	No changes recommended in pricing. Subscriber erosion should be minimizing capex for new set tops.	N/A. Pricing should be adequately covering depreciation expense.

CURRENT VIDEO CONTRIBUTION BY PACKAGE

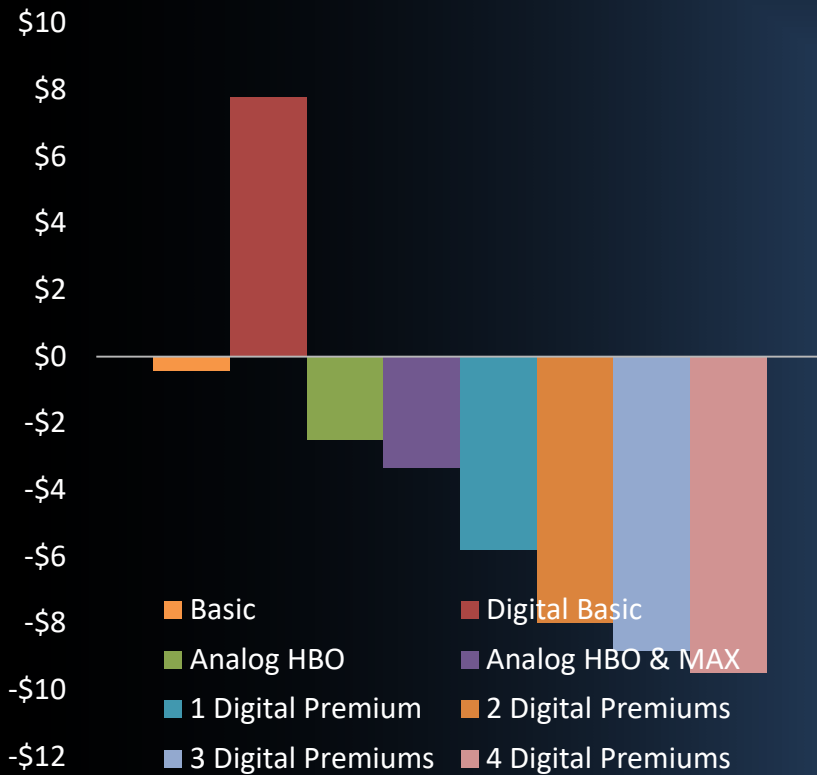
2019 Video Contribution by Service Level

(Package revenues less programming and premium discounts. Excludes STB depreciation on included 1st set)

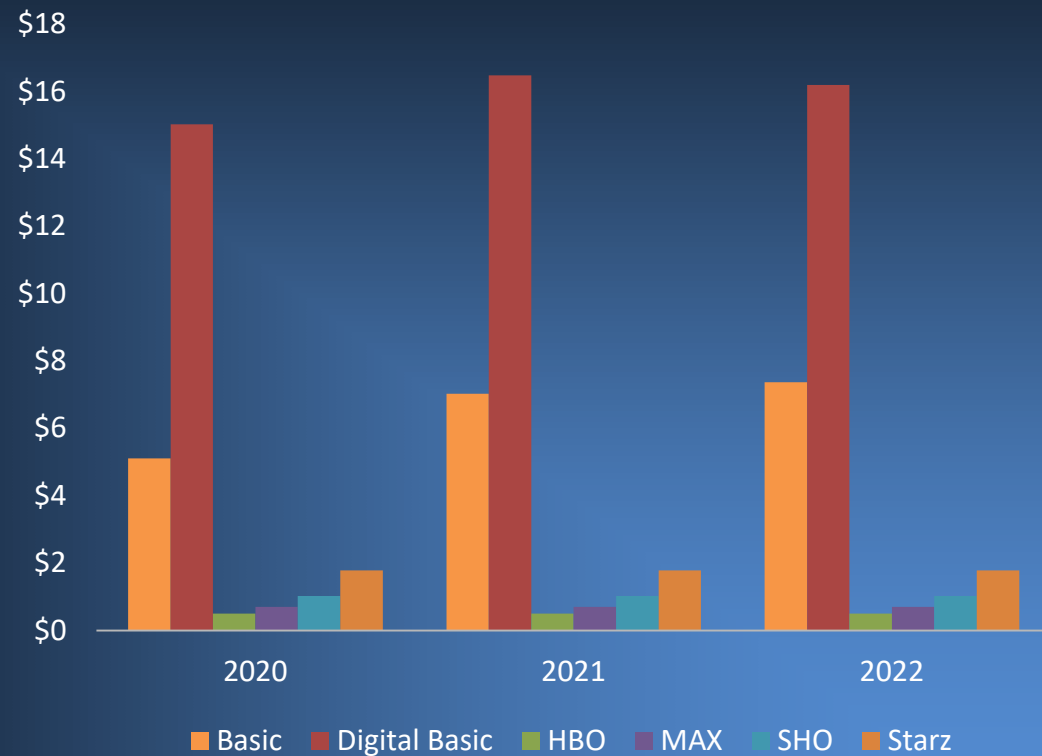


VIDEO CONTRIBUTION BY PACKAGE (2019-2022)

Forecasted Video Contribution by Service Level (2019)



Forecasted Video Contribution by Service Level (2020-2022)



	Option 1	Option 2	Option 3 - RECOMMENDED
Strategy	<i>Cease providing video service on 1/1/2020</i>	<i>Implement digital set top upgrade to replace analog Basic</i>	<i>Status Quo with controlled digital set top upgrade for hotels</i>
2020 Pricing Changes	<ul style="list-style-type: none"> • N/A 	<ul style="list-style-type: none"> • Revise Premiums to ala carte • Increase Basic by 12% 	<ul style="list-style-type: none"> • Same as Option 2
Customer Impact	<ul style="list-style-type: none"> • Dissatisfaction with decision to cancel their service (to be verified by survey) 	<ul style="list-style-type: none"> • All TV sets equipped with small-footprint set top box • Enables HD and interactive guide 	<ul style="list-style-type: none"> • Same as Option 2 but hotel accounts only
Budget Impact	<ul style="list-style-type: none"> • Opex: No change • Capex: Reduced by ≈\$25k annually 	<ul style="list-style-type: none"> • Opex: No change if upgrades done over time • Capex: Increased by \$250-350k (varies by # of TVs per household) 	<ul style="list-style-type: none"> • Opex: No change if upgrades done over time • Capex: Increased by ≈\$40k
Gross Margin Impact	<ul style="list-style-type: none"> • Lose \$150k annually for 5+ years 	<ul style="list-style-type: none"> • Retain \$150k annually for at least 3 years 	<ul style="list-style-type: none"> • Retain \$150k annually for at least 3 years



CURRENT INTERNET SUMMARY METRICS

<i>Billing Type</i>	<i>Tiers</i>	<i>Price</i>	<i>Subscribers (July 2018)</i>	<i>Dispersion (July 2018)</i>	<i>Average Revenue Per User</i>
Residential	Limited Internet	\$28.35	3	0%	\$70.35 (excludes bulk and hotel/ hospitality)
	20M Triple Play	\$28.55	44	4%	
	20M w/ Video	\$54.95	505	51%	
	20M w/o Video	\$64.95	162	3%	
	30M w/ Video	\$79.95	64	16%	
	30M w/o Video	\$89.95	30	11%	
	50M w/ Video	\$109.95	110	6%	
	50M w/o Video	\$119	78	8%	
Commercial	25M	\$79.95	43	100%	\$79.95
Hotel/Hospitality w/ Direct Fiber	100M Direct Fiber	\$550	2	25%	\$1,209 per Property
	300M Direct Fiber	\$1,350	-	-	
	500M Direct Fiber	\$1,750	4	50%	
	100M or 500M Bulk	≈\$17/unit	2	25%	



RESIDENTIAL INTERNET VALUE BENCHMARKING

<i>Provider</i>	<i>Tiers</i>	<i>Price/Mbps</i>	<i>Restrictions</i>
TMV	20M Triple Play: \$28.55 20M w/ Video: \$54.95 20M w/o Video: \$64.95 30M w/ Video: \$79.95 30M w/o Video: \$89.95 50M w/ Video: \$109.95 50M w/o Video: \$119	20M Triple Play: \$1.43 20M w/ Video: \$2.75 20M w/o Video: \$3.25 30M w/ Video: \$2.67 30M w/o Video: \$3.00 50M w/ Video: \$2.20 50M w/o Video: \$2.38	None. Discounts provided for 2 and 3 service bundles.
Longmont	25M: \$80 1G 'Charter': \$49.95 1G 'Loyalty': \$59.95 1G: \$69.95	25M: \$1.60 1G 'Charter': \$0.05 1G 'Loyalty': \$0.06 1G: \$0.07	1G 'Charter' requires activation within 90 days of offering 1G 'Loyalty' available after 1 year subscription
clearnetworx	100M: \$80 200M: \$110 500M: \$200 1G: \$400	100M: \$0.80 200M: \$0.55 500M: \$0.40 1G: \$0.40	1-3 year term commitment



COMMERCIAL INTERNET VALUE BENCHMARKING

<i>Provider</i>	<i>Tiers</i>	<i>Price/Mbps</i>	<i>Restrictions</i>
TMV	25M: \$79.95 100M Hotel: \$550 300M Hotel: \$1,350 500M Hotel: \$1,750	25M: \$3.20 100M Hotel: \$5.50 300M Hotel: \$4.50 500M Hotel: \$3.50	None.
Longmont	25M: \$59.95 50M: \$129.95 100M: \$229.95 250M: \$499.95 500M: \$599.95 1G: \$799.95	25M: \$2.40 50M: \$2.60 100M: \$2.30 250M: \$2.00 500M: \$1.20 1G: \$0.80	None.
clearnetworx	150M: \$125 300M: \$250 500M: \$350 1G: \$650	100M: \$0.83 200M: \$0.83 500M: \$0.70 1G: \$0.65	1-3 year term commitment



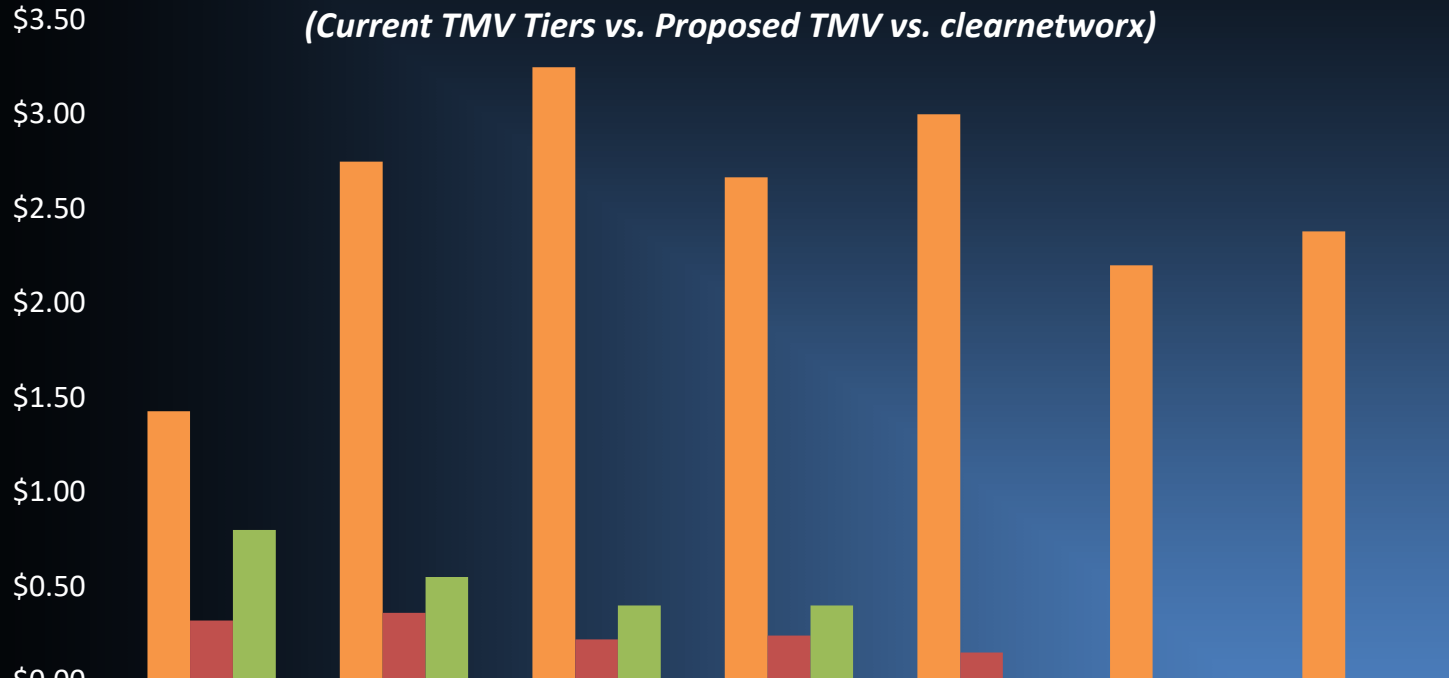
FTTP RESIDENTIAL INTERNET TIERS

<i>Tiers</i>	<i>Price</i>	<i>Price/ Mbps</i>	<i>Average Revenue Per User</i>	<i>Restrictions</i>
250M/250M w/ Video	\$80	\$0.32	\$70.59 (ARPU Neutral)	Requires 1 year term and video subscription
250M/250M w/o Video	\$90	\$0.36		Month-month subscription
500M/500M w/ Video	\$110	\$0.22		Requires 1 year term and video subscription
500M/500M w/o Video	\$120	\$0.24		Month-month subscription
1G/1G	\$150	\$.15	-	No discount with video
Wireless Gateway	\$10	-	-	-

<i>Frozen Tiers</i>	<i>Subscriber Impact</i>
Limited Internet @ \$28.35	Previously Frozen Freeze after FTTP build-out completes
20M Triple Play @ \$28.55	
20M w/ Video @ \$54.95	
20M w/o Video @ \$64.95	

<i>Billing System Migration</i>	<i>Subscriber Impact</i>
30M w/ Video @ \$79.95	Migrate to 250M @ \$80
30M w/o Video @ \$89.95	Migrate to 250M @ \$90
50M w/ Video @ \$109.95	Migrate to 1G @ \$110
50M w/o Video @ \$119	Migrate to 1G @ \$120

Internet Price Per Meg by Service Tier
(Current TMV Tiers vs. Proposed TMV vs. clearnetworx)



	Tier 1	Tier 2	Tier 3	Tier 4	Tier 5	Tier 6	Tier 7
Current	\$1.43	\$2.75	\$3.25	\$2.67	\$3.00	\$2.20	\$2.38
TMV FTTP	\$0.32	\$0.36	\$0.22	\$0.24	\$0.15		
clearnetworx	\$0.80	\$0.55	\$0.40	\$0.40			

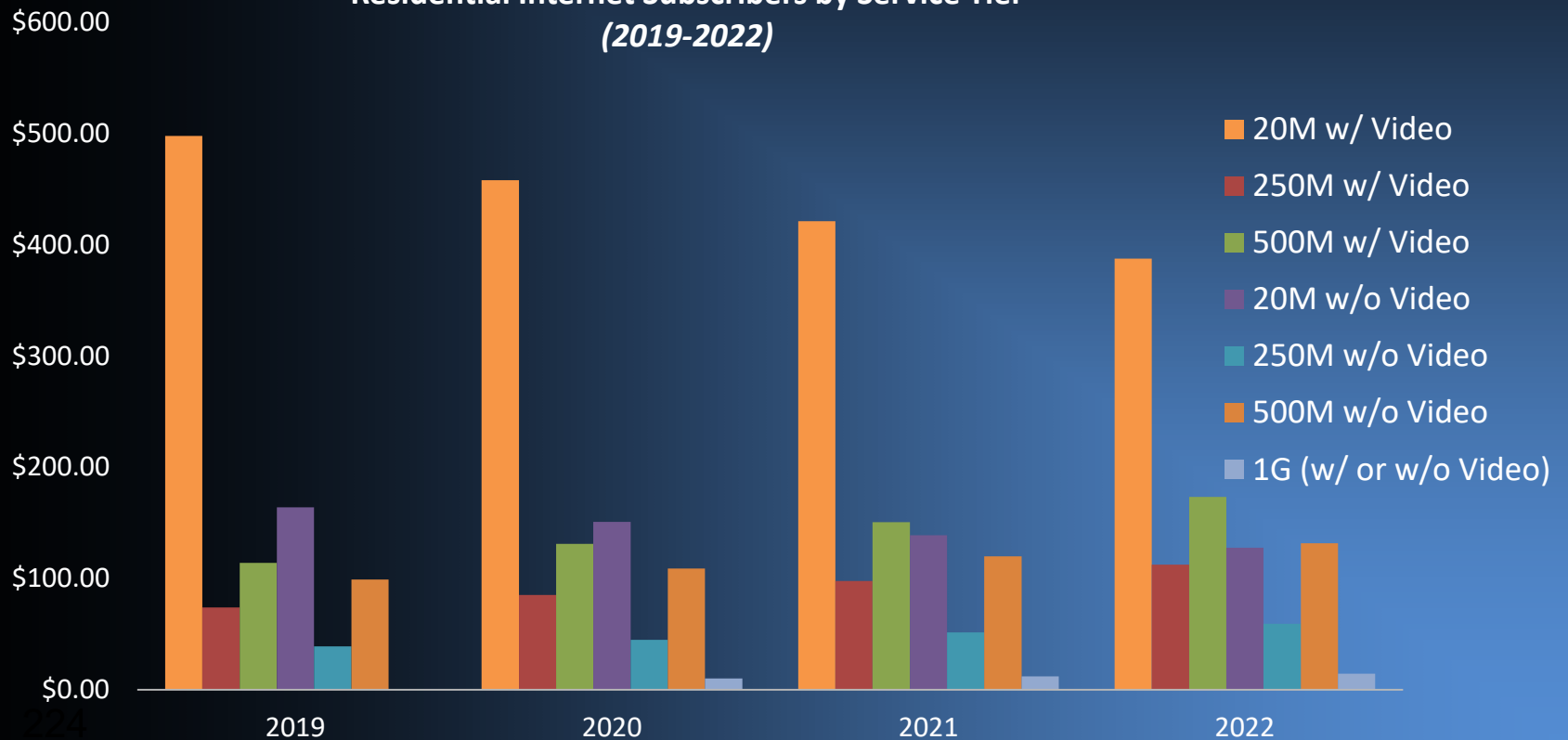


FTTP COMMERCIAL INTERNET TIERS

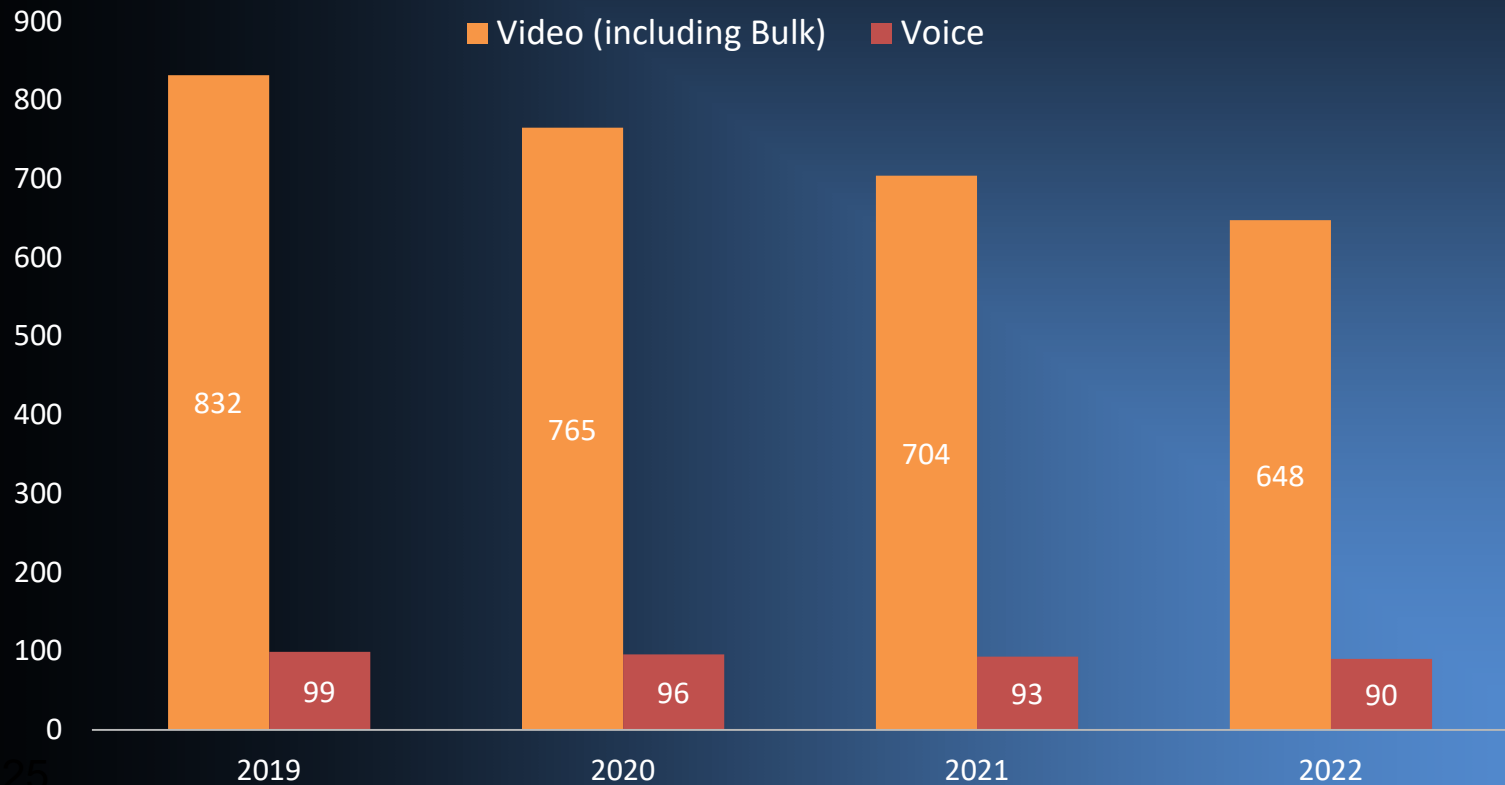
<i>Customer Type</i>	<i>Tiers</i>	<i>Price/Mbps</i>	<i>Restrictions</i>
Standard Access	25M: \$79.95	25M: \$3.20	None. Month-month subscription
	100M: \$100	100M: \$1.00	
	250M: \$200	250M: \$0.80	
	500M: \$300	500M: \$0.60	
	1G: \$500	1G: \$0.50	
Hotel / Hospitality	100M Hotel: \$550	100M Hotel: \$5.50	Requires term contract
	300M Hotel: \$1,350	300M Hotel: \$4.50	
	500M Hotel: \$1,750	500M Hotel: \$3.50	

RESIDENTIAL INTERNET SUBSCRIBER FORECAST

Residential Internet Subscribers by Service Tier
(2019-2022)



Residential Video and Voice Subscribers (2019-2022)





FINANCIAL SUMMARY METRICS (2019-2022)

		2019	2020	2021	2022
Broadband Revenue		2,113,799	2,217,443	2,260,180	2,323,971
Cost of Goods Sold		1,086,345	1,015,909	1,023,903	1,047,550
Contribution by Service	Video	108,538	151,279	154,267	143,256
	Internet	829,896	958,157	989,751	1,040,691
	Voice	24,280	26,431	25,638	24,869
Operating Income w/ FTTP		384,284	558,089	586,924	610,492
Operating Income w/ HFC (2018)		335,864	326,152	314,450	302,296