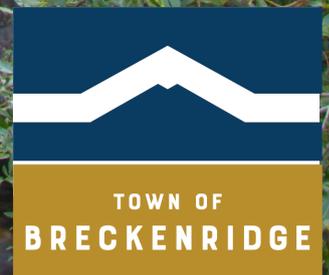
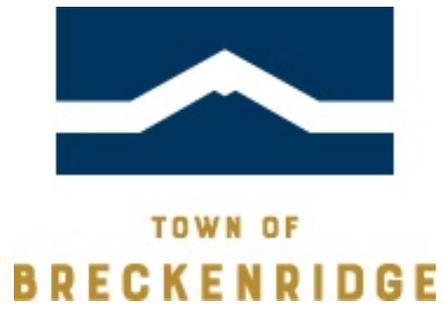


2022 ADOPTED ANNUAL BUDGET

# TOWN OF BRECKENRIDGE

For The Year Ended December 31, 2022





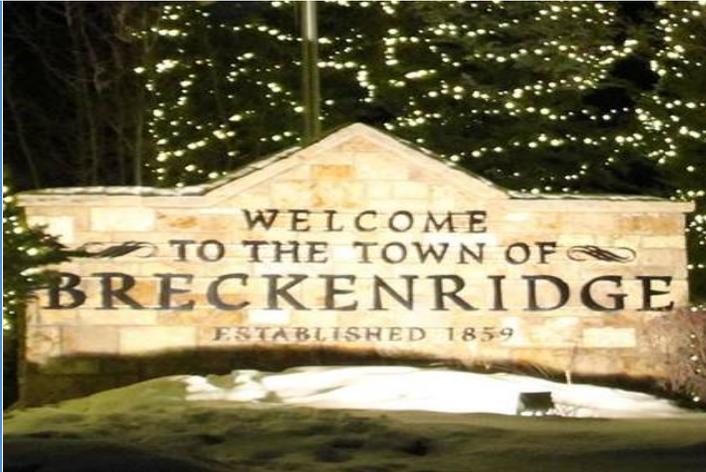
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# 2022 Adopted Budget Table of Contents

<b>Introduction</b>	<b>5 - 41</b>
Budget Message	5 - 15
Town Council	16
Community Profile	17 - 30
Government	31 - 32
Financial Policies	32 - 41
 <b>Overview of All Funds</b>	 <b>42 - 50</b>
Revenue Graphs-all sources, and net of transfers	44 - 45
Expenditure Graphs-summaries by category and program, with/without transfers	46 - 47
Summary Fund Balance Schedule	49
Funds by Department / Program	50
 <b>General Fund Overview</b>	 <b>51 - 96</b>
<i><b>Department Summaries</b></i>	
General Government	58 - 61
0411 Law & Policy Making	
0421 Municipal Court	
0431 Advice & Litigation	
Executive and Management	62 - 67
0441 Breckenridge Professional Building	
0442 Administrative Management	
0443 Human Resources Administration	
0451 Clerk and Municipal Services	
Finance	68 - 71
0461 Administration	
0462 Accounting	
0463 Accommodation Unit Compliance	
Public Safety	72 - 76
0511 Administration & Records	
0512 Communications	
0513 Patrol Services	
0515 Community Services	
Community Development	77 - 80
0611 Administration	
0621 Building Services	
0631 Sustainability	
Public Works	81 - 86
0701 Administration	
0711 Street Maintenance	
0721 Parks Maintenance	
0731 Facilities Maintenance	
0801 Engineering	
Recreation	87 - 93
0851 Administration	
0852 Recreation Programs	
0853 Recreation Center	
0854 Tennis Operations	
0855 Nordic Operations	
0856 Ice Arena Operations	
Other Miscellaneous	94 - 96
1111 Grants & Contingencies	
4000 Committees	
 <b>Utility Fund</b>	 <b>97 - 104</b>
1531 General Services	
1537 Water Rights Management	
1538 Debt Service	
1540 Water Capital Projects	
1541	

<b>Capital Projects Fund</b>	<b>105 - 110</b>
<b>Marketing Fund</b>	<b>111 - 113</b>
<b>Golf Course Fund</b>	<b>114 – 123</b>
2311    Administration	
2312    Equipment Maintenance	
2313    Golf Maintenance	
2314    Golf Course Capital Projects	
2321    Operations / Customer Service	
<b>Excise Fund</b>	<b>124 - 131</b>
3111    Debt Service	
3115    Transfers	
<b>Affordable Housing</b>	<b>132 - 134</b>
<b>Open Space Fund</b>	<b>135 - 137</b>
<b>Conservation Trust Fund</b>	<b>138 - 140</b>
<b>Garage Fund</b>	<b>141 - 144</b>
1742    Operating	
1743    Capital	
<b>Information Technology</b>	<b>145 - 147</b>
<b>Facilities Fund</b>	<b>148 - 150</b>
<b>Special Projects Fund</b>	<b>151 - 155</b>
0445    Arts and Culture	
0622    Reusable Bag Program	
1441    Special Project Fund Operations	
<b>Marijuana Fund</b>	<b>156 - 158</b>
<b>Cemetery Fund</b>	<b>159 - 161</b>
<b>Child Care Fund</b>	<b>162 - 164</b>
<b>Parking &amp; Transportation Fund</b>	<b>165 - 174</b>
0481    Transit Administration	
0482    Transit Services	
0515    Parking Services	
1000    Parking & Transportation Capital Projects	
1111    Administration	
<b>Health Benefits Fund</b>	<b>175 - 177</b>
<b>Appendices</b>	<b>178 - 281</b>
Appendix 1-    Account Classifications	179
Appendix 2-    Capital Improvement Plan	180 - 206
Appendix 3-    Revenue Forecast	207 - 214
Appendix 4-    Debt Schedule	215
Appendix 5-    Staffing Detail	216 - 239
Appendix 6-    Pay Plan	240 - 246
Appendix 7 -    Fee Schedule	247 - 258
Appendix 8 -    Partner Organization Budgets	259 - 271
Appendix 9 -    Glossary	272 - 278
Appendix 10 -   Budget Adoption	280
Appendix 11 -   GFOA Award	281

# 2022 BUDGET MESSAGE



The Town of Breckenridge, Breckenridge, Colorado annual budget for fiscal year 2022 is hereby submitted.

The past two budget cycles have been very challenging for the Town's staff, citizens, and council. For the 2021 budget, we had to estimate the impacts of a global pandemic with very little information to go on. For 2022, we have to estimate what a 'return to normal' means. The spending plan contained in these pages is our best effort at planning for a 'new normal' budget year. But staff will remain vigilant and ready to respond to any changes the pandemic may bring.

The biggest single factor in planning a budget is revenue. Without the appropriate resources, staff and Council would not be able to implement sustainable programs. For 2022, we are assuming a 1% increase in our major revenue streams over the 2021 projected figures.

Our program and capital expenses are detailed below by fund. The Affordable Housing, Child Care, and Capital funds were all a main focus during the 2022 budget process.

**SUSTAINABLE BRECK**

Breckenridge is a beautiful place. And we're committed to keeping it that way, with sustainable practices that are easy for guests and residents to embrace.

Please consider the following:

- Pack your reusable bags when you come to Breck or take this limited edition Breck Reusable Bag with you when you shop. You'll eliminate bag fees at checkout.
- Ditch the plastic—our water's fantastic! Use reusable water bottles. Breckenridge's water is pure and delicious—we are at the headwaters of the Colorado River.
- Reduce, reuse, recycle.
- Use the Town's free transit system, "Breck Free Ride", to get around Town.
- Walk to your destination! Our downtown is within easy walking distance of many lodging accommodations.

**Did you know?**  
It takes up to 1,000 years for a plastic bag to degrade. When it does, it is simply broken down into tiny plastic particles that remain in the environment indefinitely, some finding their way into water bodies and the ocean, eventually being ingested by sea life and entering the food chain.

Our Town's vision plan was created in 2002 through an effort that included community focus groups, surveys, and citizen forums. In 2011, a more focused study of community priorities was completed through the SustainableBreck process.

SustainableBreck is an effort to further the goals of the Town's Comprehensive Plan through developing recommendations for environmental, economic, and social sustainability. Some of the priorities identified and/or reaffirmed by the citizenry are: affordable housing, childcare, and renewable energy efforts. We continue to keep these priorities and goals in mind as we plan for Breck's future. The document that follows shows how we can achieve these goals in a sustainable and measured way.

## **Issues Impacting the Development of the 2022 Budget**

As mentioned in the introduction above, COVID-19 was the main aspect in developing the 2022 budget. We developed estimates using actual results from March through June of 2021 as those months were heavily impacted by the crisis. While, the past is a good indicator of the future, our focus is less on adhering to predictions and resulting plans, and more on remaining dynamic and responsive as we continue to learn how our local and national economies are reacting to COVID-19.

Care was also taken to incorporate resources need to support the Town vision established by the Town Council. Goals set to establish this vision include: delivering a balanced, year-round economy; elevate and protect the Breckenridge authentic character and brand; More boots & bikes, less cars; Sustainable practices. Please see the Top Council Goals in Appendix 3 (pg 203) for more details on processes related to these priorities.

## **Budget Submission Guidance and Review**

The Town's budget process is coordinated by our Budget Team. The team comprises managers and staff from the Administrative and Finance departments. The Budget Team communicates general guidelines and goals to Senior Leadership and staff at the beginning of the budget process. This includes dissemination of a process-oriented budget schedule, as well as more general information, such as preliminary assumptions for revenues.

The Town uses a baseline budget process whereby the prior year budget provides a benchmark for the current level of services and programs provided. Expense and benefits analysis are required for any addition, expansion, or reduction in the current level of services and for some specific budget requests such as staffing, capital projects, or replacement assets.

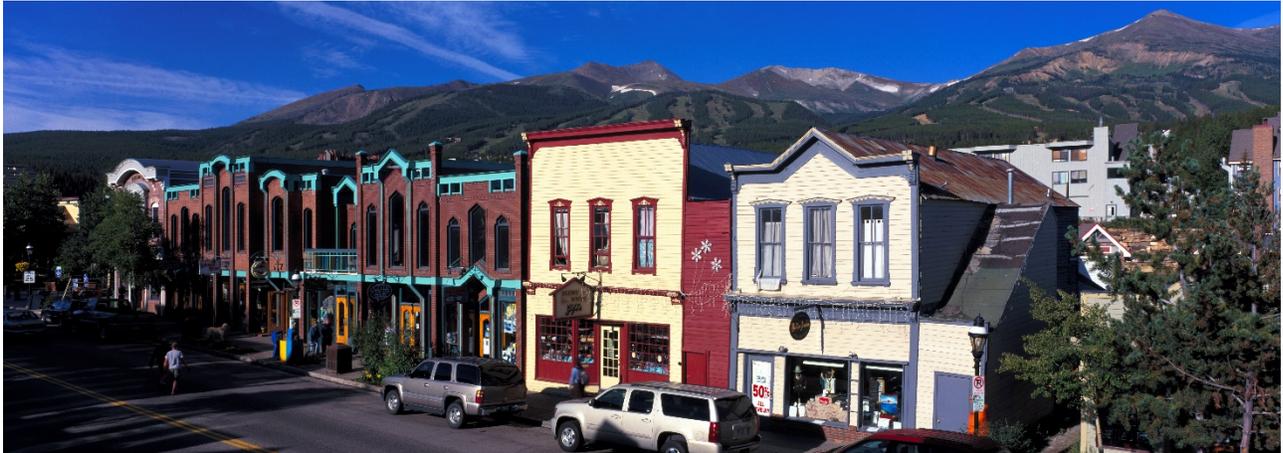
In September, the Budget Team reviewed the requested budget submissions and packages, interviewed each department and office, and prepared a recommendation that was presented remotely to the Town Council on October 12, 2021. The budget was discussed during the budget retreat on and further reviewed by the Town Council through the month of November, including two public hearings, leading up to its formal adoption on December 2, 2021.

## **The Economy**

Part of the analysis that goes into creating our annual budget document is a review of the local, state and national economies. As Breckenridge is a resort community, our local success is very much driven by macro-economic factors. Obviously, for 2022, this included a large degree of estimation as a result of the pandemic.

Over the past two years unemployment at the National, State, and Local levels has been a rollercoaster, with ups and downs. This is mostly due to the pandemic. It continues to trend higher than we would normally see in non-pandemic years. Staffing at all levels from Town Government to Restaurants and Retail continues to be a challenge.

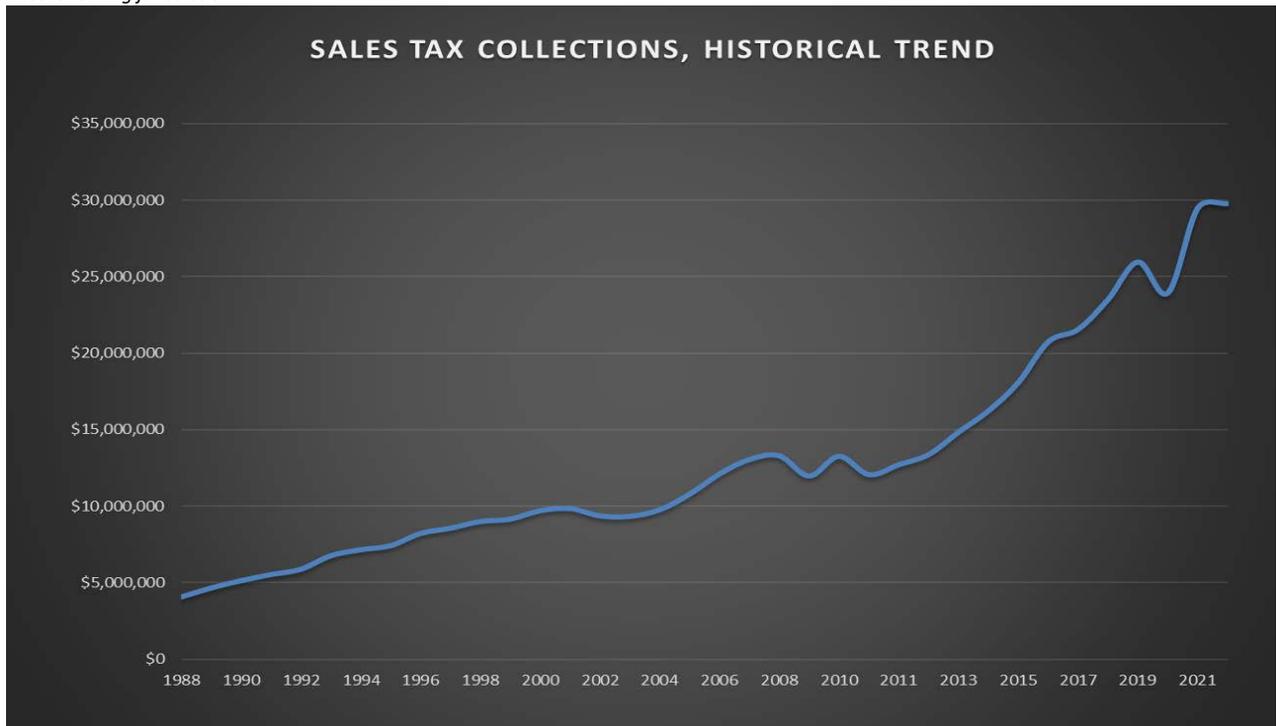
The local Breckenridge economy continued to be resilient through the ongoing pandemic in 2021. Our Excise fund ended the year at 146% of budget due to the RETT revenue stream ending at \$11M. This result is partially due to our conservative budgeting practice of estimating revenues at 1% over current year. Though “Walkable Main Street” was not revived in 20221, the Town continued relaxation of certain code restrictions.



## Sales Tax

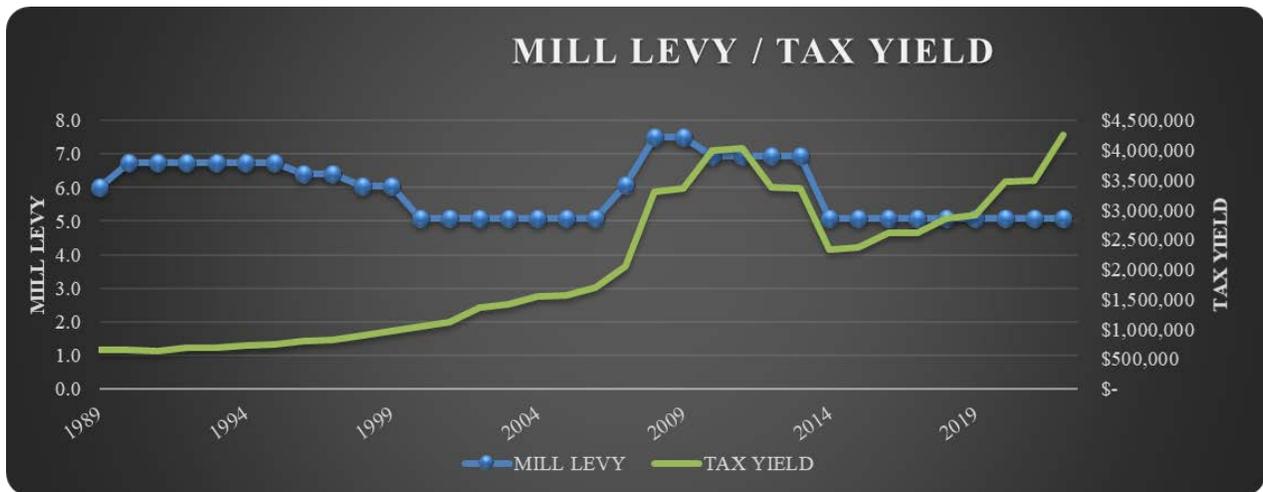
Sales tax is our single most important revenue stream, accounting for almost 15.3% of our 2022 budgeted revenues.

*One-time settlement of \$1.3 million received in 2010 due to a correction in sales taxes payments collected by the state and erroneously paid to another taxing jurisdiction.*



## Property Tax Revenue

Property taxes are the second single largest source of General Fund revenue for the Town. Property taxes are used to fund operations in the General Fund. For 2022, we are budgeting \$4.3M. Property tax appears that it will weather the COVID-19 storm better than most of our other major revenue sources. As mentioned above, RETT has remained strong and that bodes well for this revenue source as well. The below table illustrates the fluctuations in this revenue stream. However, it should also be noted that the mill levy to support a General Obligation Debt issue was only in effect from 2007-2013 at which point the G.O. debt was retired.

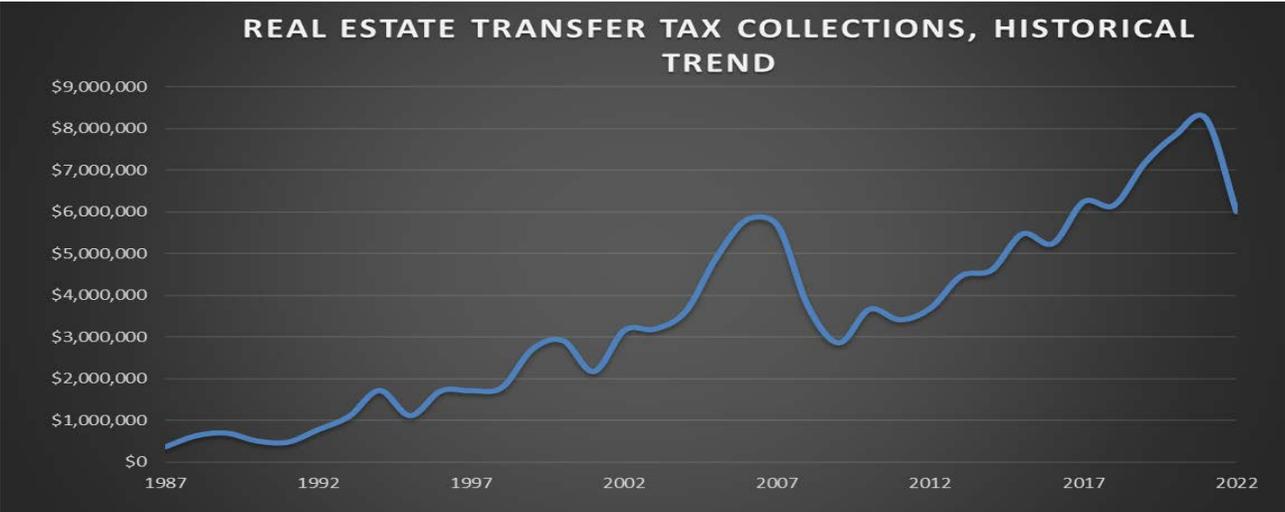


## Real Estate Transfer Tax (RETT)

Breckenridge collects 1% of every real estate transaction conducted within the Town limits, with some exceptions. As the graph below illustrates, this is one of our most volatile revenue streams. This line suffered the greatest decrease during the recession, and has rebounded the fastest since. As such, we try to use RETT funds only for capital projects that can quickly be modified or put on hold.

We budget for RETT differently than we budget for other excise tax revenue streams. Staff builds a revenue estimate for 'one-off' projects for the upcoming budget year. Then we create a base level expectation of the 'churn,' or sales of existing properties. We then add the two to come up with the next year's RETT forecast. As a result, RETT forecasts can be lower in a budget year than the current year, but not necessarily reflect a downturn in the local real estate market. Big projects coming into inventory can skew these numbers.

We continued our conservative approach to budgeting RETT for 2022. The 2022 budget figure of \$5.5M reflects that philosophy, but is also based on anecdotal evidence of future real estate activity, such as information from Title Companies that we probe for detailed feedback.

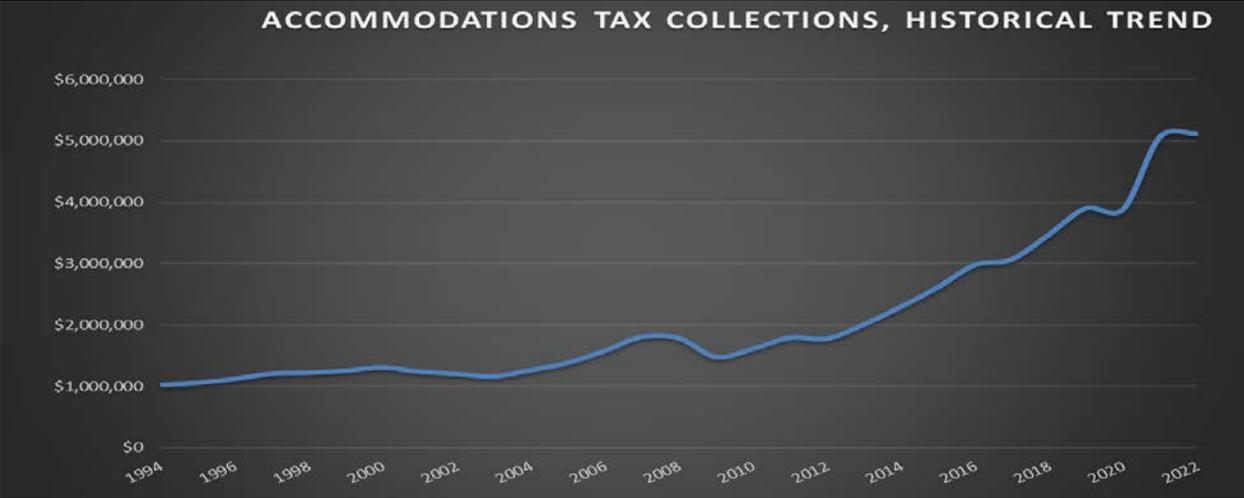


**Accommodation Tax**

Accommodation tax is a much smaller revenue stream than sales tax in terms of dollar amount, but is very important as an indicator of how Breckenridge’s lodging community is faring. The 2011 budget was the first to include the additional 1% in accommodations tax approved by the voters in 2010. The additional 1% was dedicated to marketing efforts. As the table below demonstrates, this revenue stream has been growing steadily for the past five years, with dollar sales activity surpassing 2007-08 levels. The result has been that the goal of the 2010 ballot measure has been met; accommodations tax is the main source of funding for the Town’s considerable marketing efforts.

Accommodations tax rate in effect from 1992 to 2010 was 2.4%, a portion of which (.4%) was dedicated for Marketing purposes. Effective January 2011, the Accommodations Tax Rate increased to 3.4% of which 1.4% is dedicated to the Marketing Fund. The above graph illustrates the portion collected in the Excise Fund only. The Town Council has historically transferred another .5% of this tax for marketing purposes on a discretionary basis.

For 2022, we are forecasting a slight decrease from the 2021 forecast. This is meant to anticipate any potential closures due to the pandemic which have an outside impact on this revenue stream. The graph below shows the trends of the tax in the Excise fund.



# Funds Overview

This section of the 2022 Budget Message will give overviews of each of the Town’s nineteen funds’ budget plans for the upcoming year.

## Governmental Funds

### General Fund

The majority of the services provided by the Town of Breckenridge are administered through the General Fund. This includes Police, Recreation, Administration, Finance, Municipal Services, Events and Communications, Human Resources, Community Development, and Public Works.

The General Fund for 2022 has a budget plan that restores many of the program cuts that were made in 2020 and maintained for the 2021 budget. This includes restoration of full staffing levels.

### Excise Fund

The major revenues in the Excise fund are summarized below.

	2021 Budget	2021 Projected	2022 Budget
Sales Tax	\$19,136,853	\$29,510,634	\$29,805,800
Accommodations Tax	2,956,104	5,067,508	5,118,200
RETT	5,500,000	8,228,213	6,000,000
<b>TOTAL</b>	<b>\$ 27,592,957</b>	<b>\$42,806,355</b>	<b>\$40,924,000</b>

The Excise fund serves as the Town’s main tax revenue center. There are no programming expenses in the Excise fund itself. Instead, funds are allocated through transfers from this fund to other funds to facilitate their operations. The biggest single transfer is to the General Fund, budgeted at \$16.3 million for 2022, up \$3.9 million from 2021.

During 2016, the Town refunded our 2005 certificates of participation (COP) debt issue. This affects the Excise fund in that the new debt service payment for the 2016 COPs is lower than the old level for the 2005 COPs (see Appendix 5). This loan also provided funding for the Huron Landing affordable housing project. Please see the Affordable Housing fund detail below for more information.

When developing the 2021 budget the effects of the pandemic were still relatively unknown. While we expect Sales Tax to stay on par for 2022, RETT is more challenging to budget as it is difficult to quantify the volume of transactions due to selling behaviors adopted during the pandemic. Our philosophy remains to be dynamic, and to be able to respond to any changes in revenue levels, up or down.

### Capital Fund

In 2020 and 2021, we made severe reductions to the CIP plan in order to reduce expenses to meet the uncertainty around COVID-19. These included renovations to parks and some way finding projects downtown. We maintained critical infrastructure projects such as road maintenance. For 2022, we have a plan that restores a more normal CIP plan.

For details on the 2022 capital improvement plan, please see Appendix 2.

### **Marketing Fund**

The Council continues to emphasize that marketing efforts are extremely important to the continued success of the Town. In November 2010, Breckenridge voters approved a 1% increase to the Town's 2.4% accommodations tax. This revenue stream has allowed the marketing spend to be \$4.4M for 2022, up from \$3.9 in 2021 in association with the increase in Accommodation revenue.



### **Affordable Housing Fund**

It is expected that affordable housing for local workforce will remain a significant issue for years to come. The challenges are a result of market and demographic trends that are driving pricing and demand, as well as technology which has facilitated remote employment, and post-COVID supply and labor issues impacting construction costs and timing.

Housing is listed on our Council goals. The Town will continue to utilize a variety of programs and policies, as well as partnerships, grants, and collaborations to add

new inventory and to preserve historic housing stock for local workforce. We have begun the Alta Verde project (80 apartments) on the north side of Town that will provide rental housing for our local workforce. The Alta Verde project is incorporating our Fiber 9600 services as part of the initial construction and will allow for top-shelf affordable internet access from day 1 of occupancy. We are also in process of launching a second phase of Alta Verde which will include approximately 174 additional apartments, as well as other construction projects on Block 11 and at the County Justice Center.

### **Open Space Fund**

Acquisition of land for the purposes of conservation and recreation is the main purpose of this fund. The Open Space fund also houses our summer trails crew, which maintains and continuously improves our world class trails system.

### **Conservation Trust Fund**

All governmental agencies that receive Colorado Lottery proceeds under the Great Outdoors Colorado (GOCO) program must maintain a Conservation Trust fund. The purpose of this fund is to receive and distribute the funds allocated to the Town through the program. Breckenridge's share of this state-wide program is around \$40,000 annually, and the funds are used for outdoor recreation facilities as required.

### **Child Care Fund**

Council has continued its commitment to community child care through the 2022 budget process. The program has been funded through a onetime transfer from the Affordable Housing fund, as well as continued transfers from the Marijuana fund. In 2021, Town Council approved an annual Excise Tax transfer to the Child Care Fund which establishes a long-term funding source and allows this vital program to continue as long as it is needed for our community.

This area is also on our Council goals list, and the Town's efforts to coordinate a public education campaign and collaborate with our local child care centers have helped us make measurable progress to date

### **Marijuana Fund**

Amendment 64, passed by Colorado voters in 2012, mandates that retail marijuana be legal to possess and purchase by those adults over 21. As a result, we have established both a regulatory and financial structure to handle this novel and highly regulated trade. For 2021, we are predicting \$729,500 in tax revenue for this fund, both from our local taxes, State taxes, and licensing fees.

### **Special Projects Fund**

The Special Projects fund houses our transfers to the Breckenridge Creative Arts (BCA) program and Breckenridge Heritage Alliance (BHA), as well as the Town's Grants and Reusable Bags programs. The BCA became an independent non-profit organization in 2015. This reorganization is part of the long-term vision for the BCA, however the organization will still require Town funding long term. More recently, the BCA has made some organizational and operational changes, such as integrating with Breckenridge Music. Please see Appendix 9 for the BHA and BCA 2022 budget documents that detail more of the operations of these two entities.

### **Parking and Transit**

In November of 2015, the voters of Breckenridge approved a new lift ticket tax. The tax of 4.5% applies to all tickets sold for access to ski lift facilities within the Town of Breckenridge only. The tax took effect in July of 2016. The Town is anticipating \$3.9M in revenue from this tax for the 2021-22 ski season.

The ballot also stipulated that the revenue from this tax be used for transportation services and parking infrastructure within the Town, and that such expenditures be accounted for in a separate fund. As such, we have created the Parking and Transportation fund. The fund contains \$8.6M in capital expenses for 2022 that were approved by Council. Operational expenses for 2022 include the administrative, parking management, transit administration, and transit services programs. Revenues from our paid parking program are collected in this fund. We are hopeful that the lift ticket tax and parking revenue, as well as the considerable addition funding the Town is putting towards this effort, will help alleviate the difficult problems we face around parking, transportation, and pedestrian accessibility.

This area has been a top Council goal for some time, and over the past years we have taken great strides to address it. In addition to various efforts to manage travel demands that include encouraging transit use and carpooling, as well as improving pedestrian flows, the Town has embarked on a major infrastructure project.

The construction of a Parking Structure on the South Gondola lot in downtown Breckenridge began in the summer of 2020. This represents the end of a process that began with the approval of the lift ticket tax in 2016. The structure was placed in operation November. The project was debt funded.

### **Enterprise Funds**

The following three funds (Utility, Golf, and Cemetery) are enterprise funds. As such, they are supported by user fees (see Appendix 8, Fee Schedule).

## Utility Fund

The utility fund is comprised of the revenues and expenditures associated with operating and maintaining the Town's water system. Water is provided to users within Town limits and several areas out-of-town limits. The Town's distribution system includes 2 water treatment plants, 1 emergency water treatment plant, 12 pump stations, 11 water storage tanks, 15 pressure zones, and approximately 100 miles of water main. Additionally, the Town operates and maintains 2 reservoirs and dams.

The Town's newest water plant came online at the end of 2020 with final testing and inspections in 2021. A 3 year repair project for the Goose Pasture Tarn Dam started in 2021 and is being funded by a FEMA grant and loan from the Colorado Water Conservation Board. Additional capital projects include rehabilitating (interior recoating) of the Woodmoor 2 water storage tank, engineering for additional water rights capacity projects, engineering for water main replacements, and a water meter upgrade project.

The 2022 water rate increases reflect the financial needs for major system capacity improvements. Plant Investment Fees, or PIFs, will go up 10%. They had been increasing at a 5% annual rate in years before 2016. Base water rates will go up 5%, a rate increase percentage we began in 2015.

Developing a reliable and sustainable water system is a Council goal. With the completion and progress being made on several projects, we feel very confident that we are on the way to meeting this goal. For full details of the water rate changes, please see Appendix 8, Fee Schedule.



## Golf Fund

The golf course completed its previous major irrigation project in 2016, which replaced irrigation on 18 holes (Beaver and Bear 9). The upcoming irrigation projects have been planned for some time and will serve the facility well into the future. We plan to replace the irrigation on Elk 9, the driving range, and around the clubhouse. The entire irrigation project will be accomplished using only golf fee revenues. No tax revenue or transfer were required to fund the project.

## Cemetery Fund

This fund accounts for the revenues and costs associated with running our historic Valley Brook Cemetery. The cemetery is planned to be self-sustaining, using fees for burial and plot sales to fund operations and maintenance.

## Internal Service Funds

The following three funds (Garage, IT, and Facilities) are internal service funds. Their purpose is to handle operational and capital expenses associated with vehicles, IT equipment and infrastructure, and major building maintenance. The funds charge an annual allocation to each department that covers these expenses. The goal is to charge each department a similar amount each year so as to avoid budgeting for large variable expenses on the department level.

## **Garage Fund**

The Garage fund accounts for the acquisition, maintenance, and disposal of the Town's fleet. This includes everything from buses to sidewalk sweepers, and oil changes to engine overhauls. By utilizing the internal service fund structure, the Town is able to pay cash for vehicles and save many thousands of dollars on interest financing expenses.

The Town placed two all-electric busses in service during 2019, making us the only mountain community to have such vehicles in our fleet. So far the buses have only had some minor issues in our austere, frigid, snowy, yet beautiful environment. We are hopeful to place more electric buses in service in the next few years, with purchases planned for 2022.

## **Information Technology**

The IT fund is responsible for the technology infrastructure that supports staff operations and public services. In 2022, upgrades and preventive maintenance will be performed at the Town's two data centers to optimize uptime, improve the performance of Town hosted applications and file systems. Network components will be replaced to improve internet connectivity, expand and enhance Wi-Fi coverage, and leverage the fiber infrastructure of Fiber 9600. Cyber Security efforts will continue with monthly staff education programs, upgrades to the disaster recovery system, and firewalls. IT continues to transition and support a mobile workforce and deploy solutions to aid staff in maintaining their efficiency regardless of where they are working. New collaborative tools will be delivered this year with the upgrade of Microsoft Office 2016 to cloud-based Microsoft 365.

## **Facilities Fund**

The Facilities fund is responsible for planning major repairs and maintenance projects to the Town's considerable physical plant. For 2022, the fund will administer the needs of the Town facilities as required. There are no major projects scheduled.

## **Health Benefits Fund**

The Health Benefits fund was created in 2018 to better track and predict the cost of our employee health plan. Departments and divisions contribute set amounts to the Health Benefits fund based on employee count and eligibility. Any fluctuations from budget to actual costs of the plan will be absorbed by the fund. This mechanism will give more predictability to departments regarding their health benefits expense amounts, and allow the budget team to better track plan results over the long run.

## Conclusion

As the Town hopes to move past the worst impacts of the pandemic, we are optimistic that the spending plan included in these pages will allow us to resume normal service levels while maintain our conservative approach to revenue and fund balance forecasts. We will remain vigilant and continue to monitor local and global factors that could impact our economy.

Respectfully submitted,

A handwritten signature in black ink that reads "Rick Holman". The signature is written in a cursive style with a large initial "R" and a long, sweeping underline.

Rick Holman  
Town Manager



*The Town of Breckenridge protects, maintains, and enhances our sense of community, historical heritage, and alpine environment. We provide leadership and encourage citizen involvement.*

## **Town Council**

**Eric Mamula, Mayor**

**Jeffrey Bergeron, Mayor Pro Tem**

**Erin Gigliello**

**Dick Carleton**

**Kelly Owens**

**Dennis Kuhn**

**Carol Saade**

## Community Profile

The Town of Breckenridge has established the following long term goals which are expressed in the **Town of Breckenridge Vision Plan**

The Town of Breckenridge is a cohesive and diverse community...



## Community Character

Where residents and visitors experience a historic mountain town with characteristic charm that offers a safe, friendly and peaceful atmosphere where individuals can live, work, play and raise a family.



## Economic Viability/Sustainability

Where a strong and sustainable year-round economy insured through partnerships with local businesses, resort operators, and state and federal agencies and anchored by a healthy, vibrant Main Street, supports the diverse economic and employment needs of local residents.



## Natural Resources

Where the actions of the community ensure that wildlife and its habitat are protected, that views from Town to the surrounding mountains are maintained, that both air and water quality are clean and improved, and that accessible open space, trails and backcountry are preserved.

## Transportation

Where a multi-modal transportation system provides convenient, low cost, clean, sustainable links to the ski area base facilities, parking facilities, downtown and throughout the community and region.



## Housing

Where a diversity of housing is integrated throughout the community and provides a variety of housing options.



## Cultural Resources

Where art, architecture and cultural events and facilities improve the community experience for residents and visitors, offer diverse and affordable programming, and promote Breckenridge as a year-round cultural center for the region.

# Recreational Resources

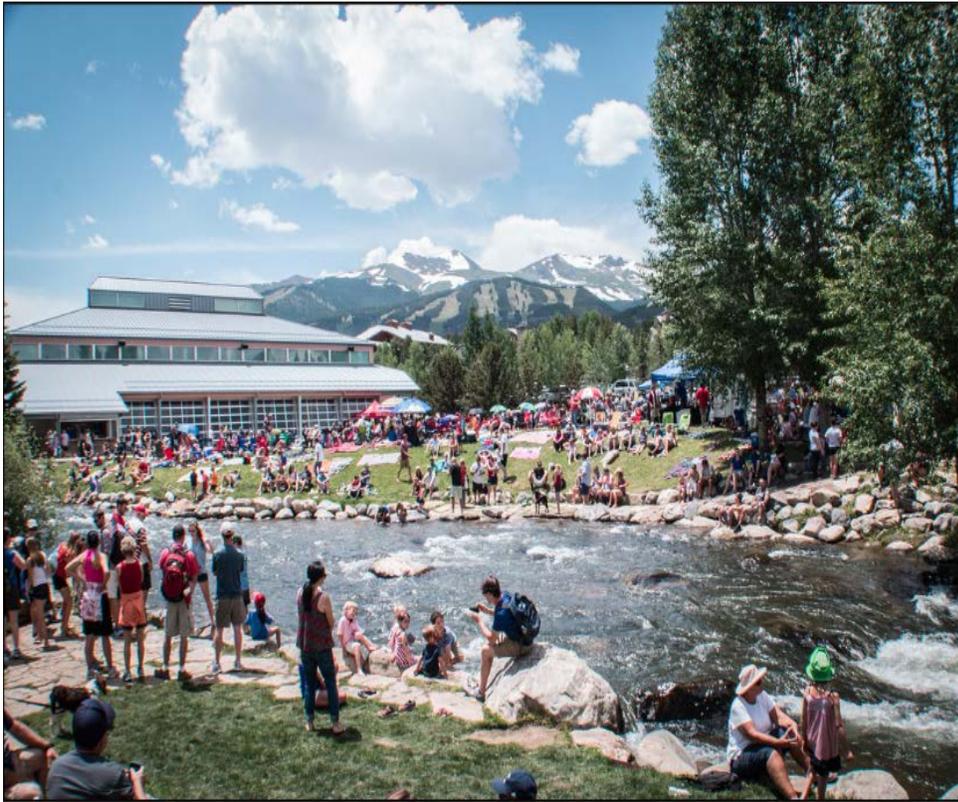
Where the natural beauty of the Rocky Mountains is augmented by world class recreational opportunities that provide diverse activities throughout the year. Those activities are served by community facilities that enrich the visitor experience while ensuring affordable and accessible recreation opportunities for residents and visitors.



# Education, Government, Institutions

Where a responsive and accessible Town government encourages community participation in order to maintain and improve the quality of life for all.





## Population

Where residents celebrate their collective diversity and where residents and visitors enjoy the mountain spirit that makes one feel comfortable, happy and healthy.

## The Built Environment

Where the built environment is of high quality design and construction, that respects the historic context and natural setting. The built environment will also convey innovation and creativity that supports community character and enhances the quality of life through sustainable building and development principles.



## **Overview of the Town**

The Town of Breckenridge is located 9,603 feet above sea level in a U-shaped valley on the western slope of the Continental Divide. In 2009, the Town celebrated its 150th anniversary. The Town boasts world-class amenities for residents and visitors alike. The Breckenridge Ski Resort (owned and operated by Vail Resorts, Inc.) is one of the most visited amenities servicing multi-difficulty ski slopes across 4 peaks on the Ten Mile Range of the Rocky Mountains. However, the Town provides many facilities as well: the Arts District, Recreation Center, Gold Run Nordic Center, Riverwalk Center, Stephen C. West Ice Arena, and the Backstage Theatre. And summer is not to be forgotten; locals always say, "I came for the winters and stayed for the summers." The Open Space and Trails programs in Breckenridge provide unparalleled access to the natural beauty of Breckenridge year-round.

The Town also proactively supports the needs of residents through an affordable housing program and support of childcare facilities. Breckenridge has two elementary schools, four childcare facilities as well as a Colorado Mountain College Campus that offers both 2 year and (limited) 4 year degrees. It is a small Town with big town amenities.

There are 5.3 square miles within the town boundary. Although the Town is home to a permanent population of only approximately 5,078 (2020 census) residents, the peak population that includes day visitors, day skiers, overnight guests, and second homeowners, is estimated to exceed 36,000 on a busy day.

## **History**

### **Early Settlement and Mining**

The area that would become Breckenridge was part of the summer hunting grounds of the nomadic White River and Middle Park Ute Native Americans. Although there were a few trappers, mountain men, and traders roaming the area as early as 1840, the establishment of a town was the result of America's mid-nineteenth century rush to settle the West. By 1859 the Pike's Peak Gold Rush was on, and discovery of gold in the Breckenridge area brought miners and fortune seekers to the "Blue River Diggings." Intent upon locating in the Blue River Valley near Fort Mary B, General George E. Spencer's prospecting company founded "Breckinridge" in November of 1859. It is presumed that it was named after President James Buchanan's vice-president, John Cabell Breckinridge (1857-1861) although other theories also exist.

By June of 1860, a U.S. post office had been granted, and a single row of log cabins, tents, and shanties lined the banks of the Blue River. A Denver, Bradford, and Blue River Wagon Road Company connection was secured in 1861, giving lifeblood to the infant community. Breckenridge soon boasted several stores, hotels, and saloons and became the permanent county seat of Summit County, Colorado. A log cabin on the main street became the clerk and recorder's office in 1862.

The Civil War and increasing difficulty in locating free, accessible gold began to clear the camp of prospectors. Individual miners and mining companies consolidated their holdings. While there was some early hydraulic mining in the local gulches, including Lomax, Iowa, and Georgia, the mid-1860s saw a change in the character of the local mining industry. The days of the lone prospector were gone, and by 1870 the population of Breckenridge had plummeted to 51. Breckenridge was quiet and would remain so until large-scale hydraulic mining created a boom in the early 1870s.

In 1879, rich silver and lead carbonates were discovered, and fortune hunters once again invaded Breckenridge. Miners, merchants, and professionals migrated to the mining camp for a different reason than in 1859. This time it was for silver rather than gold. Breckenridge became an important hard-rock mining location and a prominent supply center. There was plenty of "elbow room" to grow, and the community organized and incorporated a town government in 1880. An ambitious grid was laid out for the 320-acre town site. Breckenridge's wide, main street easily allowed freight wagons to turn around, and soon it became the center of social and athletic activities. During this mining heyday, the downtown provided miners with a variety of attractions. Without diversions, life in the mining camp would have been an endless cycle of routine work.

Soon, more substantial architecture appeared. Comfortable homes and churches were built on the hillside east of Main Street. Saloons and other false-fronted commercial businesses were confined to the downtown area, and Main Street became a business hub. By July of 1880, Breckenridge's population peaked to 1,657 people, and the camp was home to two dancehalls, ten hotels, and eighteen saloons. In addition, Ridge Street, which paralleled Main Street, boasted a grocery store, hotel, post office, dry goods store, bank, assay office, drug store, and newspaper office. In 1882, a depot site for the Denver, South Park, and Pacific Railroad was secured, bringing rail service to the community. Breckenridge's success doomed other rival mining camps, including Swan City, Preston, and Lincoln City.



The railroad route over 11,481-foot Boreas Pass was a particularly difficult segment, and keeping the tracks clear of snow was necessary to reach the remote Breckenridge location. The winter of 1898-99 proved particularly challenging when a record heavy snow fell. Using a rotary snowplow and multiple engines, the track was finally cleared on April 24, and service resumed after a 78-day snow blockade. In town, residents tunneled through the snow to get from one business to another during that heavy snow year.

By 1882, the town had added three newspapers, a schoolhouse, and a cemetery. Breckenridge reigned as queen of the Summit County mining towns. The townspeople had also managed to organize three fire companies to protect the very vulnerable wooden structures. Nevertheless, a major fire in 1884 destroyed a number of buildings along Main Street and Ridge Street. Despite the fire danger, local carpenters continued to build with wood because of the availability of materials and the reduced time, effort, and cost of construction. Few masonry buildings ever appeared in Breckenridge. The town's architecture consisted primarily of Victorian-era log houses, frame cottages, and simple clapboard, false-fronted buildings. In 1887 the largest gold nugget found in the State of Colorado at that time was discovered near Breckenridge. Hard-rock miner Tom Groves walked into town cradling a 13-pound 4 troy bundle that was appropriately named Tom's baby, and, once again, Breckenridge was the place to be.

The region was home to one of the most famous Methodist ministers in Colorado history—Reverend John Lewis Dyer. Known as the "Snowshoe Itinerant," John Dyer walked and skied his way through the mountains, bringing the gospel to those who might not otherwise hear it. Carrying heavy canvas sacks of mail over the snow-packed mountain passes, Father Dyer earned enough money to pursue his

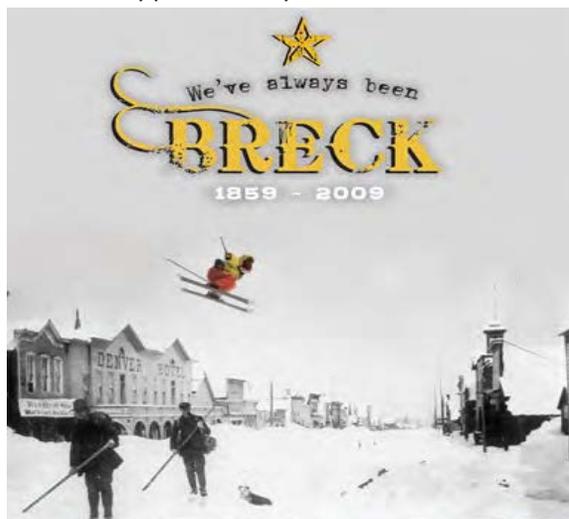
missionary work in Breckenridge. In 1880, he built Breckenridge's first church, now located on Wellington Road.

### **Dredge Mining and the early 1900s**

By the turn of the century the earlier mining booms were over but gold dredging boats, which employed relatively few people, began operating in 1898. They worked the valley floor's creeks and riverbeds for over twenty years. Town officials believed the Tiger Placers Company would provide jobs during the national depression and allowed the Tiger #1 gold dredge to chew its way through downtown Breckenridge, from the northern town limits to the south end of Main Street. The two-story pontoon boat supported an armature that carried a line of moving buckets that was capable of digging to depths of 70 feet to access gold in the riverbed. The process left rock piles as high as two stories along the Blue River. The dredge also removed all vegetation and displaced any buildings in its path. The riverbed was literally turned upside-down, and much of the landscape was permanently altered. Few of the town's earliest buildings on the west side of the Blue River survived. World War II finally silenced the dredge on October 15, 1942, and the population in Breckenridge declined to approximately 296 individuals in 1950.

### **Post War to the Skiing Era**

A number of Breckenridge's historic buildings were also lost during the "postwar" period for a variety of reasons. Some property owners demolished their structures to reduce their tax burden. Other buildings were lost to accidental fires, and some were purposely burned in practice exercises for volunteer fire crews. Some buildings were even torn down for firewood. While economic activity and population declined with the cessation of mining, Breckenridge never became a ghost town. Instead, it remained home to a few hardy, resilient residents.



### **Skiing, Recreation, and the Eisenhower Tunnel**

A decade later, on December 16, 1961, Rounds and Porter, a Wichita, Kansas lumber company, opened the Breckenridge Ski Area, and a new boom era began. Transportation improvements fueled a new Breckenridge recreation "rush."

The Eisenhower Tunnel, on Interstate 70, was completed in 1973 and reduced the drive time from Denver to Breckenridge to an hour and a half. As a result of the relatively easy access from the Denver metro area, the high country's recreational activities became increasingly popular.

### **Activities and Cultural Resources**

Breckenridge is an all-season recreation and vacation destination. The mountains come alive in the winter with world-class skiing and snowboarding. Winter activities also include snowshoeing, ice-skating, sleigh rides, and snowmobiling. Winter carnivals, festivals, and events are plentiful. Breckenridge is also a popular summer and fall destination due to outstanding art, history, music, nature, and film programs and events. Summers offer unlimited hiking, biking, rock-climbing, horseback riding, fishing, golfing, and kayaking. Breckenridge is a year-round resort where visitors and residents can enjoy great scenery, a wonderful climate, and a variety of activities for every interest.

## **Breckenridge Quick Facts:**

### **Town Size:**

3,690 acres/5.5 square miles  
7 miles long/2 miles wide  
2,200 Developed Acres  
1,100 Undeveloped Acres  
616 acres of town-owned land set aside for open space  
56 acres of community parks

### **Amenities:**

Restaurants and Bars – 118  
Shops/Boutiques – 193  
Liquor/Grocery Stores – 15  
Historic District Structures – 250  
Hotels/Inns/Bed & Breakfasts – 9  
Accommodation Units – 4,439  
Parks – 7 parks, 1 preserve  
Nordic Centers – 2  
Skating Rinks – 1 indoor, 1 outdoor  
Golf Course – 1 public (27-holes)  
Tennis Courts – 2 indoor / 12 outdoor summer  
Museums/Art Galleries – 16  
Libraries – 1  
Churches – 8  
Fitness Facilities – 3  
Whitewater Kayak Park – 1  
Ball Fields -2  
Soccer Fields – 2  
Performing Arts Theater/Amphitheater – 2 (Riverwalk Center, Backstage Theater)  
Movie Theater - 1  
Daycare Centers – 4  
Public Parking Lots – 13

### **Average Temperatures:**

#### *Summer*

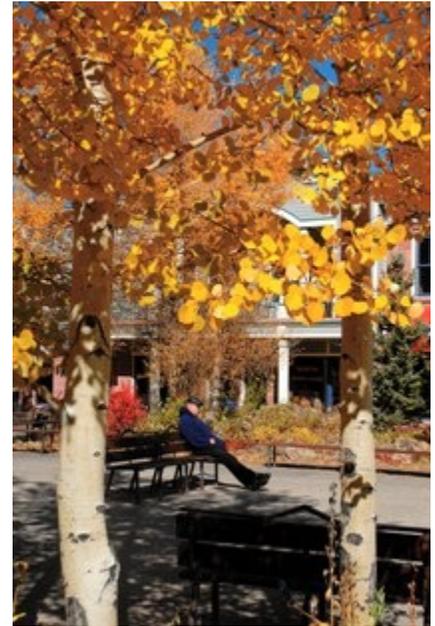
70 degrees Fahrenheit (22 degrees Celsius) daytime  
50 degrees Fahrenheit (10 degrees Celsius) nighttime

#### *Winter*

28 degrees Fahrenheit (-2 degrees Celsius) daytime  
15 degrees Fahrenheit (-9 degrees Celsius) nighttime

### **Weather Averages per Year:**

Humidity – 30 percent  
Days of sunshine – 300  
Inches of snow – 300



**Demographics:**

Historical populations		
Census Pop.		%±
1870	51	—
1880	1,657	3,149.0%
1900	976	—
1910	834	-14.5%
1920	796	-4.6%
1930	436	-45.2%
1940	381	-12.6%
1950	296	-22.3%
1960	393	32.8%
1970	548	39.4%
1980	818	49.3%
1990	1,285	57.1%
2000	2,408	87.4%
2010	4,540	88.5%
2020	5,078	11.9%



**2020 Breckenridge Population by Age:**

Geography	Population	18 years of age & over	Under 18
Breckenridge	5,078	88.0%	12.0%
United States	331,449,281	78.0%	22.0%

**Breckenridge 2020 Housing Units: Occupied versus Vacant**

Geography	Housing Units	Occupied housing units	Vacant housing units
Breckenridge	7,364	30.9%	69.1%
United States	140,498,736	90.3%	9.7%

These housing occupation statistics reflect the fact that a great deal of the properties in our community are second homes. This helps to illustrate some of the challenges faced and values prioritized by our residents as they experience resort town real estate costs and a high ratio of low-paying service jobs essential to the local economy.

Per the 2020 census and 2019 American Community Survey results, there were 7,364 housing units, 5,078 residents, 1,695 households, and 664 families residing in the town (231 of which have children under 18 years). The racial makeup of the town was 84.9% White, 0.7% African American, 0.4% American Indian and Alaska Native, 1.7% Asian, 0.1% Pacific Islander, 5.6% from other races, and 6.7% from two or more races.

Of the 1,695 households, 13.6% had children under the age of 18 living with them, 35.6% were married couples living together, 27.7% had a female householder with no spouse present, 25.0% had a male householder with no spouse present, and 62.9% were non-families. 33.3% of all households were made

up of individuals and 4.0% had someone living alone who was 65 years of age or older. The average household size was 2.83 and the average family size was 3.22.

In the town, the age distribution was spread out with 12.3% under the age of 20, 6.5% from 20 to 24, 57.6% from 25 to 44, 16.6% from 45 to 64, and 6.9% who were 65 years of age or older. The median age was 32.25 years. For every 100 females there were 77.2 males.

<b>2019 Estimated Data for Breckenridge, CO</b>		
<b>Population by Age</b>	<b>Total Population</b>	<b>% of Population</b>
	4,938	100.0%
Under 5 years	147	3.0%
5 to 9 years	188	3.8%
10 to 14 years	197	4.0%
15 to 19 years	76	1.5%
20 to 24 years	322	6.5%
25 to 34 years	1,971	39.9%
35 to 44 years	875	17.7%
45 to 54 years	448	9.1%
55 to 59 years	147	3.0%
60 to 64 years	224	4.5%
65 to 74 years	242	4.9%
75 to 84 years	101	2.0%
85 years and	-	0.0%

### **Breckenridge housing overview**

*The data is based upon 2019 estimates.*

<b>Statistic</b>	<b>Breckenridge</b>	<b>Colorado</b>	<b>National</b>
Average number of people per household	2.8	2.5	2.6
Median value owner occupied home	\$474,400	\$343,000	\$217,500
Median property taxes paid	\$800-\$1,499	\$800-\$1,499	\$3,000 or more
Median rent asked	\$1,357	\$1,271	\$1,062
Percent owner occupied	50.2%	65.2%	64.0%
Percent renter occupied	49.8%	34.8%	36.0%

- The **median home value in Breckenridge** is 138.2% greater than the Colorado average and 218.1% greater than the National average.
- The **median rental rates in Breckenridge** is 6.8% greater than the Colorado average and 27.8% greater than the National average.

### Breckenridge employment information

The data is based upon 2019 estimates.

Index	Breckenridge	Colorado	National
Income per capita	\$35,665	\$38,226	\$34,103
Median household income	\$87,321	\$72,331	\$62,843
Unemployment rate <sup>(2010)</sup>	3.20%	8.00%	9.50%
Unemployment rate <sup>(2015)</sup>	2.30%	3.50%	5.00%
Unemployment rate <sup>(2019)</sup>	1.75%	2.60%	3.6%
Poverty level	6.90%	9.40%	12.30%

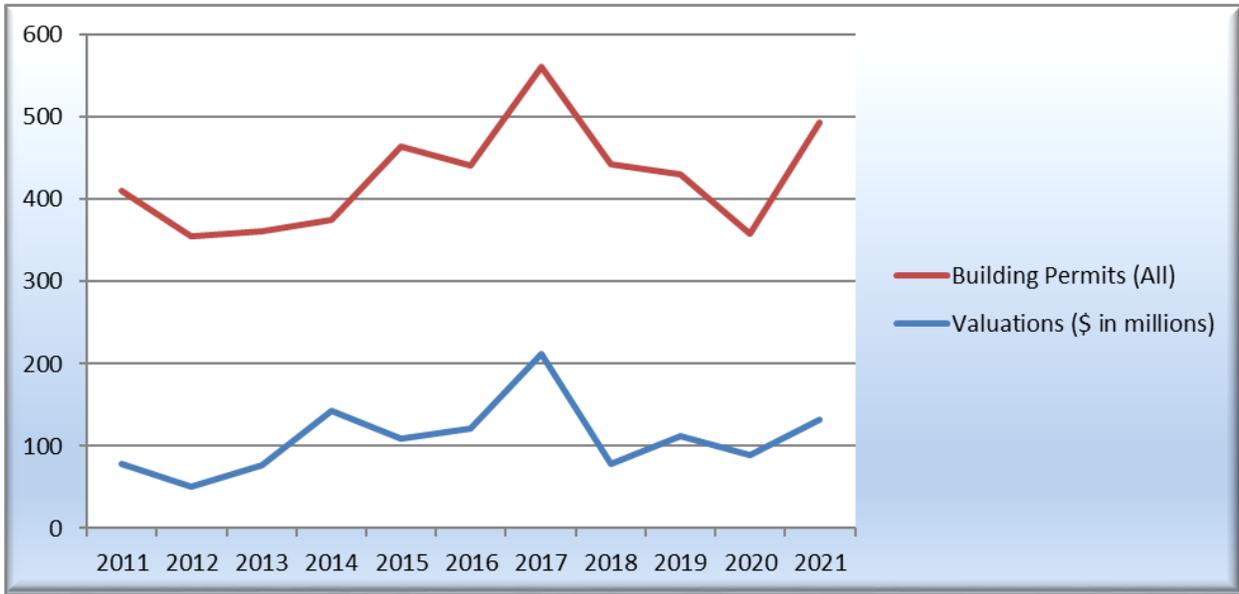
- The income per capita in Breckenridge is 7% lower than the Colorado average and 4.6% greater than the National average.
- The median household income in Breckenridge is 20.7% higher than the Colorado average and 38.9% greater than the National average
- The poverty level in Breckenridge is 6.9% less than the Colorado average and the National average.

Employment /Unemployment: unemployment is an indicator of the health of our economy. Since the economic recovery has taken hold, we have seen a decrease in the unemployment rate on a national, state and local level. Resort areas such as Summit County and neighboring Eagle and Pitkin Counties typically see seasonal changes in the unemployment rate, based on the operations of the ski areas. Although this seasonal trend continues, the percentage of year-round unemployed persons is lower than during the 2009-2012 recessionary period.

In 2020, the number permits decreased due to the COVID pandemic. In 2021, the number of permits increased significantly.

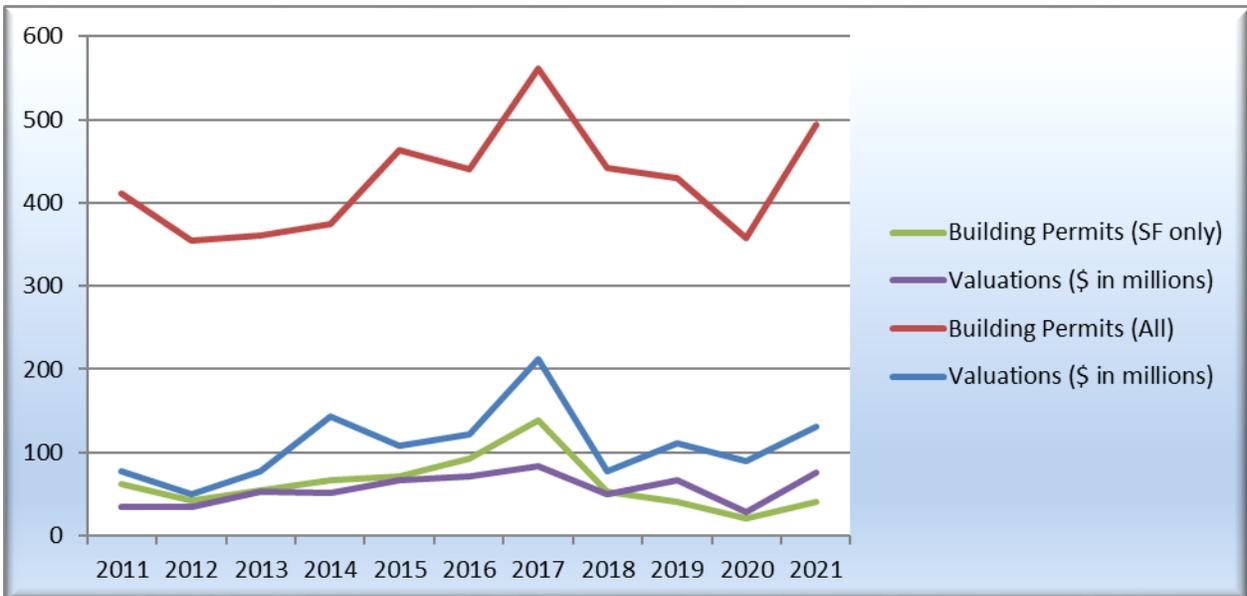
### Building Permits:

Year	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Building Permits (All)	411	355	361	375	464	441	561	442	430	358	494
Valuations (\$ in millions)	77.9	50.5	76.8	143.5	108.3	121.9	212	78	111.4	89.3	131.6



New residential construction has been ticking up as the inventory of homes for sale has been reduced. Below is a graph of permits and valuations for new single-family homes only:

Year	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Building Permits (SF only)	62	42	55	66	72	93	139	53	41	21	41
Valuations (\$ in millions)	34.0	34.9	52.4	50.9	66.7	71.2	83.6	49.1	67.1	28.2	76.4



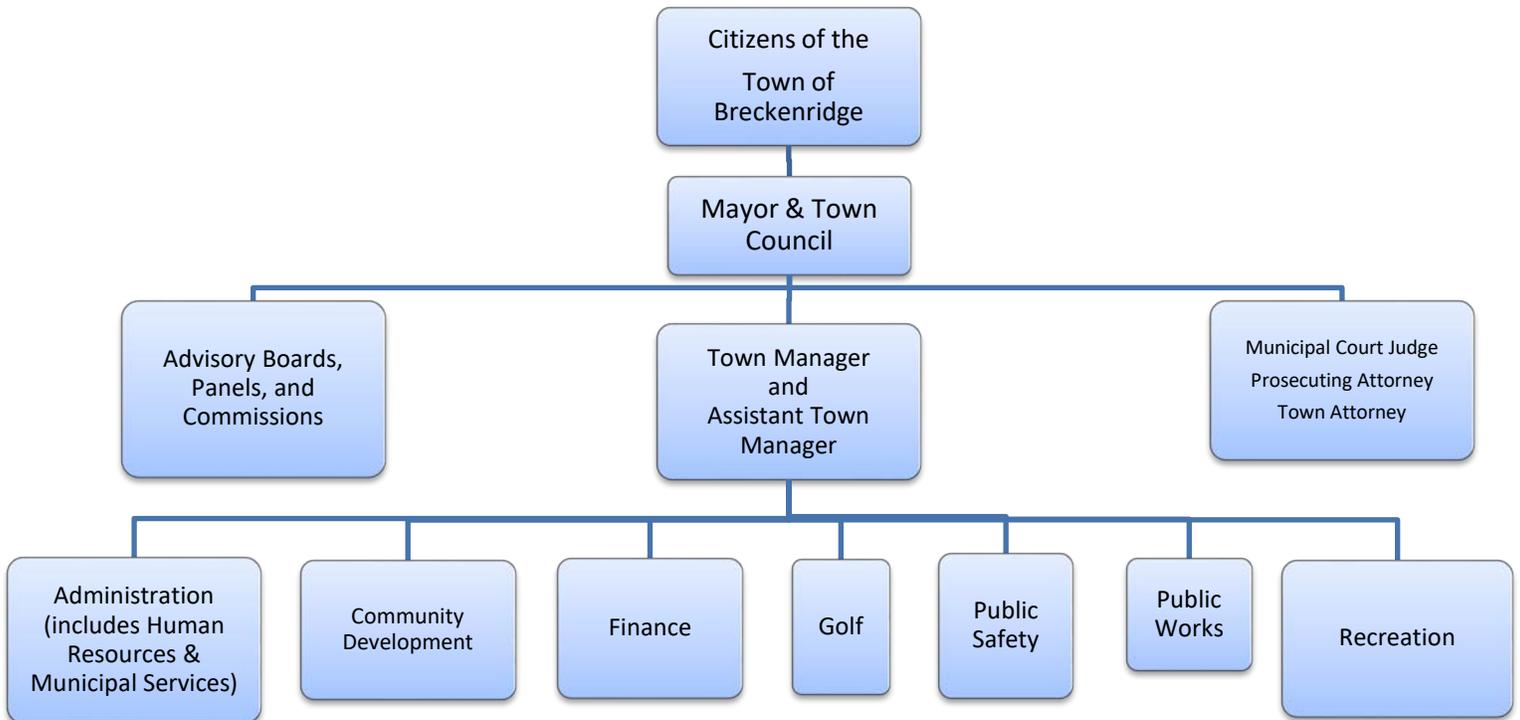
As the Town of Breckenridge is in close proximity to the Breckenridge Ski Resort, tourism is the source of most local employment.

**Major Employers:**

Rank	Business Name	2020 # of employees	2020 % of Total
1	Vail Resorts, Inc.	2,157	33%
2	Breckenridge Grand Vacations	583	9%
3	Summit County Government	436	7%
4	Town of Breckenridge Government	253	4%
5	Beaver Run HOA / BRICA LLC	212	3%
6	Dillon Companies, Inc. DBA City Market	128	2%
7	Storm Enterprises Inc.	115	2%
8	Breckenridge BBQ DBA Kenosha Steakhouse / Rita's	80	1%
9	Christy Sports	55	1%
10	Breckenridge Building Center	47	1%
	Total of Top Ten Employers	4,126	
	Total Employees in Town Businesses	6,580	
	2020 % Employed by Top Ten Employers	63%	

## Government

The Town of Breckenridge is a political subdivision of the State of Colorado organized as a Home Rule Municipality with a Council-Manager form of government. The Town's legislative authority is vested in an elected seven-member Town Council, which includes the Mayor. The council shall determine policies, enact local legislation, adopt budgets and appoint the Town Manager. The Town Manager shall execute the laws and administer the town government.



### Advisory Boards, Panels, and Commissions

In addition to the Town Council, there are volunteer Citizen Advisory boards, committees, and panels that advise the Town Council on the proper course of action on any number of subjects. Through this system, civic-minded citizens can get involved in Town government. The Town, in turn, benefits from citizen knowledge, experience, and expertise.

**Breckenridge Open Space Advisory Commission (BOSAC):** A Town Council-appointed advisory body that helps oversee the Town's Open Space program. The Town's Open Space program was established in 1997 when Town voters approved a 0.5% sales tax to be dedicated exclusively to open space acquisition and management. BOSAC is responsible for reviewing open space activities including property purchases, forest management, trail construction and maintenance, natural area research, and more. BOSAC develops and approves annual work plans and provides budgetary recommendations for Town Council consideration. BOSAC members are appointed for two-year terms by Town Council.

**Liquor & Marijuana Licensing Authority:** Conducts public hearings for consideration of all applications relating to new alcohol beverage and marijuana licenses; the consideration of a change of location for a

current license; alleged violations of the Colorado Liquor and Beer Codes; and controversial issues pertaining to the liquor/marijuana licensing process and/or laws.

**Planning Commission:** Responsible for reviewing development applications and advising the Town Council on development matters, code changes and policy issues. The Commission also acts as the Town's historic preservation commission and reviews restorations of historic properties, new construction and applications for local land marking. Planning Commissioners are appointed by the Town Council and serve four-year terms. They are required to be Breckenridge residents and electors.

**Breckenridge Child Care Advisory Committee (BCAC):** Advises the Council about childcare programs and funding. This advisory group is currently comprised of 6 community members representing various sectors; a Town Council member also serves on this committee.

**Breckenridge Events Committee (BEC):** The Breckenridge Events Committee purpose is effectively functioning as the single, primary point of contact for evaluation of (potential) events in the community of Breckenridge against agreed upon event strategies including: driving visitation, media, branding, animation/local community, and revenue.

**Recreation Advisory Committee:** An important link between the community and the programs, services and facilities provided by the Recreation Department. It is our belief that a partnership between staff and the community is of primary importance in identifying and meeting the recreational needs of the community.

**Elections:** Town elections shall be governed by the Colorado municipal election laws as now existing or hereafter amended or modified, except as otherwise provided by this charter, or by ordinance hereafter enacted. A regular municipal election shall be held on the first Tuesday in April, 1982, and biennially thereafter. Any special municipal election may be called by resolution or ordinance of the council at least thirty two (32) days in advance of such election. The resolution or ordinance calling a special municipal election shall set forth the purpose or purposes of such election. Polling places for all municipal elections shall be open from 7 A.M. to 7 P.M. on Election Day.

## Financial Policies

The Town of Breckenridge has developed a comprehensive set of financial policies which are an integral part of the development of service, capital, and financial plans and the budget. The preparation of the budget begins the financial management cycle, progresses to an adopted budget, and continues through accounting, monitoring and evaluating stages.

### Accounting Policies

In general, it will be the policy of the Town to:

Develop a balanced Town budget in conjunction with the departments and Town Manager which is submitted to the Town Council for review and adoption prior to each fiscal year. A balanced budget according to State budget law is defined as one where expenditures are not in excess of available revenues plus beginning fund balances.

Prepare and present regular reports that analyze, evaluate, and forecast the Town's financial performance and economic conditions. This information will be made available to the public for their inspection.

An independent audit will be performed annually. The Town will issue annually an Annual Comprehensive Financial Report (ACFR) in accordance with generally accepted accounting principles (GAAP) as outlined in the Governmental Accounting, Auditing and Financial Reporting (GAAFR) publication.

The Town's annual budget for governmental funds is prepared using the modified accrual basis of accounting; under this method, the focus is on current financial resources measurement whereby revenues are recognized when they become both measurable and available. "Measurable" means the amount of the transaction that can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the related fund liability is incurred.

The annual budgets for the proprietary (enterprise) funds are prepared using the accrual basis of accounting, meaning that revenues and expenses are recognized when they are earned or incurred; when preparing the annual financial statements for these funds, the full accrual basis of accounting is used, meaning that revenues and expenses are recognized when they are earned and incurred. Depreciation is not included as a budget item in enterprise funds.

At the end of the fiscal year, adjustments are made to present the financial information in a format that is comparable to that used by other local government units around the country. The standards for this reporting are referred to as "generally accepted accounting principles" (or GAAP basis). The adjustments to convert the Town's financial records from "budget basis" to "GAAP basis" are made to ensure that the Town's financial statements are fairly and consistently presented in conformance with GAAP.

### **Fund Accounting**

The Town of Breckenridge's accounting system is organized and operated on a fund basis. Each accounting entity is accounted for in a separate "fund" which is defined as a fiscal accounting entity with a self-balancing set of accounts recording cash and other financial resources together with related liabilities and residual equities or balances, and changes therein.

The separation of the Town's activities into funds allows the Town to maintain the appropriate (required) controls over expenditures for each activity and to report on specific activities to interested citizens.

Fund Types and the purpose of each:

### **Governmental Funds**

1. General Fund: to account for the administrative, police protection, parks, recreation, transit, streets, community development and administrative functions of the Town. Principal sources of revenue consists of property taxes, licenses and permits, grants, charges for services, intergovernmental revenue, interest earnings, and operating transfers from other funds. Major expenditures are for personnel, materials and supplies, purchased services, capital outlay and transfers to other funds.

2. Excise Fund: to account for the collection of Sales, Accommodation, and Real Estate Transfer taxes, along with franchise and other fees which are then transferred to other funds (primarily the General and Capital funds) to support their activities.
3. Capital Projects Fund: to account for resources designated to acquire and construct capital facilities primarily related to infrastructure, except for minor acquisitions financed from regular operating funds.
4. Special Projects Fund: to provide funding for non-routine and non-recurring projects and initiatives.
5. Marijuana Fund: to account for the collection of taxes on medical and retail sales of marijuana. These funds are unrestricted.
6. Child Care Fund: to account for expenses related to the child care programs supported by the Town.
7. Parking and Transportation Fund: to provide transportation services and infrastructure within the Town, in order to alleviate the difficult problems the Town faces around parking, transportation, and pedestrian accessibility.

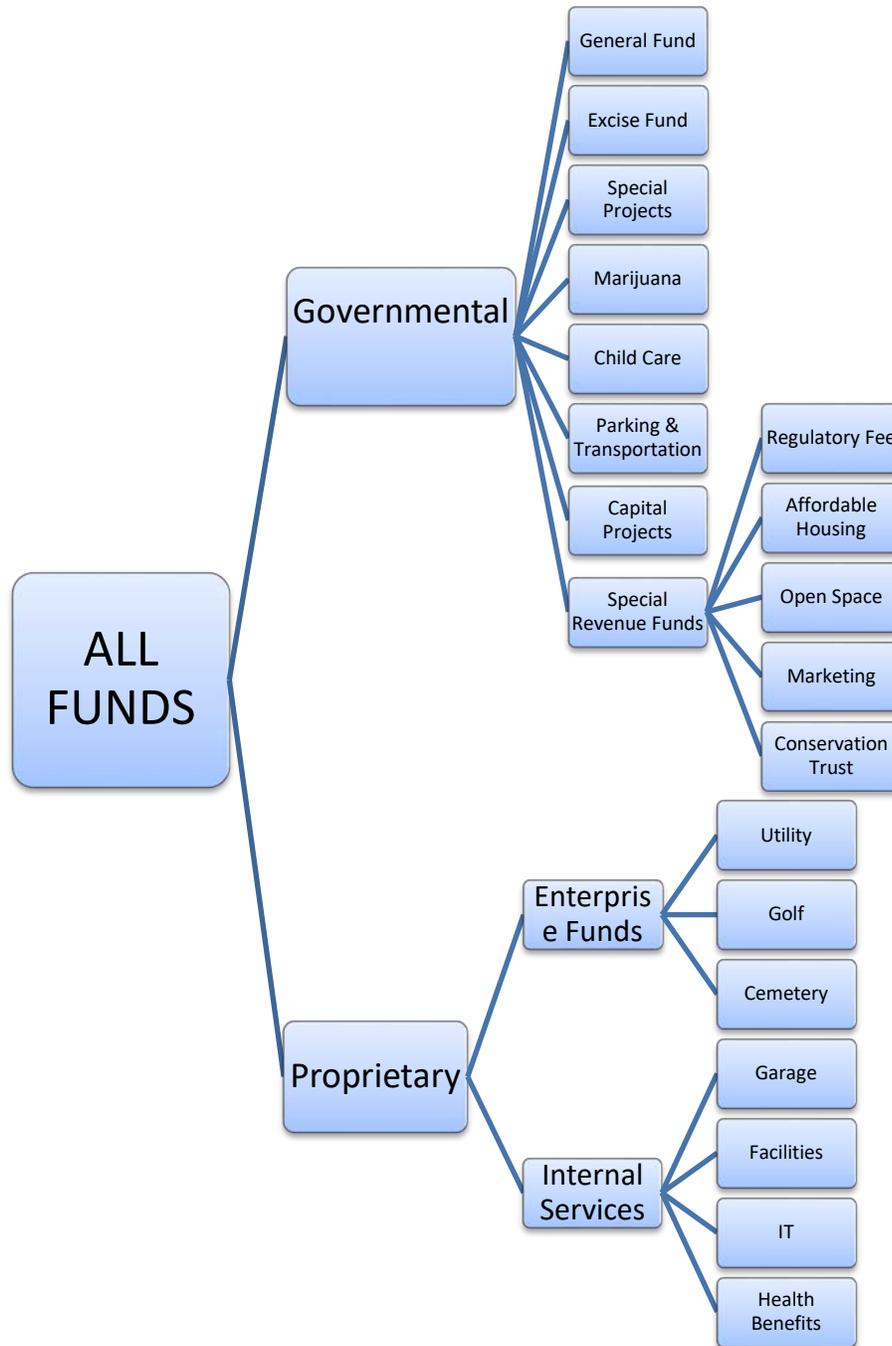
### **Special Revenue Funds**

To account for the proceeds of specific revenue sources that are legally restricted to expenditures with specified purposes. The Town has five Special Revenue Funds: Marketing, Affordable Housing, Open Space, Conservation Trust and Regulatory Fee.

### **Proprietary Funds**

To account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs (expenses including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user determination of revenues earned, expenses incurred, and/or net income as appropriate for capital maintenance, public policy, management control, accountability, or other purposes. The Town has seven Proprietary Funds: Golf, Utility, Cemetery (these are Enterprise Funds), Information Technology, Garage, Facilities, and Health Benefits (these are Internal Service Funds)

**Fund Structure**



**Budget Policies**

The Town of Breckenridge annual budget appropriation will cover the twelve-month period beginning January 1 and ending December 31 of the following year. Town staff is responsible for preparing, monitoring and reporting on the Town’s annual budget. The Town Manager shall annually submit to the council a budget and accompanying message. The budget shall provide a complete financial plan of all town funds and activities for the ensuing fiscal year and, except as required by law or the Town charter, shall be in such form as the manager deems desirable or the council may require. In organizing the

budget, the manager shall utilize the most feasible combination of expenditure classification by fund, organization unit, program, purpose or activity and object. It shall begin with a clear, general summary of its contents and shall be so arranged as to show comparative figures for income and expenditures of the preceding fiscal year.

A public hearing on the proposed budget and proposed capital program shall be held by the council no later than forty five (45) days prior to the close of the fiscal year. Notice of the time and place of such hearing shall be published one (1) time at least seven (7) days prior to the hearing.

After the public hearing, the council may adopt the budget with or without amendment. In amending the budget, it may add or increase programs or amounts and may delete or decrease any programs or amounts, except expenditures required by law or for debt service or for estimated cash deficit.

The council shall adopt the budget by resolution on or before the final day of the fiscal year. If it fails to adopt the budget by this date, the amounts appropriated for the current operation for the current fiscal year shall be deemed adopted for the ensuing fiscal year on a month-to-month basis, with all items in it prorated accordingly, until such time as the council adopts the budget for the ensuing fiscal year.

Adoption of the budget by council shall constitute appropriations of the amounts specified therein for expenditure from the funds indicated. The proceeds of any municipal borrowing authorized by article XI of this charter shall not be subject to any requirement of prior budgeting or appropriation as a condition to their expenditure. The amount necessary to repay any such municipal borrowing (including interest thereon) need not be budgeted or appropriated in full in the year in which the borrowing occurs; however, amounts necessary to pay debt service shall (except to the extent they may be payable from other legally available funds in the first year) be budgeted and appropriated on an annual basis, provided that no failure to budget and appropriate such annual debt service amounts shall affect the enforceability of any covenant of the town to make such payments. An appropriation for a capital expenditure shall continue in effect until the purpose for which the appropriation was made has been accomplished, or until the appropriation is abandoned or transferred. (Ord. 7, Series 2002, Election 4-2-2002)

Council shall cause the property tax to be certified to the county for collection as required by law. Copies of the budget and the capital program as adopted shall be public records and shall be made available to the public in the municipal building.

The budget may include an item for contingencies. Except in those cases where there is no logical account to which an expenditure can be charged, expenditures shall not be charged directly to contingencies; but instead, the necessary part of the appropriation for contingencies shall be transferred to the logical account, and the expenditure charged to such account. No such transfer shall be made without the express approval of the council, and then only for expenditures which could not readily be foreseen at the time the budget was adopted.

**Amendments after Adoption**

(a) Supplemental Appropriations. If, during the fiscal year, the Town Manager certifies there are available for appropriation revenues in excess of those estimated in the budget or revenues not previously appropriated, the council by resolution following a public hearing may make supplemental appropriations for the year up to the amount of such excess or unappropriated revenues. (Ord. 5, Series 1992, Election 4-7-1992)

(b) Emergency Appropriations. To meet a public emergency affecting life, health, property or the public

peace, the council may make emergency appropriations. Such appropriations may be made by emergency ordinance in accordance with provisions of section 5.11. To the extent that there are no available unappropriated revenues to meet such appropriations, the council may by emergency ordinance authorize the issuance of emergency notes as provided in article XI of this charter.

(c) Reduction of Appropriations. If, at any time during the fiscal year, it appears probable to the manager that the revenues available will be insufficient to meet the amount appropriated, he shall report to the council without delay, indicating the estimated amount of deficit, any remedial action taken by him and his recommendation as to any other steps to be taken. The council shall then take such further action as it deems necessary to prevent or minimize any deficit and for that purpose it may by resolution reduce one or more appropriations.

(d) Transfer of Appropriations. Any time during the fiscal year, the manager may transfer part or all of any unencumbered appropriation balance among programs within a department, office or agency and, upon written request of the manager, the council may by resolution transfer part or all of any unencumbered appropriation balance from one department, office, agency or object to another.

(e) Limitation — Effective Date. No appropriation for debt service may be reduced or transferred. No appropriation may be reduced below any amount required by law to be appropriated or by more than the amount of the unencumbered balance thereof. The supplemental appropriations, emergency appropriations and reduction or transfer of appropriations authorized by this section may be made effective immediately upon adoption.

### **Budget Preparation Policies**

The Finance Director shall be responsible for preparing a budget schedule in order to present the Proposed Budget to the Council at the Budget Retreat.

#### **2022 Budget Calendar:**

January            Begin Planning for the 2022 Budget

April              Department Heads to discuss major topics in preparation for budget

June

- Budget training and Distribution of Budget Schedule
- Departments to submit changes to positions or staffing levels to Human Resources
- Vehicle requests submitted to Public Works
- Technology requests submitted to Information Technology Department

July

- Fee changes submitted to the Budget Team
- Revenue estimates submitted to the Budget Team for review
- Capital Improvement Plan (CIP) distributed to Department Heads for review

August

- Assessors certify total new assessed and actual values for property tax revenues
- Feedback on Staffing, Vehicle and Technology requests provided to Departments
- Expense estimates submitted to the Budget Team
- Departmental Budget Review Meetings
- Preview of Capital Improvement Projects with Council (Town Charter requires submission of CIP 2 weeks prior to budget submission)
- Revision and proofing of budget book by Finance and Departments
- Submit Notice of Budget Delivery and CIP to Council (CRS 29-1-106)

October 15	Submit proposed budget and CIP to Council (Statutory requirement –deliver budget to Council no later than October 15 (CRS 29-1-106))
October 22	Council provides feedback at Budget Retreat
November	Assessor’s changes in assessed valuation will be made by a single notification
November 10	Council certifies Mill Levy, First Reading occurs and Public Hearing on Proposed Budget (TOB charter required deadline of November 15 <sup>th</sup> )
November 24	At Town Council Meeting, second reading of Mill Levy Ordinance, Second Public Hearing on Operating Budget, and adoption of 2021 Budget by Resolution.
December 15	Deadline to certify mill levy to the Board of County Commissioners (statutory requirement)

### **The Budget Process**

- The Town Manager, Assistant Town Manager and Finance Director review details of each department/fund proposed budget for efficiency and compliance with Council direction.
- Departments will provide a comparison showing the prior year, current year and budget year request. Any difference of a material amount in any given line item will include an explanation of the change.
- The Council shall approve all expenditures from each department and fund on a summarized basis.
- The budget document shall be prepared based on guidelines identified by the Government Finance Officers Association (GFOA), beginning with an introduction to the budget and followed by more detailed information presented by fund and department.
- The budget process shall encourage full participation of the public and ensure opportunities for public hearings and citizen participation. To provide citizens additional opportunities for input regarding the proposed budget, open public hearings shall be held at regularly scheduled Council meetings and work sessions.
- The Town shall adopt the budget in accordance with State requirements and certify the mill levy by the required date.
- The Town shall maintain an accounting system to monitor the budget throughout the year. This system shall provide reports and inquiry access to be used by Staff.
- The Finance Dept. will prepare monthly reports for Council which will include information comparing actual to budgeted expenditures.
- Town staff may present requests to amend the approved budget throughout the year, only after it has been determined by Staff that there are no savings available from other previously approved budget items. The Finance Dept. will prepare a supplemental appropriation resolution officially amending the budget annually.
- The Town will budget grant revenues only after the grant award letter has been received.

### **Department Responsibility**

Departments are responsible for the following in the budget development process:

1. Completion of Budget Information template in provided timeframe, which includes standard narrative including goals & objectives, a functional organizational charge, and activity measures.

2. Financial Summary Requests: Information regarding historical and current financial line item allocations will be provided to each department. The information will be presented in such a format that the department will update the request and then return the final document to the Finance Director.
3. Appropriate revenue and expenditure projections that account for economic conditions, operating changes, community growth, etc. These will be developed in coordination with the Finance Dept.
4. Budget documents from departments will include explanations of significant variations from year to year or from budget to actual results.
5. Capital project planning and cost estimates.
6. Communicating information appropriately to departments and attending budget meetings.
7. Reviewing all budget materials for accuracy, content, and style.

### **Capital Program**

The Town Charter requires a long-range capital improvement plan be submitted to the Town Council two weeks prior to the submission of the fiscal year budget. The capital program shall include:

1. A clear general summary of its contents.
2. A list of all capital improvements which are proposed to be undertaken during the following fiscal years, with appropriate supporting information as to the necessity for the improvement.
3. Cost estimates, method of financing and recommended schedules for each such improvement.
4. The estimated annual cost of operating and maintaining the facilities to be constructed or acquired.

This information may be revised or extended each year with regard to capital improvements still pending or in process of construction or acquisition.

### **Responsibilities and Reporting**

The Engineering Division has the responsibility of preparing the five-year capital improvement plan. The Town Manager and Finance Director will review detailed worksheets used to generate the long-range plans. The Finance Dept. will assist in developing appropriate systems to monitor and update the long-range plans. Town staff will continually update the long-range plans when any significant change is anticipated.

### **Financial Operating Policies**

The Town will contain its expenditures to available revenues plus beginning fund balances, establish and adequately fund reserves, regularly monitor and report on budget performance, evaluate the fiscal impact of new proposals, operate as efficiently as possible and constantly review Town services for appropriateness and effectiveness. When the other Financial Policies fail to address a specific issue, financial operating policies will be reviewed for direction.

Current revenues will exceed current expenditures; each Town fund budget must identify ongoing resources that at least match expected ongoing annual requirements with some exceptions for long term planning. For certain funds, this will include the preparation of ten year pro-formas.

Town staff will maintain a system of financial monitoring and control, the major components being a fiscal impact analysis of each significant action of the Town, preparation of financial status reports on

the revenues and expenditures to date and budgetary control systems which identify actual to budget variances.

The Town will maintain cash reserves in order to avoid borrowing for general operating purposes, for unforeseen events and emergencies.

As required by GASB 34 for capital assets, the Town will maintain accurate inventories of capital assets, their condition, life span and cost. This information will be used to plan for adjustments to the enterprise fund fees and a long-term capital improvement plan. An item is considered a capital asset if the cost is \$5,000 or more and it has a life of greater than five years.

The Town shall review its services and programs periodically in order to ensure the most cost-effective and efficient provision of services.

### **Revenue Policies**

The Town is sensitive to the balance between the need for services and the Town's ability to raise fees, charges and taxes to support Town services. Revenues and rates in the annual budget and the long-range plans will be based on the following policies:

1. The Town will estimate its annual revenues conservatively via analytical processes.
2. Charges for services that benefit specific users should recover full costs, although competing Town policies may dictate a subsidy for a portion of the costs of such services.
3. Charges for service will be reviewed annually for all departments and adjusted, as needed for increased costs of providing those services.
4. The Town shall strive to diversify its revenues in order to maintain needed services during periods of declining economic activity.
5. The Town will use as efficiently as possible the resources that it already collects.
6. The Town will collect as efficiently as possible the resources to which it is already entitled by minimizing receivables and administering collections.
7. The Town will seek new resources consistent with the policies in this document and other Town goals.
8. As part of the annual budget process, major revenue generating proposals will contain an evaluation of the impact on the community. Such evaluation shall be based on prior year circumstances and include all local taxation and fees, not merely the specific service fee or tax proposal.
9. The Director of Finance will be responsible for reporting any material revenue or expenditure that varies from budget. This will be monitored throughout the year and reported to the Town Manager and Council monthly in a variance analysis memo.
10. The Town will maintain compliance with legal revenue restrictions as identified by voters.

### **Reserves**

Reserves are used to buffer the Town from downturns in the economy, to meet contractual or statutory obligations, to provide for emergency requirements, and to provide an additional source of accumulated funding for major capital improvements or redevelopment. In addition, the Town has resolved to maintain the following reserves:

- 3 month reserve of operational expenses to be maintained in the General Fund
- Emergency reserve required under the TABOR amendment
- 2 years of debt service payments in each respective fund

Additionally the Town has reserves in many other funds. These reserves are being maintained for the specific purpose of each of those funds. All funds should maintain a fund balance at a level which will provide for a positive cash balance throughout the year. Adequate insurance or fund reserves will be maintained to not jeopardize the financial position of the Town in the event of a major unplanned occurrence.

The Town places a priority on maintaining these reserves. Should a deficit exist in a fund with a required reserve, the Town will identify a specific fund to offset the deficit and establish a plan to increase the reserve in that fund. The Town Council may require additional reserves on an individual fund basis. The Council, Town Manager and Finance Director will make decisions on when a reserve will be spent down and will set the spending prioritization of restricted, committed, assigned and unassigned fund balances.

### **Debt Policies**

Long-term debt is a liability that places a future contractual or other obligation against future revenues of the Town, such as liabilities arising from bonds, lease purchase agreements and installment purchase contracts. The Breckenridge Town Charter Government has extensive verbiage on the forms of borrowing; however, the Town has also established the following debt policies:

1. The Town will confine long-term borrowing to capital improvements or projects that cannot be financed from current revenues.
2. The Town will not use long-term debt for current or annual operations.
3. The Town will maintain good communications with bond rating agencies regarding its financial condition, following a policy of full disclosure on every financial report and bond prospectus. The Town will maintain a strong bond rating that is consistent with other Town goals.
4. The Town will review its legal debt limitation established by the State at least annually. Debt limits will be included in the statistical section of the Town's Comprehensive Annual Financial Report.

### **Legal Limits**

Colorado State Statute limits the total amount of General Obligation debt to three percent (3%) of the jurisdiction's actual property values. The Town of Breckenridge has **no** debt that is applicable to this margin.

### **Bond Rating**

In June 2020, Moody's Investors Service affirmed the Town of Breckenridge, CO's Aa1 issuer rating and Aa2 on outstanding certificate of participation debt. Concurrently, Moody's also assigned Aa2 ratings to the town's \$7.1 million Taxable Certificates of Participation, Series 2020A and \$36.7 million Tax-Exempt Refunding and Improvement Certificates of Participation, Series 2020B.

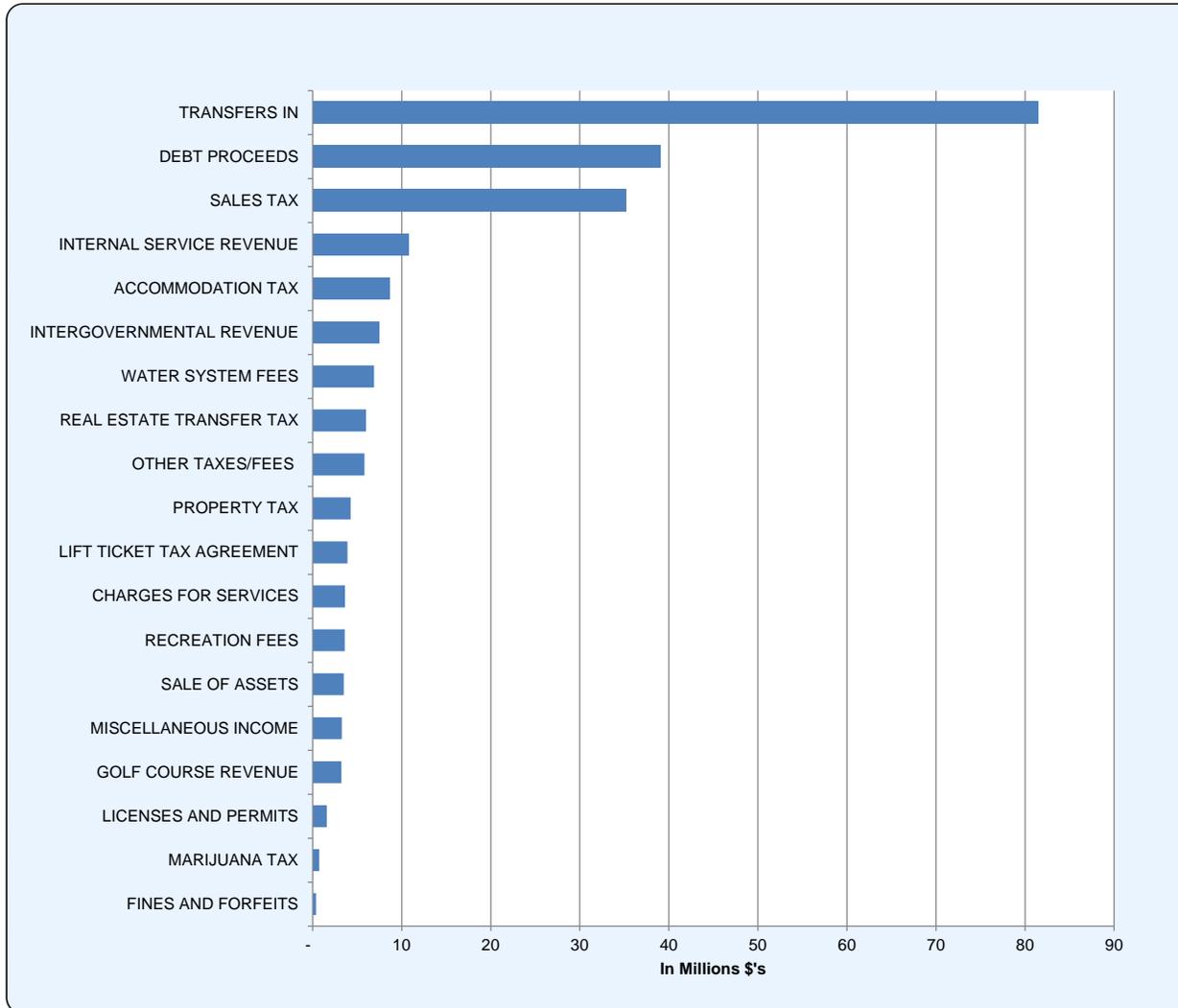
**ALL FUNDS**  
**REVENUE AND EXPENDITURE SUMMARY**  
**INCLUDES TRANSFERS AND FULL APPROPRIATION OF FUND BALANCES**

ALL FUNDS	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
<b>REVENUE SUMMARY</b>				
ACCOMMODATION TAX	\$ 6,599,519	\$ 5,025,377	\$ 8,614,764	\$ 8,700,900
CHARGES FOR SERVICES	\$ 2,789,247	\$ 2,746,468	\$ 3,499,719	\$ 3,618,448
DEBT PROCEEDS	\$ -	\$ 10,000,000	\$ 11,158,611	\$ 39,000,000
FINES AND FORFEITS	\$ 348,845	\$ 264,754	\$ 346,300	\$ 374,300
GOLF COURSE REVENUE	\$ 2,894,841	\$ 2,760,421	\$ 3,126,021	\$ 3,222,571
INTERGOVERNMENTAL REVENUE	\$ 2,694,335	\$ 1,744,024	\$ 2,907,237	\$ 7,495,595
INTERNAL SERVICE REVENUE	\$ 8,427,017	\$ 8,268,227	\$ 8,292,256	\$ 10,826,129
LICENSES AND PERMITS	\$ 1,319,764	\$ 1,314,353	\$ 1,535,797	\$ 1,579,834
LIFT TICKET TAX AGREEMENT	\$ 3,336,040	\$ 4,018,894	\$ 4,231,609	\$ 3,906,206
MARIJUANA TAX	\$ 720,352	\$ 534,695	\$ 711,371	\$ 718,500
MISCELLANEOUS INCOME	\$ 54,839,706	\$ 3,335,719	\$ 3,354,964	\$ 3,274,882
OTHER TAXES/FEES	\$ 4,869,754	\$ 4,230,797	\$ 5,769,323	\$ 5,821,479
PROPERTY TAX	\$ 3,386,064	\$ 3,495,410	\$ 3,495,410	\$ 4,255,065
REAL ESTATE TRANSFER TAX	\$ 7,838,100	\$ 5,500,000	\$ 8,228,213	\$ 6,000,000
RECREATION FEES	\$ 1,759,584	\$ 2,258,005	\$ 2,838,338	\$ 3,611,314
SALE OF ASSETS	\$ 461	\$ 2,951,000	\$ 6,598,475	\$ 3,495,500
SALES TAX	\$ 28,224,252	\$ 22,367,739	\$ 34,865,877	\$ 35,214,530
TRANSFERS IN	\$ 36,995,560	\$ 45,539,962	\$ 25,082,870	\$ 81,453,779
WATER SYSTEM FEES	\$ 6,491,530	\$ 6,292,590	\$ 6,417,751	\$ 6,886,103
<b>TOTAL REVENUES</b>	<b>\$ 173,534,969</b>	<b>\$ 132,648,435</b>	<b>\$ 141,074,906</b>	<b>\$ 229,455,135</b>
<b>EXPENDITURES by CATEGORY</b>				
PERSONNEL	\$ 24,033,044	\$ 24,779,595	\$ 23,994,714	\$ 25,137,897
MATERIALS & SUPPLIES	\$ 2,271,278	\$ 3,049,436	\$ 2,909,804	\$ 3,889,114
CHARGES FOR SERVICES	\$ 16,712,812	\$ 15,640,047	\$ 17,852,854	\$ 19,720,355
CAPITAL OUTLAY	\$ 24,477,203	\$ 23,156,815	\$ 22,599,737	\$ 76,502,917
FIXED CHARGES	\$ 5,299,843	\$ 5,234,877	\$ 5,240,967	\$ 11,344,705
DEBT SERVICE	\$ 4,564,453	\$ 7,451,906	\$ 7,050,578	\$ 7,705,689
GRANTS/CONTINGENCIES	\$ 5,429,311	\$ 3,202,189	\$ 3,843,650	\$ 3,732,189
TRANSFERS/FULLY APPR. FD BALS	\$ 36,995,560	\$ 78,110,547	\$ 25,083,275	\$ 75,413,779
<b>TOTAL EXPENDITURES</b>	<b>\$ 119,783,505</b>	<b>\$ 160,625,412</b>	<b>\$ 108,575,578</b>	<b>\$ 223,446,645</b>
<b>EXPENDITURES BY PROGRAM (GF=programs in the General Fund)</b>				
GENERAL GOVERNMENT (GF)	\$ 5,075,595	\$ 3,480,147	\$ 4,554,707	\$ 4,435,017
FINANCE (GF)	\$ 1,031,160	\$ 1,167,664	\$ 1,160,936	\$ 1,519,521
PUBLIC SAFETY (GF)	\$ 3,684,576	\$ 3,768,044	\$ 3,496,925	\$ 4,367,961
COMMUNITY DEVELOPMENT (GF)	\$ 1,718,564	\$ 1,672,749	\$ 1,830,905	\$ 2,234,362
PUBLIC WORKS (GF)	\$ 7,968,857	\$ 8,038,131	\$ 8,336,944	\$ 9,547,756
RECREATION (GF)	\$ 4,729,082	\$ 5,331,548	\$ 5,178,327	\$ 6,667,715
ADJUSTMENTS/TRANSFERS (GF)	\$ -	\$ -	\$ -	\$ -
UTILITY FUND	\$ 3,270,236	\$ 12,907,197	\$ 11,663,062	\$ 22,122,818
CAPITAL FUND	\$ 25,894,038	\$ 43,720,625	\$ 9,323,270	\$ 49,265,000
MARKETING FUND	\$ 4,022,508	\$ 4,241,612	\$ 3,994,772	\$ 4,447,840
GOLF COURSE FUND	\$ 2,902,400	\$ 2,444,802	\$ 2,693,119	\$ 4,608,773
EXCISE TAX FUND	\$ 20,876,757	\$ 20,182,062	\$ 20,728,112	\$ 45,854,190
HOUSING FUND	\$ 3,744,643	\$ 12,820,643	\$ 13,850,029	\$ 29,948,258
OPEN SPACE ACQUISITION FUND	\$ 2,176,480	\$ 2,167,948	\$ 2,587,720	\$ 2,687,781
CONSERVATION TRUST FUND	\$ 65,000	\$ 55,000	\$ 55,000	\$ 55,000
GARAGE SERVICES FUND	\$ 2,978,140	\$ 2,240,614	\$ 2,179,763	\$ 6,774,250
INFORMATION TECHNOLOGY FUND	\$ 1,311,535	\$ 1,478,841	\$ 1,340,272	\$ 1,536,125
FACILITIES MAINTENANCE FUND	\$ 328,598	\$ 31,142	\$ 48,409	\$ 689,417
SPECIAL PROJECTS FUND	\$ 2,957,464	\$ 2,545,500	\$ 2,421,158	\$ 4,399,000
MARIJUANA FUND	\$ 660,246	\$ 538,854	\$ 738,979	\$ 583,198
CEMETERY FUND	\$ 8,405	\$ 7,500	\$ 9,000	\$ 18,500
CHILD CARE FUND	\$ 875,954	\$ 859,642	\$ 840,126	\$ 869,499
PARKING & TRANSPORTATION FUND	\$ 19,729,972	\$ 27,256,986	\$ 7,950,975	\$ 16,881,037
HEALTH BENEFITS FUND	\$ 3,773,295	\$ 3,668,161	\$ 3,593,069	\$ 3,933,627
<b>TOTAL EXPENDITURES</b>	<b>\$ 119,783,505</b>	<b>\$ 160,625,412</b>	<b>\$ 108,575,578</b>	<b>\$ 223,446,645</b>

**REVENUE AND EXPENDITURE SUMMARY**  
**ALL FUNDS-NET OF TRANSFERS, EXCLUDING FULLY APPROPRIATED FUND BALANCES**

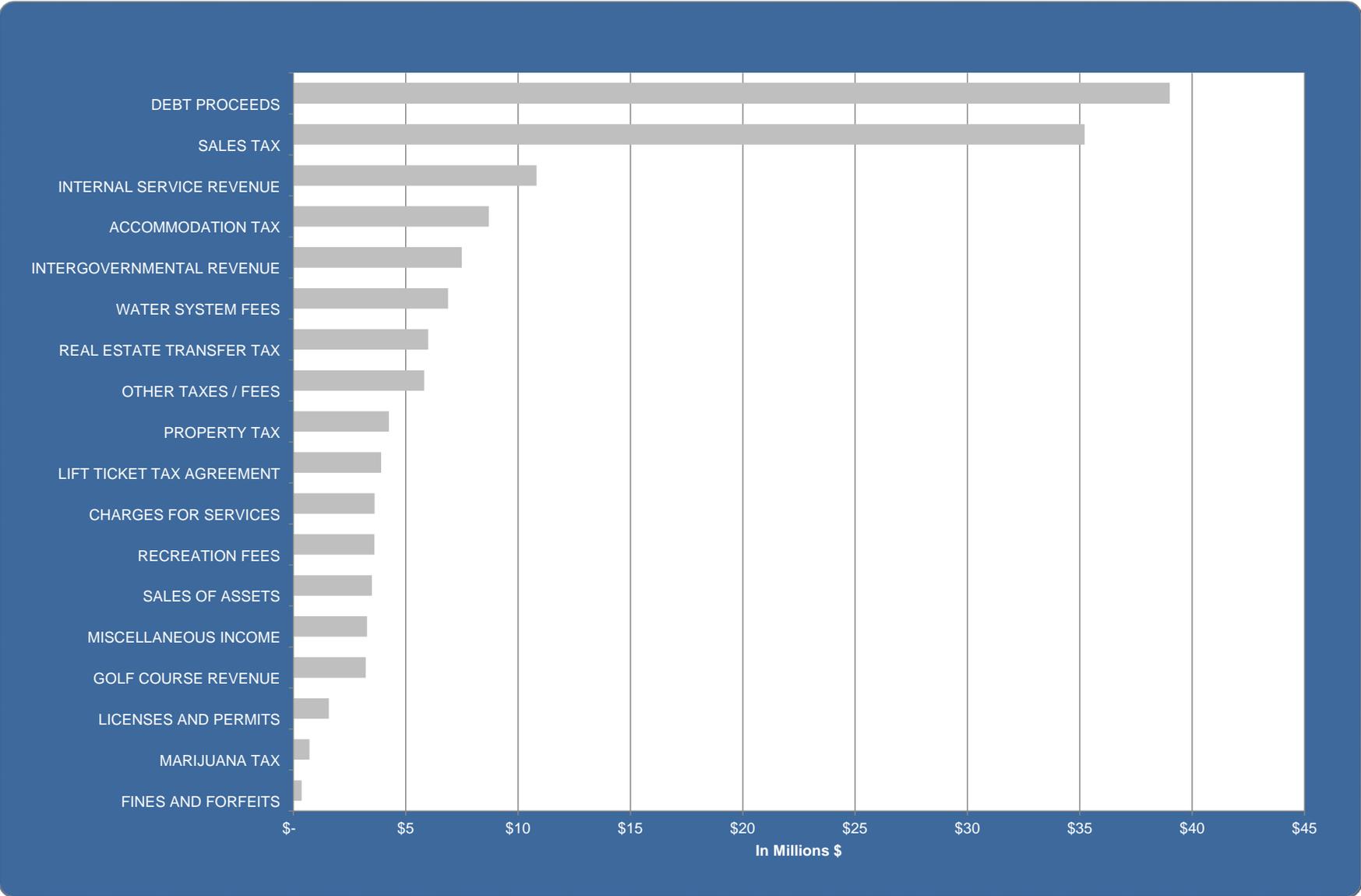
ALL FUNDS	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
<b>REVENUE SUMMARY</b>				
ACCOMMODATION TAX	\$ 6,599,519	\$ 5,025,377	\$ 8,614,764	\$ 8,700,900
CHARGES FOR SERVICES	\$ 2,789,247	\$ 2,746,468	\$ 3,499,719	\$ 3,618,448
DEBT PROCEEDS	\$ 50,716,961	\$ 10,000,000	\$ 11,158,611	\$ 39,000,000
GOLF COURSE REVENUE	\$ 2,894,841	\$ 2,760,421	\$ 3,126,021	\$ 3,222,571
FINES AND FORFEITS	\$ 348,845	\$ 264,754	\$ 346,300	\$ 374,300
INTERGOVERNMENTAL REVENUE	\$ 2,694,335	\$ 1,744,024	\$ 2,907,237	\$ 7,495,595
INTERNAL SERVICE REVENUE	\$ 8,427,017	\$ 8,268,227	\$ 8,292,256	\$ 10,826,129
LICENSES AND PERMITS	\$ 1,319,764	\$ 1,314,353	\$ 1,535,797	\$ 1,579,834
LIFT TICKET TAX AGREEMENT	\$ 3,336,040	\$ 4,018,894	\$ 4,231,609	\$ 3,906,206
MARIJUANA TAX	\$ 720,352	\$ 534,695	\$ 711,371	\$ 718,500
MISCELLANEOUS INCOME	\$ 4,122,746	\$ 3,335,719	\$ 3,355,289	\$ 3,274,882
OTHER TAXES / FEES	\$ 4,869,754	\$ 4,230,797	\$ 5,769,323	\$ 5,821,479
PROPERTY TAX	\$ 3,386,064	\$ 3,495,410	\$ 3,495,410	\$ 4,255,065
REAL ESTATE TRANSFER TAX	\$ 7,838,100	\$ 5,500,000	\$ 8,228,213	\$ 6,000,000
RECREATION FEES	\$ 1,759,584	\$ 2,258,005	\$ 2,838,338	\$ 3,611,314
SALES TAX	\$ 28,224,252	\$ 22,367,739	\$ 34,865,877	\$ 35,214,530
SALES OF ASSETS	\$ 461	\$ 2,951,000	\$ 6,598,150	\$ 3,495,500
WATER SYSTEM FEES	\$ 6,491,530	\$ 6,292,590	\$ 6,417,751	\$ 6,886,103
<b>TOTAL REVENUES</b>	<b>\$ 136,539,409</b>	<b>\$ 87,108,473</b>	<b>\$ 115,992,036</b>	<b>\$ 148,001,356</b>
<b>EXPENDITURES by CATEGORY</b>				
PERSONNEL	\$ 20,259,749	\$ 21,111,434	\$ 20,401,645	\$ 25,137,897
MATERIALS & SUPPLIES	\$ 2,271,278	\$ 3,049,436	\$ 2,909,804	\$ 3,889,114
CHARGES FOR SERVICES	\$ 16,712,812	\$ 15,640,047	\$ 17,852,854	\$ 19,720,355
CAPITAL OUTLAY	\$ 27,824,338	\$ 23,156,815	\$ 22,599,737	\$ 76,502,917
FIXED CHARGES	\$ 9,073,138	\$ 8,903,038	\$ 8,834,036	\$ 11,344,705
DEBT SERVICE	\$ 4,564,453	\$ 7,451,906	\$ 7,050,578	\$ 7,705,689
GRANTS/CONTINGENCIES	\$ 5,429,311	\$ 3,202,189	\$ 3,843,650	\$ 3,732,189
<b>TOTAL EXPENDITURES</b>	<b>\$ 86,135,080</b>	<b>\$ 82,514,865</b>	<b>\$ 83,492,303</b>	<b>\$ 148,032,866</b>
<b>EXPENDITURES by PROGRAM</b>				
GENERAL GOVERNMENT (GF)	\$ 5,092,553	\$ 3,480,147	\$ 4,554,707	\$ 4,435,017
FINANCE (GF)	\$ 1,031,160	\$ 1,167,664	\$ 1,160,936	\$ 1,519,521
PUBLIC SAFETY (GF)	\$ 3,684,576	\$ 3,768,044	\$ 3,496,925	\$ 4,367,961
COMMUNITY DEVELOPMENT (GF)	\$ 1,718,564	\$ 1,672,749	\$ 1,830,905	\$ 2,234,362
PUBLIC WORKS (GF)	\$ 7,968,857	\$ 8,038,131	\$ 8,336,944	\$ 9,547,756
RECREATION (GF)	\$ 4,729,082	\$ 5,331,548	\$ 5,178,327	\$ 6,667,715
UTILITY FUND	\$ 3,170,084	\$ 7,090,102	\$ 11,561,908	\$ 22,020,652
CAPITAL FUND	\$ 26,113,473	\$ 19,294,625	\$ 9,323,270	\$ 49,265,000
MARKETING FUND	\$ 4,022,508	\$ 4,241,612	\$ 3,994,772	\$ 4,447,840
GOLF COURSE FUND	\$ 2,869,184	\$ 2,411,249	\$ 2,659,566	\$ 4,575,220
EXCISE TAX FUND	\$ 2,390,136	\$ 539,215	\$ 514,215	\$ 541,515
HOUSING FUND	\$ 2,033,434	\$ 4,780,586	\$ 10,546,353	\$ 7,431,869
OPEN SPACE FUND	\$ 1,173,353	\$ 1,427,148	\$ 1,846,920	\$ 1,993,785
GARAGE SERVICES FUND	\$ 2,978,140	\$ 2,240,614	\$ 2,179,763	\$ 6,774,250
INFORMATION TECHNOLOGY FUND	\$ 1,311,535	\$ 1,478,841	\$ 1,340,272	\$ 1,536,125
FACILITIES MAINTENANCE FUND	\$ 328,598	\$ 31,142	\$ 48,409	\$ 689,417
SPECIAL PROJECTS FUND	\$ 2,957,464	\$ 2,545,500	\$ 2,421,158	\$ 4,399,000
MARIJUANA FUND	\$ 285,246	\$ 118,854	\$ 138,979	\$ 133,198
CEMETERY FUND	\$ 8,405	\$ 7,500	\$ 9,000	\$ 18,500
CHILD CARE FUND	\$ 875,954	\$ 859,642	\$ 840,126	\$ 869,499
PARKING & TRANSPORTATION FUND	\$ 7,619,479	\$ 8,321,791	\$ 7,915,780	\$ 10,631,037
HEALTH BENEFITS FUND	\$ 3,773,295	\$ 3,668,161	\$ 3,593,069	\$ 3,933,627
<b>TOTAL EXPENDITURES</b>	<b>\$ 86,135,080</b>	<b>\$ 82,514,865</b>	<b>\$ 83,492,303</b>	<b>\$ 148,032,866</b>
<b>Net Revenues minus Expenditures</b>	<b>50,404,329</b>	<b>4,593,608</b>	<b>32,499,733</b>	<b>(31,510)</b>

## TOWN OF BRECKENRIDGE - 2022 BUDGET REVENUE, ALL SOURCES

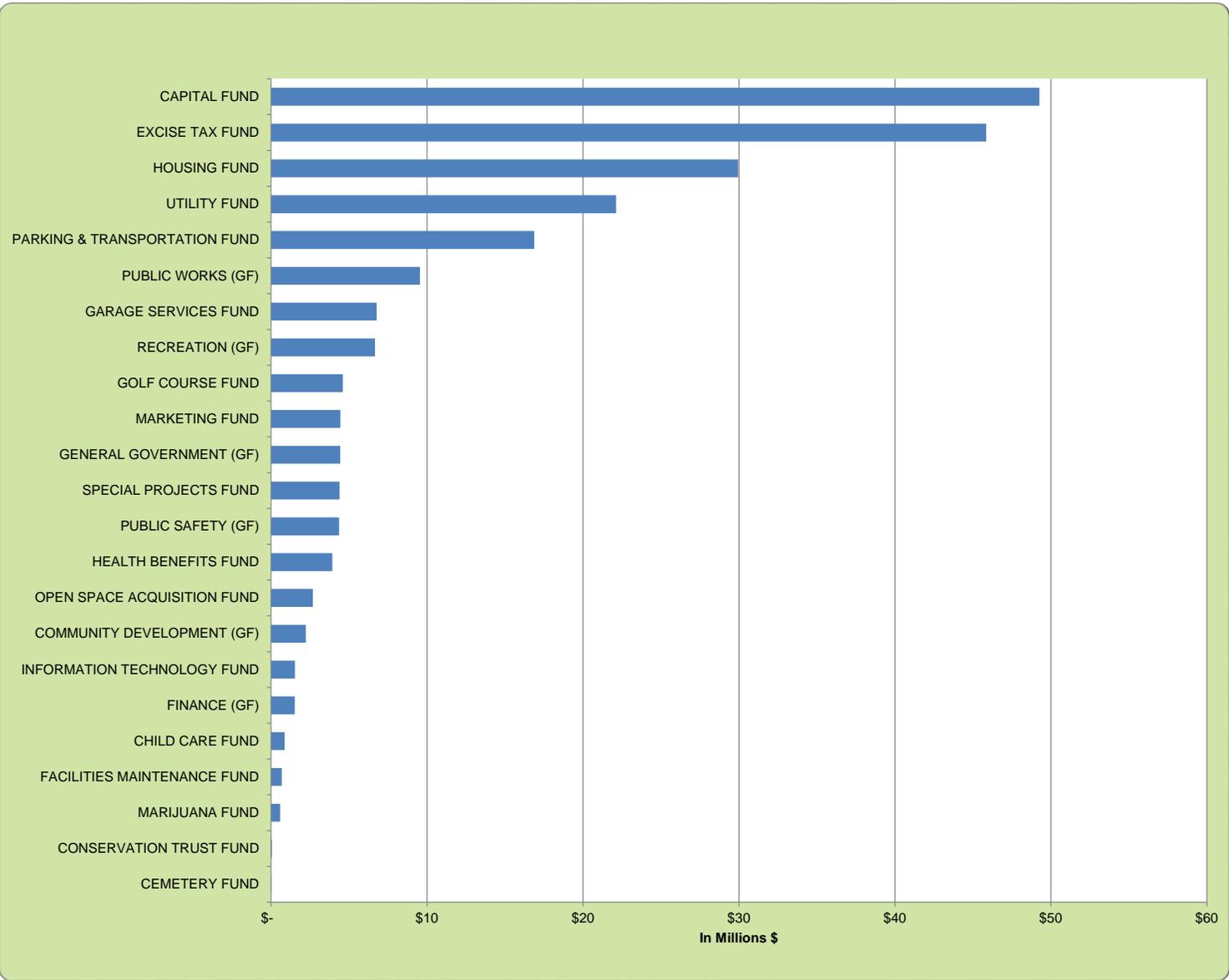


# TOWN OF BRECKENRIDGE- 2022 BUDGET

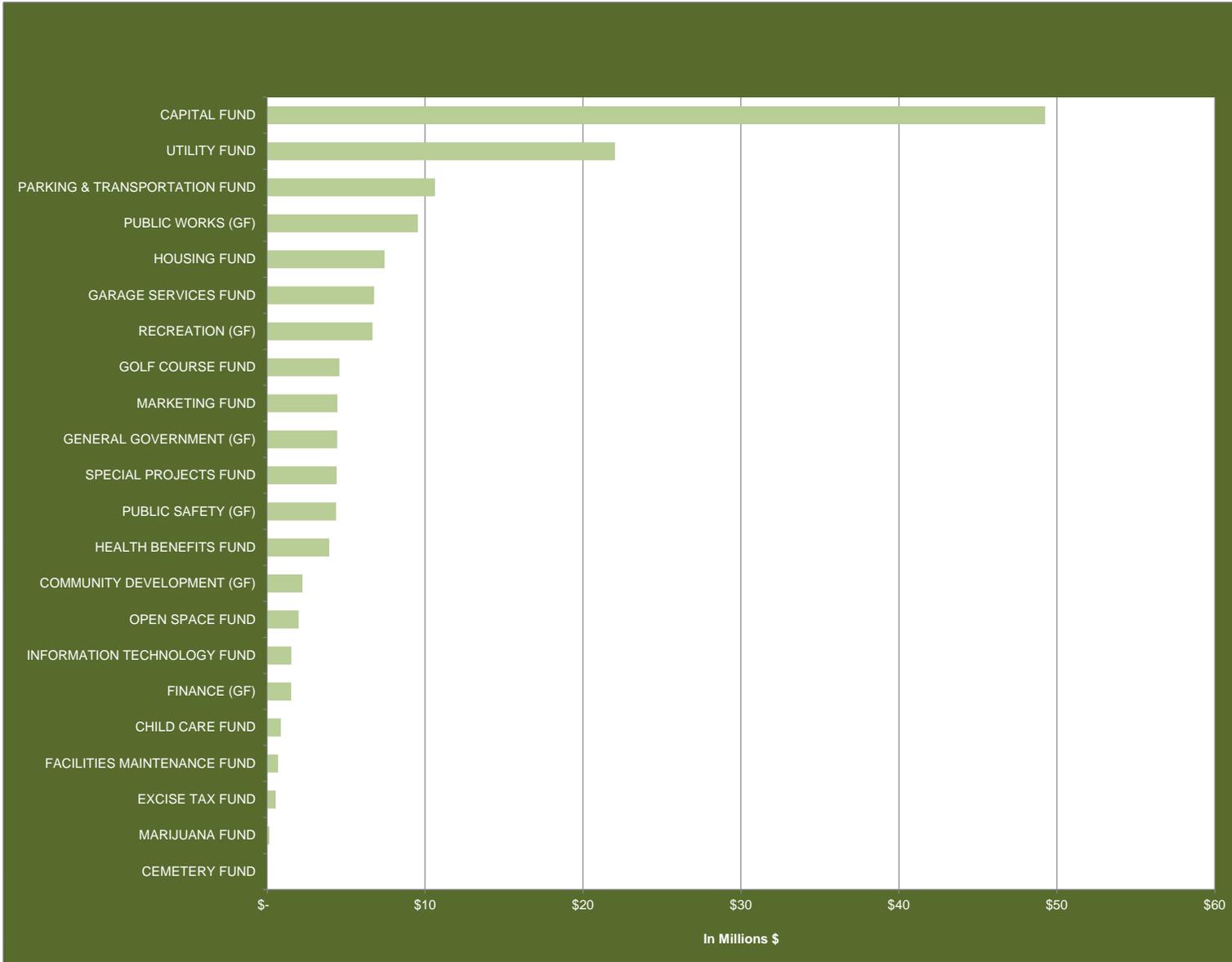
## ALL REVENUES NET OF TRANSFERS



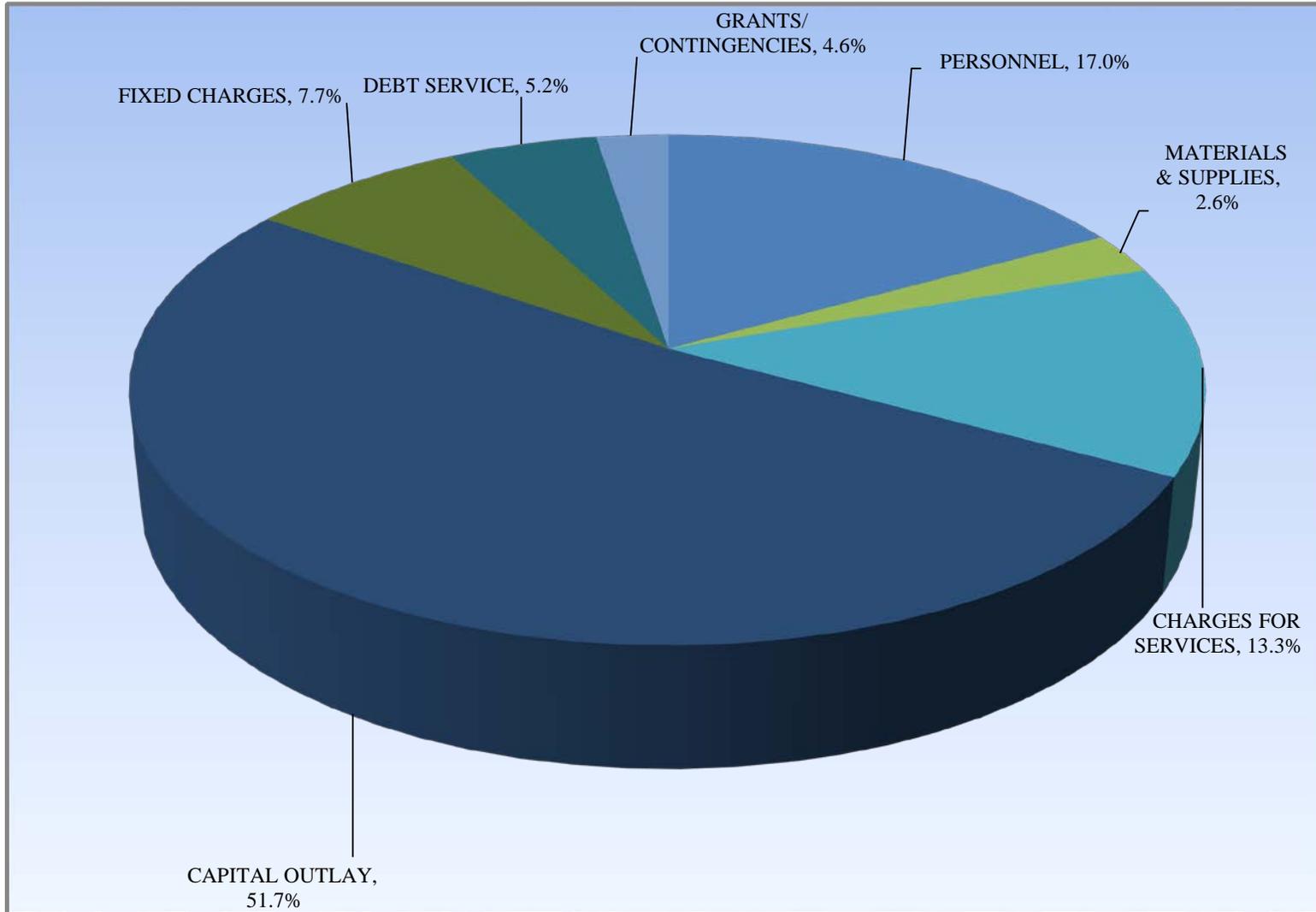
# TOWN OF BRECKENRIDGE - 2022 BUDGET EXPENDITURES BY PROGRAM, ALL FUNDS



**TOWN OF BRECKENRIDGE- 2022 BUDGET**  
**ALL EXPENDITURES BY PROGRAM, NET OF TRANSFERS**

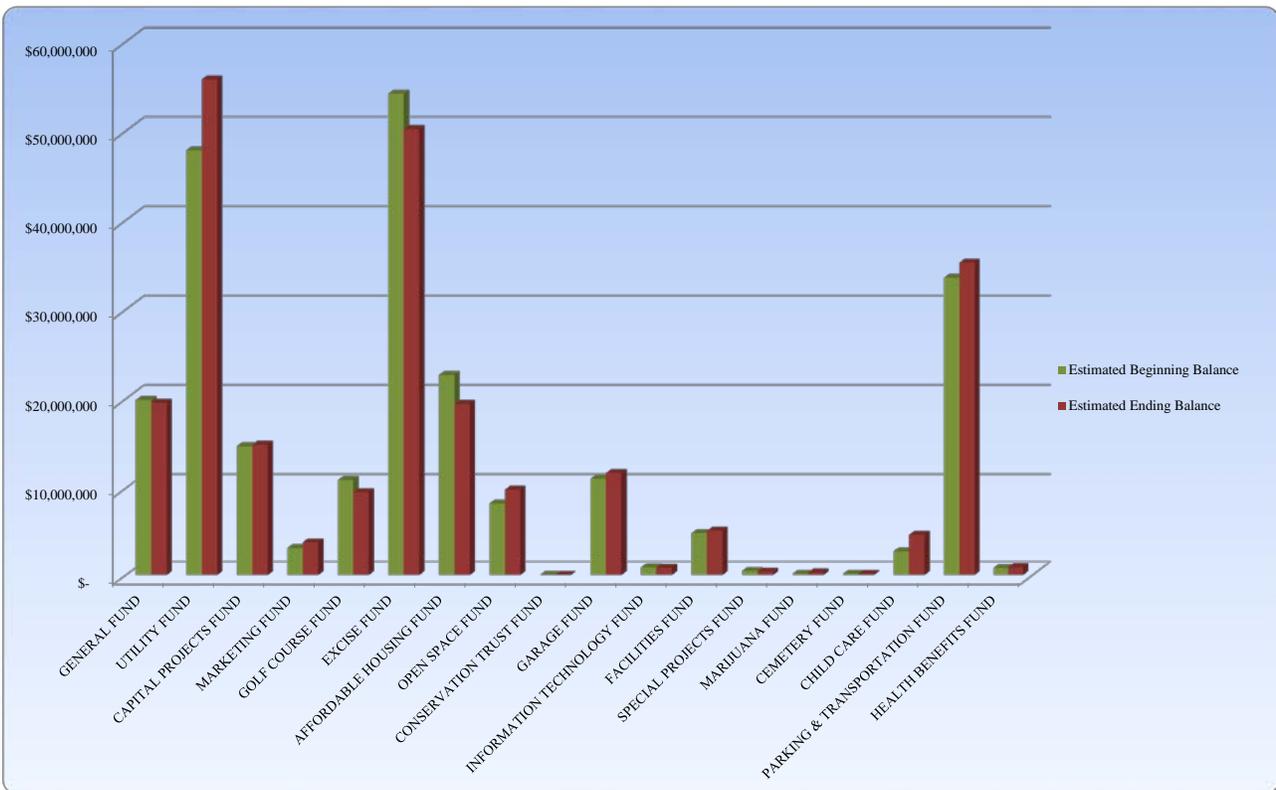


**TOWN OF BRECKENRIDGE- 2022 BUDGET**  
**ALL EXPENDITURES BY CATEGORY, NET OF TRANSFERS**



## SUMMARY FUND BALANCE SCHEDULE

FUND	ESTIMATED BEGINNING BALANCE	2022 BUDGETED REVENUES	2022 BUDGETED EXPENSES/ EXPENDITURES	RESERVED FUND BALANCE	ESTIMATED ENDING BALANCE
GENERAL FUND	\$ 19,845,368	\$ 28,485,929	\$ 28,772,332	\$ 13,893,454	\$ 5,665,511
UTILITY FUND	\$ 47,822,348	\$ 30,054,014	\$ 22,122,818	\$ 21,219,951	\$ 34,533,593
CAPITAL PROJECTS FUND	\$ 14,686,672	\$ 49,418,474	\$ 49,265,000	\$ 937,440	\$ 13,902,706
MARKETING FUND	\$ 3,119,635	\$ 5,098,797	\$ 4,447,840	\$ 6,316,969	\$ (2,546,377)
GOLF COURSE FUND	\$ 10,890,918	\$ 3,222,571	\$ 4,608,773	\$ 9,057,984	\$ 446,733
EXCISE FUND	\$ 54,149,501	\$ 41,896,065	\$ 45,854,190	\$ 16,127,254	\$ 34,064,122
AFFORDABLE HOUSING FUND	\$ 22,651,985	\$ 26,706,237	\$ 29,948,258	\$ 10,611,572	\$ 8,798,392
OPEN SPACE FUND	\$ 8,245,969	\$ 4,248,315	\$ 2,687,781	\$ 9,806,503	\$ -
CONSERVATION TRUST FUND	\$ 7,686	\$ 55,000	\$ 55,000	\$ 7,686	\$ -
GARAGE FUND	\$ 11,041,922	\$ 7,398,058	\$ 6,774,250	\$ 7,466,176	\$ 4,199,554
INFORMATION TECHNOLOGY FUND	\$ 896,480	\$ 1,492,231	\$ 1,536,125	\$ 8,153	\$ 844,433
FACILITIES FUND	\$ 4,824,339	\$ 953,802	\$ 689,417	\$ 65,633	\$ 5,023,091
SPECIAL PROJECTS FUND	\$ 478,513	\$ 4,299,570	\$ 4,399,000	\$ -	\$ 379,083
MARIJUANA FUND	\$ 146,686	\$ 729,500	\$ 583,198	\$ -	\$ 292,988
CEMETERY FUND	\$ 145,669	\$ 16,405	\$ 18,500	\$ -	\$ 143,574
CHILD CARE FUND	\$ 2,742,081	\$ 2,764,000	\$ 869,499	\$ -	\$ 4,636,582
PARKING & TRANSPORTATION FUND	\$ 33,557,119	\$ 18,563,721	\$ 16,881,037	\$ 4,636,950	\$ 30,602,853
HEALTH BENEFITS FUND	\$ 807,567	\$ 4,052,446	\$ 3,933,627	\$ -	\$ 926,386
<b>TOTAL</b>	<b>\$ 236,060,458</b>	<b>\$ 229,455,135</b>	<b>\$ 223,446,645</b>	<b>\$ 100,155,725</b>	<b>\$ 141,913,223</b>



**EXPENSE / EXPENDITURE SUMMARY  
BY ALL FUND TYPES, BY DEPARTMENT, AND BY PROGRAM**

Fund Type	General								Special Revenue			Capital Projects		Enterprise				Internal Service		
	General	Excise	Special Projects	Marijuana	Child Care	Parking & Transportation	Marketing	Affordable Housing	Open Space	Conservation Trust	Regulatory Fee	Capital	Utility	Golf	Cemetery	Garage	Information Technology	Facilities	Health Benefits	
<b>General Government</b>																				
Law & Policy Making (Town Council)	X																			
Municipal Court	X																			
Advice & Litigation (Town Attorney)	X																			
<b>Executive and Management</b>																				
Administrative Management (Town Manager's Office)	X		X	X					X											
Human Resource Administration	X																		X	
Clerk and Municipal Services	X														X					
<b>Finance</b>																				
Administration	X	X																		
Accounting	X																			
Accommodation Unit Compliance	X																			
Information Technology											X							X		
<b>Public Safety</b>																				
Administration & Records	X																			
Communications	X																			
Patrol Services	X			X							X									
Community Services	X																			
<b>Community Development</b>																				
Administration/ Planning	X		X																	
Building Services	X																			
Sustainability / Reusable Bag Program	X		X																	
Affordable Housing								X			X	X								
Child Care					X															
<b>Public Works</b>																				
Administration	X																			
Street Maintenance	X																			
Parks Maintenance	X																			
Facilities Maintenance	X																		X	
Engineering	X											X								
Fleet																X				
Parking and Transit						X						X								
Water												X	X							
<b>Recreation</b>																				
Administration	X									X	X									
Recreation Programs	X																			
Recreation Center	X																			
Tennis Operations	X																			
Nordic Operations	X																			
Ice Arena Operations	X																			
Golf Maintenance																				
Open Space									X			X								
<b>Golf</b>																				
Operations / Customer Service														X						

TOWN OF BRECKENRIDGE  
FUND BALANCE REPORT  
GENERAL FUND

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December 31, 2020	FUND BALANCE	\$	19,025,392
	ACTUAL REVENUE	\$	22,177,922
	ACTUAL EXPENSES	\$	24,444,227
	GAIN / (REDUCTION)	\$	<u>(2,266,305)</u>
December 31, 2020	FUND BALANCE	\$	16,759,087
January 1, 2021	FUND BALANCE	\$	16,759,087
	PROJECTED REVENUE	\$	22,975,555
	PROJECTED EXPENSES	\$	24,558,744
	BUDGETED GAIN / (REDUCTION)	\$	<u>(1,583,189)</u>
December 31, 2021	FUND BALANCE	\$	15,175,898
January 1, 2022	FUND BALANCE	\$	15,175,898
	BUDGETED REVENUE	\$	28,485,929
	BUDGETED EXPENSES	\$	29,072,332
	BUDGETED GAIN / (REDUCTION)	\$	<u>(586,403)</u>
December 31, 2022	FUND BALANCE	\$	14,589,495
	NONSPENDABLE	\$	1,185,469
	RESTRICTED FOR RETIREMENT	\$	188,355
	TABOR RESERVED FUNDS	\$	3,417,666
	NICOTINE PROGRAM RESERVE	\$	(588,814)
	DISCRETIONARY OPERATIONS RESERVE	\$	9,690,777
	BUDGETED NET FUND BALANCE	\$	<u><u>696,041</u></u>

## GENERAL FUND ANALYSIS

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
<b>FUND BALANCE, JANUARY 1</b>	\$ 19,025,392	\$ 16,759,087	\$ 16,759,087	\$ 15,175,898
<u>REVENUE</u>	\$ 22,177,922	\$ 21,931,725	\$ 22,975,555	\$ 28,485,929
TOTAL AVAILABLE	<u>\$ 41,203,314</u>	<u>\$ 38,690,812</u>	<u>\$ 39,734,642</u>	<u>\$ 43,661,827</u>
<u>EXPENDITURES</u>				
Operating Expenditures	\$ 24,444,227	\$ 22,239,905	\$ 24,558,744	\$ 29,072,332
Capital Expenditures	\$ (0)	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	<u>\$ 24,444,227</u>	<u>\$ 22,239,905</u>	<u>\$ 24,558,744</u>	<u>\$ 29,072,332</u>
ANNUAL EXCESS/(DEFICIT)	\$ (2,266,305)	\$ (308,180)	\$ (1,583,189)	\$ (586,403)
<b>FUND BALANCE, DECEMBER 31</b>	<u>\$ 16,759,087</u>	<u>\$ 16,450,895</u>	<u>\$ 15,175,898</u>	<u>\$ 14,589,495</u>
NONSPENDABLE				\$ (1,185,469)
RESTRICTED FOR RETIREMENT				\$ (188,355)
TABOR RESERVED FUNDS				\$ (3,417,666)
NICOTINE PROGRAM RESERVE				\$ 588,814
OPERATIONS RESERVE				\$ (9,690,777)
NET FUND BALANCE	<u>\$ 16,759,087</u>	<u>\$ 16,450,895</u>	<u>\$ 15,175,898</u>	<u>\$ 696,041</u>

**GENERAL FUND  
REVENUE BY SOURCE**

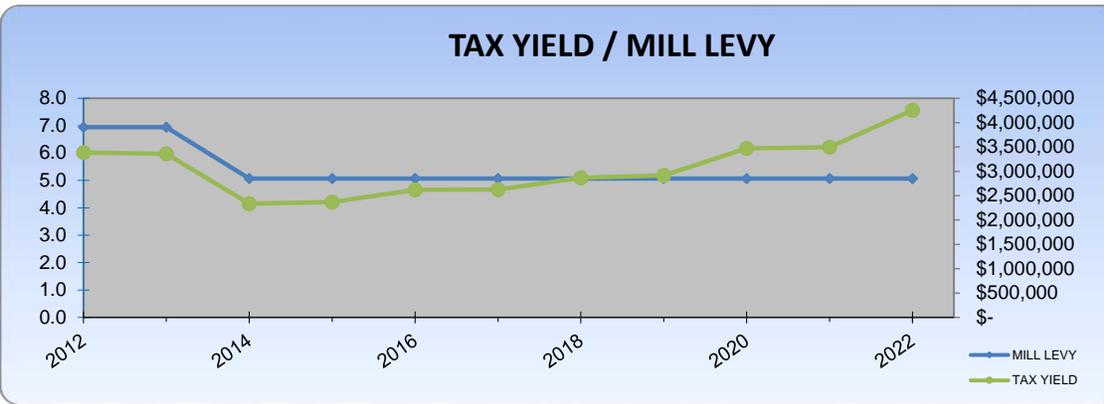
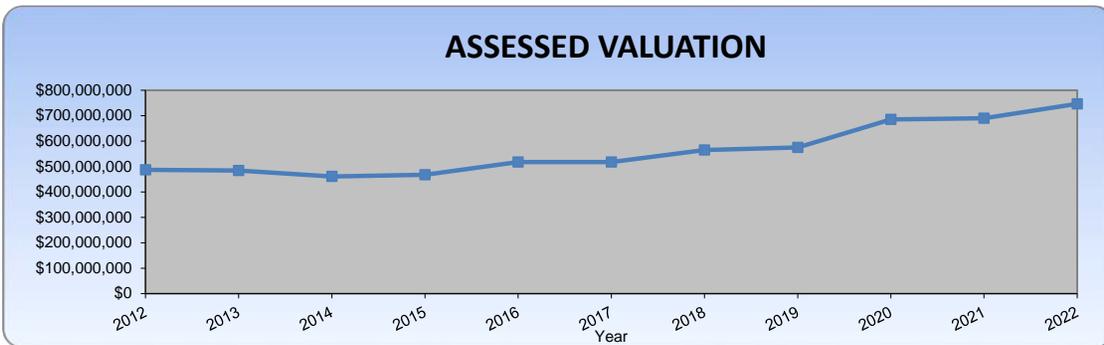
	<b>2020 ACTUAL</b>	<b>2021 BUDGET</b>	<b>2021 ESTIMATED</b>	<b>2022 ADOPTED</b>
<b><u>TAXES</u></b>				
General Property Taxes	\$ 3,386,064	\$ 3,495,410	\$ 3,495,410	\$ 4,255,065
Delinquent Property Taxes	\$ -	\$ 1,500	\$ -	\$ 1,500
Specific Ownership Taxes	\$ 158,861	\$ 165,000	\$ 165,000	\$ 165,000
Interest on Property Taxes	\$ 2,640	\$ 4,000	\$ 2,000	\$ 4,000
<b>TOTAL</b>	<b>\$ 3,547,565</b>	<b>\$ 3,665,910</b>	<b>\$ 3,662,410</b>	<b>\$ 4,425,565</b>
<b><u>LICENSES AND PERMITS</u></b>				
Liquor Licenses/Other Fees	\$ 22,276	\$ 30,000	\$ 30,000	\$ 30,000
Nicotine Licenses	\$ 3,600	\$ 8,400	\$ 8,600	\$ 6,000
Animal Licenses	\$ 435	\$ 600	\$ 750	\$ 750
Street Cut Permits	\$ 21,350	\$ 15,000	\$ 19,000	\$ 19,000
Misc. Licenses & Permits	\$ 2,925	\$ 6,880	\$ 4,900	\$ 8,000
Building Permits	\$ 334,250	\$ 323,550	\$ 400,000	\$ 450,000
Electric Permits	\$ 48,110	\$ 28,760	\$ 40,000	\$ 40,000
Plumbing Permits	\$ 26,168	\$ 17,256	\$ 26,000	\$ 24,000
Mechanical Permits	\$ 70,175	\$ 40,537	\$ 45,000	\$ 40,537
Parking Permits	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 529,289</b>	<b>\$ 470,983</b>	<b>\$ 574,250</b>	<b>\$ 618,287</b>
<b><u>CHARGES FOR SERVICES</u></b>				
Class 'A' Fees	\$ 50,440	\$ 36,902	\$ 50,000	\$ 45,905
Class 'B' Fees	\$ 10,201	\$ 7,129	\$ 8,250	\$ 8,868
Class 'C' Sign Fees	\$ 5,490	\$ 2,968	\$ 6,000	\$ 3,693
Class 'C' Fees	\$ 34,700	\$ 29,058	\$ 35,000	\$ 34,904
Class 'D' Fees	\$ 58,190	\$ 68,636	\$ 78,000	\$ 85,382
Sale of Planning Documents	\$ 9	\$ 2,400	\$ -	\$ -
Sale of Misc. Pub. & Rcpts.	\$ 1,405	\$ -	\$ 1,250	\$ 1,250
Security Checks	\$ -	\$ -	\$ -	\$ -
Building Plan Review	\$ 262,179	\$ 251,650	\$ 300,000	\$ 350,000
Erosion Control Fee	\$ 7,350	\$ 7,500	\$ 10,000	\$ 9,000
Accommodation Unit Fee	\$ 143,564	\$ 157,000	\$ 157,000	\$ 329,700
Misc. Other Fees	\$ 16,507	\$ 21,298	\$ 16,030	\$ 57,200
<b>TOTAL</b>	<b>\$ 590,036</b>	<b>\$ 584,541</b>	<b>\$ 661,530</b>	<b>\$ 925,902</b>
<b><u>INTERGOVERNMENTAL REVENUE</u></b>				
Grants	\$ 450,342	\$ 10,000	\$ 201,961	\$ 12,000
Motor Vehicle Reg. Fee	\$ 24,550	\$ 27,999	\$ 27,999	\$ 27,999
Highway Users	\$ 229,033	\$ 214,862	\$ 214,862	\$ 214,862
Road & Bridge Levy	\$ 276,173	\$ 210,523	\$ 271,775	\$ 236,999
Nicotine Tax	\$ 664,512	\$ 609,189	\$ 675,459	\$ 675,459
Other Governmental	\$ 30,903	\$ 27,000	\$ 27,000	\$ 27,000
<b>TOTAL</b>	<b>\$ 1,675,513</b>	<b>\$ 1,099,573</b>	<b>\$ 1,419,056</b>	<b>\$ 1,194,319</b>

<b>GENERAL FUND REVENUE BY SOURCE CONTINUED</b>	<b>2020 ACTUAL</b>	<b>2021 BUDGET</b>	<b>2021 ESTIMATED</b>	<b>2022 ADOPTED</b>
<b><u>FINES AND FORFEITS</u></b>				
Traffic Citations	\$ 91,825	\$ 50,000	\$ 60,000	\$ 75,000
Penal Fines	\$ 86,684	\$ 87,300	\$ 28,800	\$ 31,800
Dog Fines	\$ 605	\$ 1,000	\$ 1,000	\$ 1,000
Court Cost Fee Charges	\$ 17,535	\$ 20,000	\$ 10,000	\$ 20,000
PD Surcharge	\$ 16,630	\$ (12,046)	\$ 9,500	\$ 9,500
<b>TOTAL</b>	<b>\$ 213,279</b>	<b>\$ 146,254</b>	<b>\$ 109,300</b>	<b>\$ 137,300</b>
<b><u>TRANSFERS FROM OTHER FUNDS</u></b>				
From Water Fund	\$ 100,152	\$ 101,155	\$ 101,155	\$ 102,166
From Excise Fund	\$ 12,419,816	\$ 12,419,816	\$ 12,419,816	\$ 16,300,000
From Golf Fund	\$ 33,216	\$ 33,553	\$ 33,553	\$ 33,553
From Open Space Fund	\$ -	\$ -	\$ -	\$ -
From Affordable Housing Fund	\$ -	\$ -	\$ -	\$ -
From Special Projects Fund	\$ 27,312	\$ 35,195	\$ 35,195	\$ 40,000
<b>TOTAL</b>	<b>\$ 12,580,496</b>	<b>\$ 12,589,719</b>	<b>\$ 12,589,719</b>	<b>\$ 16,475,719</b>
<b><u>RECREATION FEES</u></b>				
Rec Programs	\$ 428,349	\$ 554,100	\$ 815,818	\$ 862,450
Rec Operations	\$ 560,393	\$ 949,079	\$ 1,093,794	\$ 1,785,623
Tennis Programs	\$ 174,477	\$ 141,526	\$ 203,903	\$ 195,941
Nordic Center	\$ 262,496	\$ 205,100	\$ 277,339	\$ 239,800
Ice Rink Operations	\$ 323,309	\$ 398,200	\$ 434,722	\$ 479,200
<b>TOTAL</b>	<b>\$ 1,749,024</b>	<b>\$ 2,248,005</b>	<b>\$ 2,825,576</b>	<b>\$ 3,563,014</b>
<b><u>MISCELLANEOUS INCOME</u></b>				
PEG Fees	\$ 10,836	\$ 11,720	\$ 11,720	\$ 11,720
Investment Income	\$ 97,207	\$ 145,866	\$ 49,300	\$ 49,300
Pension Forfeitures	\$ 64,912	\$ 55,000	\$ 55,000	\$ 55,000
Rental Income	\$ 780,431	\$ 685,886	\$ 685,886	\$ 770,365
Insurance Recoveries	\$ 48,556	\$ 35,000	\$ 100,958	\$ 35,000
Reimbursement of Expend.	\$ 47,730	\$ 8,000	\$ 21,900	\$ 22,900
BGVCC 10 Year Agreement	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Miscellaneous Income	\$ 131,782	\$ 88,500	\$ 88,362	\$ 80,950
Interest Income/Loan Pmts	\$ 60,667	\$ 46,768	\$ 70,588	\$ 70,588 *
<b>TOTAL</b>	<b>\$ 1,292,721</b>	<b>\$ 1,126,740</b>	<b>\$ 1,133,714</b>	<b>\$ 1,145,823</b>
<i>*Loan principal revenue will be reclassified to balance sheet during audit</i>				
<b>TOTAL GENERAL FUND</b>	<b>\$ 22,177,922</b>	<b>\$ 21,931,725</b>	<b>\$ 22,975,555</b>	<b>\$ 28,485,929</b>

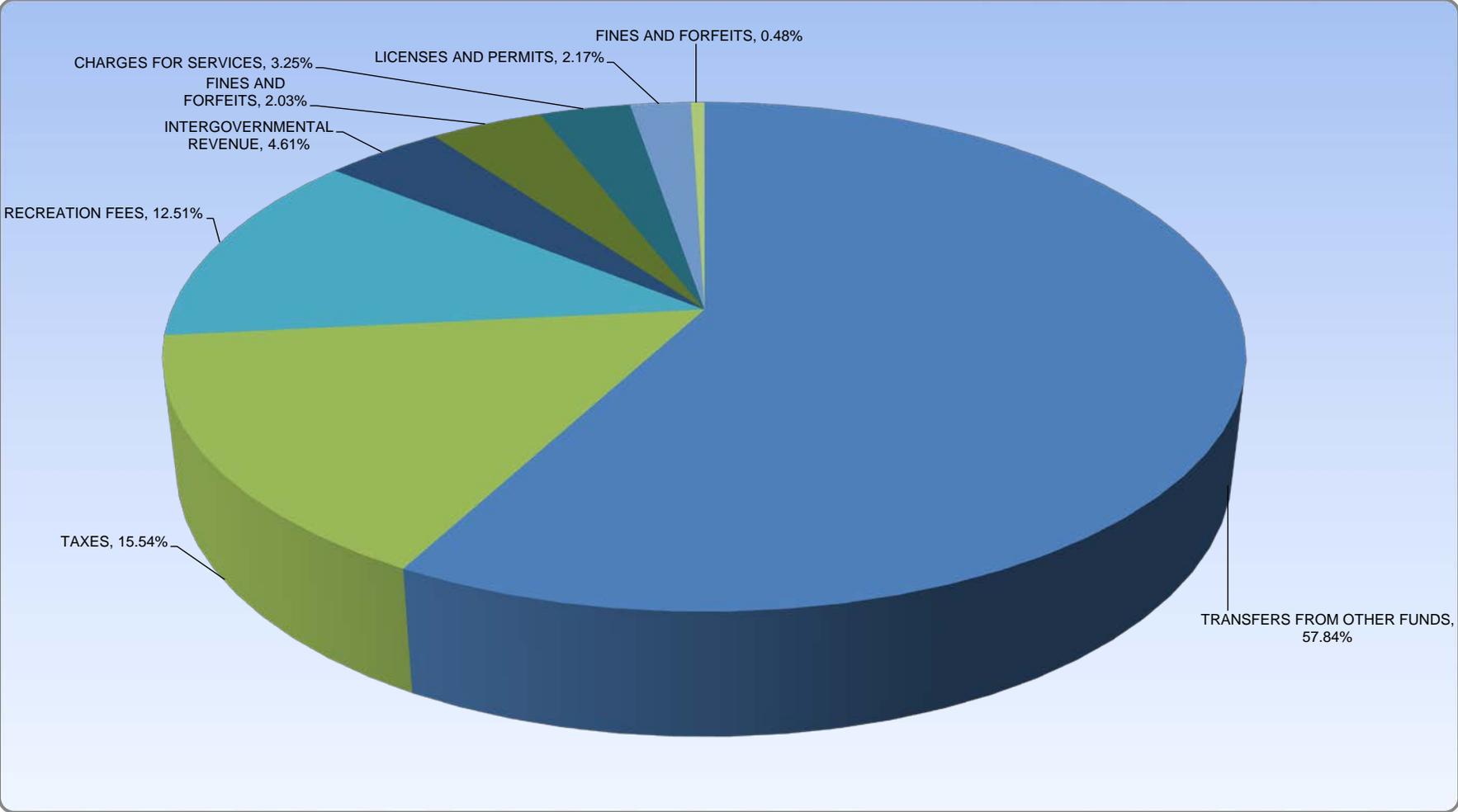
**TOWN OF BRECKENRIDGE  
PROPERTY TAX REVENUE TREND  
ASSESSED VALUATION AND TAX YIELD  
2012-2022**

YEAR	ASSESSED VALUATION	MILL LEVY	TAX YIELD
2012	\$ 487,101,900	6.945	\$ 3,382,923
2013	\$ 484,016,670	6.945	\$ 3,361,496
2014	\$ 460,750,130	5.070	\$ 2,336,003
2015	\$ 467,130,440	5.070	\$ 2,368,351
2016	\$ 517,252,300	5.070	\$ 2,622,469
2017	\$ 517,832,480	5.070	\$ 2,625,411
2018	\$ 565,153,160	5.070	\$ 2,865,327
2019	\$ 575,060,770	5.070	\$ 2,915,558
2020	\$ 684,873,880	5.070	\$ 3,472,311
2021	\$ 690,050,150	5.070	\$ 3,495,410
2022	\$ 746,502,580	5.070	\$ 4,255,065

*Note: mill levy for debt service expired in 2014*



**TOWN OF BRECKENRIDGE 2022 BUDGET  
GENERAL FUND REVENUES BY SOURCE**



**GENERAL FUND  
EXPENDITURES BY CATEGORY AND PROGRAM**

	<b>2020 ACTUAL</b>	<b>2021 BUDGET</b>	<b>2021 ESTIMATED</b>	<b>2022 ADOPTED</b>
<b>EXPENDITURES</b>				
Personnel	\$ 13,269,587	\$ 13,903,034	\$ 13,571,425	\$ 16,469,621
Transfers	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 821,779	\$ 906,000	\$ 899,118	\$ 1,295,040
Charges for Services	\$ 4,307,103	\$ 4,424,271	\$ 5,116,470	\$ 6,178,456
Fixed Charges	\$ 3,636,554	\$ 3,615,789	\$ 3,662,681	\$ 4,440,026
Grants/Contingencies	\$ 2,409,204	\$ (609,189)	\$ 1,309,050	\$ 689,189
Capital Outlay	\$ (0)	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 24,444,227</b>	<b>\$ 22,239,905</b>	<b>\$ 24,558,744</b>	<b>\$ 29,072,332</b>
<b>EXPENDITURES BY PROGRAM</b>				
General Gov't./Executive Mgmt.	\$ 5,092,553	\$ 2,870,958	\$ 4,554,707	\$ 4,435,017
Finance	\$ 1,031,160	\$ 1,167,664	\$ 1,160,936	\$ 1,519,521
Public Safety	\$ 3,684,576	\$ 3,768,044	\$ 3,496,925	\$ 4,367,961
Community Development	\$ 1,718,564	\$ 1,672,749	\$ 1,830,905	\$ 2,234,362
Public Works	\$ 7,968,857	\$ 7,733,537	\$ 8,336,944	\$ 9,547,756
Recreation	\$ 4,729,082	\$ 5,026,954	\$ 5,178,327	\$ 6,667,715
Transfers/Other	\$ 219,435	\$ -	\$ -	\$ 300,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 24,444,227</b>	<b>\$ 22,239,905</b>	<b>\$ 24,558,744</b>	<b>\$ 29,072,332</b>

## REVENUE & EXPENDITURE SUMMARY

GENERAL GOVERNMENT	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
<b>REVENUE</b>				
Court Costs & Forfeits	\$ 207,285	\$ 136,454	\$ 99,500	\$ 127,500
Other Fines	\$ -	\$ -	\$ -	\$ -
General Tax Support	\$ 404,137	\$ 517,698	\$ 555,513	\$ 668,223
<b>TOTAL REVENUE</b>	<u>\$ 611,422</u>	<u>\$ 654,152</u>	<u>\$ 655,013</u>	<u>\$ 795,723</u>
<b>EXPENDITURES</b>				
Personnel	\$ 326,268	\$ 342,445	\$ 340,572	\$ 573,340
Materials & Supplies	\$ 3,905	\$ 5,100	\$ 2,100	\$ 8,200
Charges for Services	\$ 278,849	\$ 302,910	\$ 308,644	\$ 210,485
Fixed Charges	\$ 2,400	\$ 3,697	\$ 3,697	\$ 3,698
<b>TOTAL EXPENDITURES</b>	<u>\$ 611,422</u>	<u>\$ 654,152</u>	<u>\$ 655,013</u>	<u>\$ 795,723</u>
<b>EXPENDITURES BY PROGRAM</b>				
Law & Policy Making	\$ 261,412	\$ 282,157	\$ 286,722	\$ 293,636
Municipal Court	\$ 185,337	\$ 189,270	\$ 185,366	\$ 189,607
Advice & Litigation	\$ 164,673	\$ 182,725	\$ 182,925	\$ 312,480
<b>TOTAL EXPENDITURES</b>	<u>\$ 611,422</u>	<u>\$ 654,152</u>	<u>\$ 655,013</u>	<u>\$ 795,723</u>

PROGRAM: Law and Policy Making  
 DEPARTMENT: General Government  
 DIVISION: Legislative  
 PROGRAM NO: 0411

**PROGRAM DESCRIPTION:**

The Town Council is the legislative and policy making body of the Town. Municipal elections are held bi-annually in April. Council members are elected for four year terms. The Mayor's salary is \$1,500 per month and the Town Council members' salaries are \$1,000 per month. Town Council responsibilities include enacting ordinances and resolutions Town Council responsibilities include enacting ordinances and resolutions for the proper governing of the Town's affairs, reviewing and adopting the annual budget, appointing various Town officials and citizens to boards and commissions, representing the Town at official functions, and establishing such policies and measures as required to promote the general welfare of the Town and the safety and health of its citizens. This program provides for Council related expenses including dues for organizations such as the Colorado Association of Ski Towns, Colorado Municipal League, and the I-70 Coalition.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
PERSONNEL	192,379	206,451	205,575	205,655
MATERIALS & SUPPLIES	29	100	100	200
CHARGES FOR SERVICES	68,217	74,325	79,766	86,500
FIXED CHARGES	786	1,281	1,281	1,281
	<u>\$ 261,412</u>	<u>\$ 282,157</u>	<u>\$ 286,722</u>	<u>\$ 293,636</u>

**GOALS:**

Town Area of Focus

Deliver balanced, year-round economy driven by destination tourism by 2024.

Program Objective

Ensure that Breckenridge continues to maintain, improve, and develop public recreational facilities and amenities. Creating & sustaining a culture to support employee engagement and retention.

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.

Provide reliable & competitive Broadband services to citizens, businesses, & visitors.

Support a diversity of local workforce housing options. Ensure access to affordable quality childcare for local working families.

Enhance and develop avenues for citizens to engage with the Town of Breckenridge so they are informed, feel heard, become involved and collaborate to find solutions.

Enhance & develop avenues for citizen engagement.

Provide open forum for Town constituents to be able to voice their ideas and comments to Council and Management.

More boots & bikes, less cars

Develop & implement a balanced parking and multi-modal transportation plan that preserves the character of the community.

Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices.

Develop & maintain a reliable, sustainable, clean drinking water supply for the Town and the Upper Blue Planning region. Implement actions to further efforts towards sustainability and reduction of our community's carbon footprint.

**PERFORMANCE MEASURES:**

	2019	2020 Target	2021 Target
Provide open forum for Town constituents to be able to voice their ideas and comments to Council and Management	46	46	46
Post council meeting minutes for each Town Council meeting within x days of approval of minutes	5 days	2 days	5 days
Council members attend external training or development meetings or courses	15 meetings	0 meetings	0 meetings

PROGRAM: **Municipal Court**  
DEPARTMENT: General Government  
DIVISION: Clerk and Municipal Services  
PROGRAM NO: 0421

**PROGRAM DESCRIPTION:**

Municipal court is responsible for action on all complaints filed with the court, including penal, traffic, animal and other municipal code violations. The presiding judge works part-time, and conducts hearings, arraignments, trials and sentencing twice a month.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
PERSONNEL	133,889	135,994	134,997	136,330
MATERIALS & SUPPLIES	3,876	5,000	2,000	5,000
CHARGES FOR SERVICES	45,959	45,860	45,953	45,860
CAPITAL OUTLAY	-	-	-	-
FIXED CHARGES	1,614	2,416	2,416	2,417
	<b>\$ 185,337</b>	<b>\$ 189,270</b>	<b>\$ 185,366</b>	<b>\$ 189,607</b>

**GOALS:**

Town Area of Focus

**Deliver balanced, year-round economy driven by destination tourism by 2024.**

*Attract and retain entry and mid-level workforce.*

**Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.**

*Implement action that further the Town's efforts towards suitability and reduction of our community's carbon footprint.*

Program Objective

Court Administrator is involved with the National Association for Court Management and the Colorado Association of Municipal Court Administrators.

Work with Summit County Communications Center to choose new Court Management Software for future use.

Add extra safety measures for in-person court presence due to larger dockets.

API to allow for easy processing of online court payments' integration with the CMS to ensure proper court payments.

Review of court processes, policies, and procedures to ensure court transparency, public trust and confidence, and operational practices in the event of closures.

**Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices.**

Implementation of more paperless transactions (citations to DMV, email correspondence with defendants, text reminders for payment or court appearances).

**PERFORMANCE MEASURES:**

	2017	2018	2019	2020
# Jury Trials Scheduled/Occurred	0/0	0/0	0/0	1/0
# Cases Processed/Court Docket	2,314/15,978	1,891/16,496	1,941/13,814	1,048/2,932
Restitution Collected/Distributed	\$41,089.38/ \$18,068.17	\$25,312.70/ \$10,166.66	\$34,438.42/ \$34,033.42	\$12,678.99/ \$6,918.05

PROGRAM: **Advice and Litigation**  
 DEPARTMENT: General Government  
 DIVISION: Legal  
 PROGRAM NO: 0431

**PROGRAM DESCRIPTION:**

The Town Attorney is the legal advisor for all Town officials, commissions, and agencies.

He represents the Town in lawsuits, litigation, and hearings. He also prepares ordinances, contracts, deeds, and all legal instruments.

The Town retains Timothy H. Berry for most of its legal consultation needs. For 2021, staff will continue to monitor how the Attorney's time is used to ensure effective and efficient consulting.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
PERSONNEL	-	-	-	231,355
MATERIALS & SUPPLIES	-	-	-	3,000
CHARGES FOR SERVICES	164,673	182,725	182,925	78,125
CAPITAL OUTLAY	-	-	-	-
FIXED CHARGES	-	-	-	-
	<u>\$ 164,673</u>	<u>\$ 182,725</u>	<u>\$ 182,925</u>	<u>\$ 312,480</u>

## REVENUE & EXPENDITURE SUMMARY

EXECUTIVE & MANAGEMENT	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
<b>REVENUE</b>				
Liquor License Fees	\$ 22,276	\$ 30,000	\$ 30,000	\$ 30,000
Nicotine License Fees	\$ 3,600	\$ 8,400	\$ 8,600	\$ 6,000
Nicotine Tax	\$ 664,512	\$ 609,189	\$ 675,459	\$ 675,459
Rental Income	\$ 559,868	\$ 532,276	\$ 532,276	\$ 588,792
Administration Revenue	\$ 666	\$ 50	\$ 650	\$ 600
General Tax Support	\$ 707,400	\$ 1,546,317	\$ 1,593,348	\$ 1,950,843
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<b>TOTAL REVENUE</b>	<b><u>\$ 1,958,322</u></b>	<b><u>\$ 2,726,232</u></b>	<b><u>\$ 2,840,333</u></b>	<b><u>\$ 3,251,694</u></b>
<b>EXPENDITURES</b>				
Personnel	\$ 1,520,107	\$ 1,517,719	\$ 1,612,476	\$ 1,850,096
Materials & Supplies	\$ 4,402	\$ 6,900	\$ 8,855	\$ 13,336
Charges for Services	\$ 302,299	\$ 449,792	\$ 467,209	\$ 524,573
Capital Outlay	\$ -	\$ -	\$ -	\$ -
Grants	\$ -	\$ 609,189	\$ 609,189	\$ 689,189
Fixed Charges	\$ 131,514	\$ 142,632	\$ 142,604	\$ 174,500
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<b>TOTAL EXPENDITURES</b>	<b><u>\$ 1,958,322</u></b>	<b><u>\$ 2,726,232</u></b>	<b><u>\$ 2,840,333</u></b>	<b><u>\$ 3,251,694</u></b>
<b>EXPENDITURES BY PROGRAM</b>				
Breckenridge Professional Building	\$ 169,103	\$ 176,070	\$ 219,480	\$ 205,117
Administrative Management	\$ 690,321	\$ 849,179	\$ 819,726	\$ 886,473
Human Resources Admin.	\$ 673,752	\$ 705,982	\$ 796,866	\$ 878,948
Nicotine Program	\$ 16,958	\$ 609,189	\$ 609,189	\$ 689,189
Clerk and Municipal Services	\$ 425,146	\$ 385,812	\$ 395,072	\$ 591,967
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<b>TOTAL EXPENDITURES</b>	<b><u>\$ 1,975,280</u></b>	<b><u>\$ 2,726,232</u></b>	<b><u>\$ 2,840,333</u></b>	<b><u>\$ 3,251,694</u></b>

PROGRAM: **Breckenridge Professional Building**  
 DEPARTMENT: Executive Management  
 DIVISION: Executive Management  
 PROGRAM NO: 0441

**PROGRAM DESCRIPTION:**

This program administers the management of the Breckenridge Professional Building, an office building acquired by the Town of Breckenridge in May, 2019. Jason Swinger of Breckenridge Real Estate manages the building, including all the expenses and revenues (rent from tenants).

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
PERSONNEL	-	-	-	-
MATERIALS & SUPPLIES	1,100	-	1,900	3,336
CHARGES FOR SERVICES	168,003	176,070	217,580	201,781
CAPITAL OUTLAY	-	-	-	-
FIXED CHARGES	-	-	-	-
	<u>\$ 169,103</u>	<u>\$ 176,070</u>	<u>\$ 219,480</u>	<u>\$ 205,117</u>

**GOALS:**

**Town Area of Focus**

**More boots & bikes, less cars**

*Improve pedestrian access, lighting, safety and use of crosswalks*

**Program Objective**

Create walkway with appropriate lighting to direct pedestrians from new parking structure to downtown corridor

PROGRAM: **Administrative Management**  
 DEPARTMENT: Executive Management  
 DIVISION: Executive Management  
 PROGRAM NO: 0442

**PROGRAM DESCRIPTION:**

The Town Manager is, by charter, the Chief Executive Officer of the Town and is directly responsible to the Town Council for planning, organizing, and directing the activities of all Town departments and agencies under his jurisdiction. The Town Manager is responsible for appointing and supervising Town employees, preparing and submitting the proposed annual budget and capital improvement plan, recommending approval of municipal ordinances and regulations, and implementing policies established by the Council. This account includes all costs associated with the administrative management program including the salaries of the Town Manager, Deputy Town Manager, and Executive Administration Assistant. It also provides coordination with various nonprofits with the Town's Grants & Scholarship programs.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
PERSONNEL	587,768	601,547	595,757	642,074
MATERIALS & SUPPLIES	365	3,900	3,955	5,500
CHARGES FOR SERVICES	60,805	199,525	175,807	186,600
CAPITAL OUTLAY	-	-	-	-
FIXED CHARGES	41,381	44,207	44,207	52,299
	<u>\$ 690,321</u>	<u>\$ 849,179</u>	<u>\$ 819,726</u>	<u>\$ 886,473</u>

**GOALS:**

Town Area of Focus

Program Objective

Deliver balanced, year-round economy driven by destination

Management of executive and professional staff.

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.

Execution of Town Council priority goals.

Establish Breckenridge as the leading edge in mountain environmental stewardship and sustainable practices.

Maintain employee committees and monitor outcomes.

**PERFORMANCE MEASURES:**

	2018	2019	2020
Cash Grants, In-Kind Grants & Student Scholarships Awarded	118	120	83

PROGRAM: **Human Resources Administration**  
 DEPARTMENT: Executive Management  
 DIVISION: Human Resources Administration  
 PROGRAM NO: 0443

**PROGRAM DESCRIPTION:**

The Human Resources (HR) team leads a variety of human resource and organizational development initiatives in the following areas:

Recruitment/Staffing	Employee Relations/Employee Engagement	Training & Development
Compensation and Benefits	Workers Compensation/Unemployment Claims	Systems, Reporting and Records
Employment Law	Performance Management	Risk Management/Safety

In the delivery of services, HR encourages understanding and involvement in the Town's organizational culture and Leadership Values & Philosophies. HR supports and advises the Senior Leadership Team (SLT) as they implement and manage strategies for organizational change.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
PERSONNEL	618,752	632,445	724,929	760,933
MATERIALS & SUPPLIES	1,176	2,000	2,000	2,000
CHARGES FOR SERVICES	13,264	33,077	31,477	69,372
FIXED CHARGES	40,561	38,460	38,460	46,643
	\$ 673,752	\$ 705,982	\$ 796,866	\$ 878,948

**GOALS:**

**Town Area of Focus**

Deliver balanced, year-round economy driven by destination tourism by 2024.

**Program Objective**

Attract and retain entry and mid-level workforce.

**System Development:** Evaluate performance evaluations and launch an online solution with NeoGov 'Perform' software for performance appraisals.

**Benefits Management:** Evaluate current benefit plan offerings and total compensation package to deliver an attractive and affordable benefit plan

**EE Development:** Link developmental needs and interests of talent to the Town's Core Values.

**Culture:** Continue to strengthen the Town's organizational culture through the Town's Values and Philosophies.

**Diversity:** The Town will focus on Diversity, Equity and Inclusion.

**Risk Management:** Partner and lead in employee safety Initiatives.

**PERFORMANCE MEASURES:**

	2017	2018	2019	2020	Relationship to GOALS
Positions: Authorized REGULAR/Full-Time	187	190	190	180	Indicator of the human capital needs.
New Hires: REGULAR/Full-Time	16	17	24	19	Indicator of ability to retain full-time staff.
Internal Promotions to REGULAR/Full-Time	25	16	18	7	Indicator of employee talent development.
New Hires: Seasonal/PTYR/Other (excludes seas. rehires)	205	229	163	107	Reflects on Town's retention and seasonal returning staff (local market is tighter).
Recruitment: ~ # of Recruitments Conducted	123	118	132	101	Indicator of retention/turnover.
Recruitment: ~ Applications for Employment	2091	1862	1860	1126	Indicator of interested applicants in Town jobs.
Recruitment: ~ Avg Applications per ea. Recruitment	16	15	14	11	Indicator of current market pressure on recruitment/applicant pools.
Wellness Program Participants	161	172	164	n/a	Indicator of employee wellness engagement & ability to prevent/detect conditions early.

PROGRAM: **Nicotine Program**  
 DEPARTMENT: General Government  
 DIVISION: Executive Management  
 PROGRAM NO: 0445

**PROGRAM DESCRIPTION:**

Allows the Town to implement nicotine control programs by linking to community resources, producing guidelines, compiling data, and enforcing regulations. The program is made possible through the collection of local licensing and tax revenue collected by Summit County Government and distributed to the Town through an intergovernmental agreement.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
PERSONNEL	-	-	-	-
MATERIALS & SUPPLIES	-	-	-	-
CHARGES FOR SERVICES	16,958	-	-	-
CAPITAL OUTLAY	-	-	-	-
GRANTS	-	609,189	609,189	689,189
FIXED CHARGES	-	-	-	-
	<u>\$ 16,958</u>	<u>\$ 609,189</u>	<u>\$ 609,189</u>	<u>\$ 689,189</u>

PROGRAM: **Clerk and Municipal Services**  
 DEPARTMENT: Executive Management  
 DIVISION: Municipal Services  
 PROGRAM NO: 0451

**PROGRAM DESCRIPTION:**

This program provides for administration of the Clerk and Municipal Services office in accordance with the legal requirements of the State Statutes and Town Charter. The Clerk and Municipal Services office processes liquor licenses and permits; processes marijuana licenses; provides support services to the Town Council and Liquor and Marijuana Licensing Authority by compiling and distributing agenda packets, recording meeting minutes, publishing ordinances, resolutions and public notices; maintains the Town Code; conducts regular and special elections; manages Valley Brook cemetery including records, burials, headstone placement and cemetery lot sales; provides Town-wide record management services including scanning, indexing and retention; responds to open record requests; and coordinates property/casualty insurance coverage, claims, loss control and general risk management. Also oversees Municipal Court.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
Personnel	313,587	283,727	291,790	447,089
Materials & Supplies	1,760	1,000	1,000	2,500
Charges for Services	60,227	41,120	42,345	66,820
Fixed Charges	49,572	59,965	59,937	75,558
	<b>\$ 425,146</b>	<b>\$ 385,812</b>	<b>\$ 395,072</b>	<b>\$ 591,967</b>

**GOALS:**

Town Area of Focus

**Deliver Balanced Year-Round Economy**

**Hometown Feel & Authentic Character**

*Enhance and develop avenues for citizens to engage with the Town of Breckenridge so they are informed, feel heard, become involved and collaborate to find solutions*

Program Objective

Better educate liquor licensees on to-go alcohol processes and impacts of licenses in outdoor spaces.

Explore new or expanded ways to engage the community on municipal matters, including committee involvements and public projects.

Continue to refine the Hybrid Meetings process, with increased accessibility measures and an eye toward social equity.

**PERFORMANCE MEASURES:**

	2019 Actual	2020 Actual	2021 Projected	2022 Target
Active Liquor Licenses	113	108	110	110
Active Marijuana Licenses (Includes All License Types)	9	9	9	9
Active Tobacco Licenses	13	10	10	10

## REVENUE & EXPENDITURE SUMMARY

FINANCE	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
<b>REVENUE</b>				
Administrative Fees	\$ 148,849	\$ 159,300	\$ 159,280	\$ 331,900
General Tax Support	\$ 882,312	\$ 1,008,364	\$ 1,001,656	\$ 1,187,621
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL REVENUE</b>	<b><u>\$ 1,031,160</u></b>	<b><u>\$ 1,167,664</u></b>	<b><u>\$ 1,160,936</u></b>	<b><u>\$ 1,519,521</u></b>
<b>EXPENDITURES</b>				
Personnel	\$ 763,648	\$ 812,933	\$ 838,388	\$ 1,025,019
Materials & Supplies	\$ 3,355	\$ 5,000	\$ 5,608	\$ 24,700
Charges for Services	\$ 212,675	\$ 273,210	\$ 240,419	\$ 303,630
Fixed Charges	\$ 51,482	\$ 76,521	\$ 76,521	\$ 166,172
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	<b><u>\$ 1,031,160</u></b>	<b><u>\$ 1,167,664</u></b>	<b><u>\$ 1,160,936</u></b>	<b><u>\$ 1,519,521</u></b>
<b>EXPENDITURES BY PROGRAM</b>				
Administration	\$ 198,978	\$ 230,861	\$ 217,412	\$ 259,411
Accounting	\$ 729,652	\$ 744,068	\$ 747,426	\$ 839,867
Accommodations Compliance	\$ 102,530	\$ 192,735	\$ 196,098	\$ 420,243
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<b>TOTAL EXPENDITURES</b>	<b><u>\$ 1,031,160</u></b>	<b><u>\$ 1,167,664</u></b>	<b><u>\$ 1,160,936</u></b>	<b><u>\$ 1,519,521</u></b>

PROGRAM: Finance Administration  
 DEPARTMENT: Finance  
 DIVISION: Finance Services  
 PROGRAM NO: 0461

**PROGRAM DESCRIPTION:**

Finance Administration provides general financial services including budget support, sales tax reporting, and investment management. It also provides oversight of the Accounting and Information Technology functions.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
Personnel	130,064	131,650	122,541	140,699
Materials & Supplies	503	1,000	600	1,000
Charges for Services	16,928	21,690	17,750	20,540
Capital Outlay	-	-	-	-
Fixed Charges	51,482	76,521	76,521	97,172
	<b>\$ 198,978</b>	<b>\$ 230,861</b>	<b>\$ 217,412</b>	<b>\$ 259,411</b>

**GOALS:**

**Town Area of Focus**

**More Boots & Bike, Less Cars**

*Develop and implement a balanced parking and multi-modal*

**Leading Environmental Stewardship**

*Implement action that further the Town's efforts towards suitability and reduction of our community's carbon footprint.*

**Program Objective**

Develop funding strategies to support mobility objectives.

*Use of technology.* Staff will continue to store documents in electronic format.

Oversee financial sustainability of Town's solar gardens.

**Deliver Balanced Year Round Economy**

*Attract and retain entry and mid-level workforce.*

*Provide reliable and competitive broadband services to*

**Hometown Feel & Authentic Character**

*Enhance and develop avenues for citizens to engage with the*

*Develop cutting edge messaging/programs around responsible*

*Culture.* Engage staff to meet individual and department professional goals.

Ongoing support for Broadband project implementation and financial oversight.

*Access to information.* Online financial reporting through monthly reports to Town Council, Annual Financial Report, & annual budget

*Long range financial planning.* By evaluating the Town's projections for revenues and expenses on a multi-year basis, the Town is able

**PERFORMANCE MEASURES:**

	2019 Actual	2020 Actual	2021 Estimate	2022 Target
Financial reporting at monthly Town Council meetings	11	12	12	11

PROGRAM: Accounting  
DEPARTMENT: Finance  
DIVISION: Accounting  
PROGRAM NO: 0462

**PROGRAM DESCRIPTION:**

Accounting encompasses business licensing, tax audit, accounts receivable, accounts payable, payroll, general ledger activities, and preparing the Town's financial reports (monthly Council reporting, the annual budget and comprehensive financial report). Accounting also provides direct support for utility billings/collections, accommodations and sales taxpayer returns, and real estate transfer tax collections.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
Personnel	572,903	596,688	629,038	660,787
Materials & Supplies	2,786	4,000	5,008	7,000
Charges for Services	153,964	143,380	113,380	172,080
Capital Outlay	-	-	-	-
Fixed Charges	-	-	-	-
	<u>\$ 729,652</u>	<u>\$ 744,068</u>	<u>\$ 747,426</u>	<u>\$ 839,867</u>

**GOALS:**

**Town Area of Focus**

**Program Objective**

**Deliver Balanced Year Round Economy**

*Fill in need periods: Metrics*

*Access to information.* Online financial reporting through monthly reports to Town Council, Annual Financial Report, & annual budget document.

**Leading Environmental Stewardship**

*Develop cutting edge messaging/programs around*

Provide year over year water usage information to water customers in response to Council request. Will repeat annually.

*Implement action that further the Town's efforts*

Provide Public Works and the citizenry with information as needed regarding water usage and the new water plant.  
*Use of technology.* Staff will continue to store documents in electronic format.  
*Electronic billing.* Staff will continue to encourage online utility billing, sales tax filing, business license renewal, and a payroll self-service portal.  
Continue to increase participation in paperless processes within all functions of the division

**Hometown Feel & Authentic Character**

*Further short-term rental regulation, buildout employee housing and rental units/programs*

Provide support to management and Town Council in evaluating revenues to ensure an appropriate level of support to employee housing units/programs

**PERFORMANCE MEASURES:**

	2019 Actual	2020 Actual	2021 Estimate	2022 Target
Complete the preparation and submission of various State, local,	100%	100%	100%	100%
Receive Government Financial Officers Association of the United States and Canada (GFOA) excellence in financial reporting award	100%	100%	100%	100%
Business Licenses Processed	6,961	66	67	67
Sales, Accommodation, MMJ returns: % Filed Online	92%	92%	92%	92%
# of Tax Audits Completed	60	64	30	65
# of Utility Accounts	4,965	5,015	5,092	5,170
Utility Billing: % Electronic Delivery	92%	92%	92%	92%
# of Payments to Vendors	4,993	4,728	4,800	4,850
Accounts Payable: % Electronic Delivery (ACH)	64%	67%	68%	69%
# Real Estate Transfer Tax Transactions	9,570	7,203	8,000	8,000
# of Payroll Payments	10,939	10,316	10,600	11,024
Payroll: % Electronic Delivery (Direct Deposit)	98%	98%	98%	98%

PROGRAM: **Accommodation Unit Compliance**  
 DEPARTMENT: Finance  
 DIVISION: Accounting  
 PROGRAM NO: 0463

**PROGRAM DESCRIPTION:**

Accommodation Unit Compliance enforces short term rental policy. Enforcement areas include licensing, tax remittance, health and safety standards, and nuisance management.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
Personnel	60,681	84,595	86,809	223,533
Materials & Supplies	65	-	-	16,700
Charges for Services	41,783	108,140	109,289	111,010
Capital Outlay	-	-	-	-
Fixed Charges	-	-	-	69,000
	<u>\$ 102,530</u>	<u>\$ 192,735</u>	<u>\$ 196,098</u>	<u>\$ 420,243</u>

**GOALS:**

**Town Area of Focus**

**Program Objective**

**Hometown Feel & Authentic Character**

*Further short-term rental regulation, buildout employee housing and rental units/programs*

Ensure appropriate tools exist for tracking data in aiding in the housing crisis

Monitor compliance through the hotline, evaluate existing regulations, and provide reporting to Town Council to ensure appropriate regulations exist to protect Breckenridge's hometown feel

*Enhance and develop avenues for citizens to engage with the Town of Breckenridge so they are informed, feel heard, become involved and collaborate to find solutions*

Looking to further regulate the short term rental impacts to Breckenridge by building better communication and understanding between our lodging community and citizens.

**Leading Environmental Stewardship**

Monitor effectiveness of hotline and keep Responsible Agent data current and accurate

*Develop cutting edge messaging/programs around responsible tourism and responsible citizenry (this extends beyond environmental issues)*

Coordinate with other local jurisdictions for efficient and effective regulations and compliance monitoring  
 Collect data on health and safety requirements, performing inspections as needed

**PERFORMANCE MEASURES:**

	2019 Actual	2020 Actual	2021 Estimate	2022 Target
# of Accommodations Licenses	3,783	3,762	3,848	4,200
STR Hotline Complaints Resolved	38	265	248	252

## REVENUE & EXPENDITURE SUMMARY

PUBLIC SAFETY	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
<b>REVENUE</b>				
Animal Licenses	\$ 435	\$ 600	\$ 750	\$ 750
Fines & Forfeits	\$ 18,641	\$ 26,500	\$ 21,500	\$ 26,300
Reimb. Of Expenditures	\$ -	\$ 5,000	\$ 21,000	\$ 22,000
Grants	\$ 11,053	\$ 10,000	\$ 12,000	\$ 12,000
General Tax Support	\$ 3,654,447	\$ 3,725,944	\$ 3,441,675	\$ 4,306,911
<b>TOTAL REVENUE</b>	<u>\$ 3,684,576</u>	<u>\$ 3,768,044</u>	<u>\$ 3,496,925</u>	<u>\$ 4,367,961</u>
<b>EXPENDITURES</b>				
Personnel	\$ 2,750,122	\$ 2,841,423	\$ 2,575,180	\$ 3,088,536
Materials & Supplies	\$ 47,398	\$ 47,200	\$ 45,098	\$ 240,750
Charges for Services	\$ 464,689	\$ 463,666	\$ 460,821	\$ 594,600
Fixed Charges	\$ 422,368	\$ 415,755	\$ 415,826	\$ 444,075
	<u>\$ 3,684,576</u>	<u>\$ 3,768,044</u>	<u>\$ 3,496,925</u>	<u>\$ 4,367,961</u>
<b>EXPENDITURES BY PROGRAM</b>				
Administration & Records	\$ 1,100,403	\$ 1,099,712	\$ 1,068,408	\$ 1,109,117
Communications	\$ 270,430	\$ 264,998	\$ 274,142	\$ 340,250
Patrol Services	\$ 2,152,226	\$ 2,238,461	\$ 1,987,328	\$ 2,740,637
Community Services	\$ 161,516	\$ 164,873	\$ 167,047	\$ 177,957
<b>TOTAL EXPENDITURES</b>	<u>\$ 3,684,576</u>	<u>\$ 3,768,044</u>	<u>\$ 3,496,925</u>	<u>\$ 4,367,961</u>

PROGRAM: **Administration and Records**  
 DEPARTMENT: Public Safety  
 DIVISION: Police Services  
 PROGRAM NO: 0511

**PROGRAM DESCRIPTION:**

The programs, staff, and funding within the administrative division support a variety of services and community initiatives. Within this division, the Chief, Assistant Chief and Administrative Analyst provide overall supervision, leadership and management for the department, its officers and non-sworn staff. The Chief of Police oversees Community Service/Parking Management, the Records Division, and Personnel Records within the Department. The Assistant Chief is responsible for operational oversight of the Patrol and Investigative divisions. The Administrative Analyst has responsibility for hiring/recruiting, professional standards, policy development and maintenance within the Lexicon policy manual, including daily training bulletins. The Records Supervisor controls and supervises the quality and the dissemination of all police records.

PROGRAM EXPENDITURES:

	2020	2021	2021	2022
	ACTUAL	BUDGET	ESTIMATED	ADOPTED
Personnel	649,460	655,404	655,460	657,765
Materials & Supplies	7,870	10,000	11,558	15,000
Charges for Services	139,820	137,668	104,679	161,500
Fixed Charges	303,253	296,640	296,711	274,852
	<u>\$ 1,100,403</u>	<u>\$ 1,099,712</u>	<u>\$ 1,068,408</u>	<u>\$ 1,109,117</u>

**GOALS:**

**Town Area of Focus**

**Deliver balanced, year-round economy driven by destination tourism by 2024.**

*Attract and retain entry and mid-level workforce*

**Program Objective**

Continue seeking more opportunities to sponsor a diverse new hire workforce within the State's police academies.  
 The department will continue its evaluation of the hiring process with a focus on best practices and longevity of staff hired.

**Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.**

The Breckenridge Police Department will become more data driven in its strategy to address traffic safety concerns. The department continues to provide a high level of service responding to community traffic concerns. Numerous letters from community members have been recieved thanking the department for our efforts.  
 In 2021, into 2022, the Breckenridge Police Department begin the accreditation process by the Colorado Association of Chiefs of Police.

**PERFORMANCE MEASURES:**

	2018	2019	2020	
Background Checks	56	93	24	External only; social services, law enforcement, fire, probation not included
Records Requests	288	202	105	

PROGRAM: **Communications**  
 DEPARTMENT: Public Safety  
 DIVISION: Police Services  
 PROGRAM NO: 0512

**PROGRAM DESCRIPTION:**

This program and its funding provide communication services for police activities, and support records management processes and systems. Communication services, provided by the Summit County Communications Center, include handling telephone requests for emergency and routine services, as well as dispatching officers. This program also provides for communications-related software, hardware, and county staff required in the operation and maintenance of communication and records management systems.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
Materials & Supplies	3,985	-	-	17,550
Charges for Services	266,446	264,998	274,142	322,700
	<u>\$ 270,430</u>	<u>\$ 264,998</u>	<u>\$ 274,142</u>	<u>\$ 340,250</u>

**GOALS:**

**Town Area of Focus**

**Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.**

*Enhance and develop avenues for citizens to engage with the Town of Breckenridge so they are informed, feel heard, become involved and collaborate to find solutions*

**Program Objective**

Breckenridge Police Department continues to be the second highest user of the 911 Center, after the Sheriff's Office.  
 Implemented personal and vehicle cameras in 2021, pursuant to legislation and transparency partnership with the community.

**PERFORMANCE MEASURES:**

	2018	2019	2020
NW Incidents	12,303	13,974	15,465

PROGRAM: Patrol Services  
DEPARTMENT: Public Safety  
DIVISION: Police Services  
PROGRAM NO: 0513

**PROGRAM DESCRIPTION:**

This program provides 24-hour a day, 7-day a week police services to residents, the business community and visitors to the Town. Services include patrol, investigations, traffic complaints, calls for service and other law enforcement related duties. The department has a strong commitment to Community Oriented Policing and problem solving. An organized Community Policing Principles allows officers to work closely with community members, business owners and employees of other Town Departments to assist in problem solving and maintain the community's quality of life.

**PROGRAM EXPENDITURES:**

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
Personnel	1,954,647	2,037,312	1,768,839	2,280,517
Materials & Supplies	35,507	37,000	33,340	200,000
Charges for Services	58,423	60,500	81,500	105,400
Capital Outlay	-	-	-	-
Fixed Charges	103,649	103,649	103,649	154,720
	<u>\$ 2,152,226</u>	<u>\$ 2,238,461</u>	<u>\$ 1,987,328</u>	<u>\$ 2,740,637</u>

**GOALS:**

**Town Area of Focus**

**Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.**

*Enhance and develop avenues for citizens to engage with the Town of Breckenridge so they are informed, feel heard, become involved and collaborate to find solutions.*

**More Boots & Bikes, less cars**

*Develop and implement a balanced parking and multi-modal transportation plan that preserves the character of the community.*

**Program Objective**

Identification of areas of high traffic crashes and engage in stronger reduction efforts through community education  
Continuing to identify community concerns while emphasizing strong community relations and providing high level Plan a Latino Citizen's Academy for 2022.

Establish a bike patrol program within the police department  
Increase officer engagement with local and visitor citizens through use of more foot patrols, special events, and tra

**PERFORMANCE MEASURES:**

	2018	2019	2020
Community Outreach			
Schools			
DARE Graduates	60	117	80
Bike Rodeos	3	2	0
Public			
Safe Bar Meetings	0	0	0
Tips Meetings	9	10	0
Enforcement			
Traffic			
Total Traffic Stops	2,111	2,604	4,359
Motor Vehicle Accidents	371	377	274
Calls			
# Cases	1,449	1,861	1,395
Noise Complaints	201	8	6
Assaults	76	57	32
Criminal Mischief	88	61	59
Disorderly	27	17	5
Ski Theft	14	25	3
Snowboard Theft	7	5	4
Ski Pass Fraud	178	323	263
Arrests			
DUI	77	36	26
Misdemeanor	161	80	

PROGRAM: **Community Services**  
 DEPARTMENT: Public Safety  
 DIVISION: Police Services  
 PROGRAM NO: 0515

**PROGRAM DESCRIPTION:**

This program supports the department's efforts in community service activities, parking management, education and enforcement. The team is currently comprised of a Supervisor, four (4) Community Service Officers, and one parking administrative specialist. CSO's perform a variety of field and administrative duties in support of the department's community oriented approach to code and parking enforcement. They patrol the town by vehicle, on foot, or by bicycle and work with the community to identify, educate and enforce municipal code and other violations related to parking, animal control, trash and junk/abandoned vehicles. They also address other quality of life and community issues through their contacts with the public, as well as investigating minor criminal complaints, traffic accidents and respond to a variety of calls for service within the community.

PROGRAM EXPENDITURES:

	2020	2021	2021	2022
	ACTUAL	BUDGET	ESTIMATED	ADOPTED
Personnel	146,014	148,707	150,881	150,254
Materials & Supplies	36	200	200	8,200
Charges for Services	-	500	500	5,000
Capital Outlay	-	-	-	-
Fixed Charges	15,466	15,466	15,466	14,503
	<b>\$ 161,516</b>	<b>\$ 164,873</b>	<b>\$ 167,047</b>	<b>\$ 177,957</b>

**GOALS:**

**Town Area of Focus**

**Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.**

*Develop more robust peak day management strategy*

*Enhance and develop avenues for citizens to engage with the Town of Breckenridge so they are informed, feel heard, become involved and collaborate to find solutions.*

**Program Objective**

CSO's to concentrate more on Code Enforcement into 2022.

CSO's attend the various HOA's within the Town as their schedules permit. Additional position proposed for additional code enforcement.

**PERFORMANCE MEASURES:**

	2018	2019	2020
Parking & Code Enforcement			
Parking Citations	7,175	7,179	N/Available
Cites Excluding Voids, Warnings	3,976	19	N/Available
Collection Rate	66%	67%	N/Available
Permits Sold	1,358	1,317	N/Available
Dog Licenses	57	58	39
Dog at Large Citations	17	32	5
Wildlife calls	115	170	9

\* Parking statistics are tabulated from May 1 - April 30.

## REVENUE AND EXPENDITURE SUMMARY

COMMUNITY DEVELOPMENT	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
<b>REVENUE</b>				
Inspection Permits	\$ 478,703	\$ 410,103	\$ 511,000	\$ 554,537
Class 'A'	\$ 45,648	\$ 33,396	\$ 45,250	\$ 45,905
Class 'B'	\$ 9,436	\$ 6,594	\$ 7,631	\$ 8,868
Class 'C'	\$ 38,802	\$ 30,864	\$ 39,600	\$ 38,597
Class 'D'	\$ 58,190	\$ 68,636	\$ 78,000	\$ 85,382
Sale of Documents	\$ 9	\$ -	\$ -	\$ -
Misc. Fees	\$ 2,822	\$ 2,300	\$ 2,300	\$ 2,300
Plan Review	\$ 262,179	\$ 251,650	\$ 300,000	\$ 350,000
Grants	\$ -	\$ -	\$ -	\$ -
General Tax Support	\$ 822,776	\$ 869,206	\$ 847,124	\$ 1,148,773
<b>TOTAL REVENUE</b>	<b><u>\$ 1,718,564</u></b>	<b><u>\$ 1,672,749</u></b>	<b><u>\$ 1,830,905</u></b>	<b><u>\$ 2,234,362</u></b>
<b>EXPENDITURES</b>				
Personnel	\$ 1,331,020	\$ 1,308,337	\$ 1,231,024	\$ 1,749,868
Materials & Supplies	\$ 3,527	\$ 9,400	\$ 9,413	\$ 13,300
Charges for Services	\$ 115,495	\$ 62,900	\$ 298,310	\$ 100,900
Fixed Charges	\$ 268,522	\$ 292,112	\$ 292,158	\$ 370,294
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 1,718,564</u></b>	<b><u>\$ 1,672,749</u></b>	<b><u>\$ 1,830,905</u></b>	<b><u>\$ 2,234,362</u></b>
<b>EXPENDITURES BY PROGRAM</b>				
Administration	\$ 1,093,846	\$ 1,116,478	\$ 1,113,499	\$ 1,295,765
Building Services	\$ 623,856	\$ 555,395	\$ 587,600	\$ 763,846
Sustainability	\$ 863	\$ 876	\$ 129,806	\$ 174,751
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 1,718,564</u></b>	<b><u>\$ 1,672,749</u></b>	<b><u>\$ 1,830,905</u></b>	<b><u>\$ 2,234,362</u></b>

PROGRAM: **Administration**  
DEPARTMENT: Community Development  
DIVISION: Administration  
PROGRAM NO: 0611

**PROGRAM DESCRIPTION:**

This program funds the general operation of the Community Development Department, including administration and supervisory duties, wildfire/pine beetle mitigation, current planning/development review, and long range planning, including historic preservation and economic development. Administrative and supervisory functions include management responsibilities for the Department's different sections (current planning, long range planning, building, housing and child care), budget preparation and accounting, human resource management, and communications with Town management. Long range planning functions include staffing the 100% Renewable Task Force, the Comprehensive Code Amendments Steering Group, Housing Committee, Child Care committee, coordination and implementation of the SustainableBreck Plan, support to the Breckenridge Heritage Alliance, restoration and interpretation of Town historic resources, preparation of monthly economic indicators, managing and monitoring of the affordable housing program, Town sponsored housing projects, oversight of the child care program (including scholarships and teacher salary supplements), compilation of statistical information, coordination with County planning, and review of annexation proposals. Development review responsibilities include providing support for the Planning Commission and reviewing and processing all requests for development within the Town, making recommendations on changes to the Development Code, and enforcement of the Development Code and Sign Code.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
Personnel	867,755	861,198	861,198	995,754
Materials & Supplies	2,624	7,400	7,413	9,800
Charges for Services	43,609	51,500	48,500	84,500
Capital Outlay	-	-	-	-
Fixed Charges	179,857	196,380	196,388	205,711
	<u>\$ 1,093,846</u>	<u>\$ 1,116,478</u>	<u>\$ 1,113,499</u>	<u>\$ 1,295,765</u>

**GOALS:**

**Town Area of Focus**

**Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices**

*Develop cutting edge messaging/programs around responsible tourism and responsible citizenry (this extends beyond environmental issues)*

**Program Objective**

Continued implementation of the SustainableBreck Plan action items

- a. Increase in businesses receiving certified SustainableBreck status
- b. Increase in residences initiating energy efficiency upgrades (EnergySmart program)
- c. Participation in the Save As You Recycle program
- d. Implement projects to move towards the Town's 100 % renewable goals

Work with the United States Forest Service (USFS) to implement aspects of the Watershed Protection MOU

**PERFORMANCE MEASURES:**

	2018	2019	2020
Class A Permits Approved	10	5	7
Class B Permits Approved	9	6	5
Class C Permits Approved	34	19	16
Class D Major Permits Approved	54	35	21
Class D Minor Permits Approved	250	296	511
Town Projects	13	12	11
Local Landmarking Ordinances	4	2	1
Code Amendments Processed	4	8	
Businesses achieving SustainableBreck certification	13	10	8

PROGRAM: **Building**  
 DEPARTMENT: Community Development  
 DIVISION: Building  
 PROGRAM NO: 0621

**PROGRAM DESCRIPTION:**

This program funds building review and inspection services for all construction activities in Town. This includes the review of building plans before construction begins for compliance with adopted building codes and inspection of construction when buildings are being built. All aspects of construction are reviewed including structural elements, electrical, plumbing and mechanical systems. Construction is also reviewed for conformance with the Town's sustainable "green" building standards. The program also provides technical assistance to Town building projects.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
Personnel	462,402	446,263	240,020	579,363
Materials & Supplies	903	2,000	2,000	3,500
Charges for Services	71,886	11,400	249,810	16,400
Fixed Charges	88,666	95,732	95,770	164,583
	<u>\$ 623,856</u>	<u>\$ 555,395</u>	<u>\$ 587,600</u>	<u>\$ 763,846</u>

**GOALS:**

**Town Area of Focus**

**Deliver balanced, year-round economy driven by destination tourism by 2024.**

*Further short-term rental regulation, Build out employee housing and rental units/programs*

**Program Objective**

Continue the process of implementing the next phase of Energov software program.  
 Provide administrative and technical support for the Block 11 subdivision and the Carriage house remodel.  
 Provide technical code support for the new Sustainability Coordinator and the short term rental committee.

**PERFORMANCE MEASURES:**

	2018	2019	2020
Building Permits Issued	424	430	357
Inspection numbers	7,330	6,481	3,592
Fee's waived (\$) for Town, Solar, and Deed restricted properties	\$ 537,989	\$ 71,136	\$ 249,249

PROGRAM: **Sustainability**  
 DEPARTMENT: Community Development  
 DIVISION: Planning  
 PROGRAM NO: 0631

**PROGRAM DESCRIPTION:**

The sustainability program administers the aid in meeting the sustainability goals of the Town led by Council, Leadership, and general staff.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
Personnel	863	876	129,806	174,751
Charges for Services	-	-	-	-
<b>\$</b>	<b>863</b>	<b>\$ 876</b>	<b>\$ 129,806</b>	<b>\$ 174,751</b>

**GOALS:**

**Town Area of Focus**

**Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices**

*Develop cutting edge messaging/programs around responsible tourism and responsible citizenry (this extends beyond environmental issues)*

**Program Objective**

Manage reusable bag program, offering reusable bags to local retailers

Educate the public on disposable bags and other environmental impacts

## REVENUE & EXPENDITURE SUMMARY

PUBLIC WORKS	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
<b>REVENUE</b>				
Administration	\$ 519,756	\$ 453,634	\$ 515,136	\$ 480,360
Streets	\$ 46,132	\$ 35,000	\$ 45,000	\$ 32,000
Parks	\$ 24,897	\$ 41,880	\$ 82,225	\$ 43,500
Facilities Maintenance	\$ 187,422	\$ 137,610	\$ 148,568	\$ 198,573
Engineering	\$ 28,700	\$ 22,500	\$ 29,000	\$ 28,000
General Tax Support	\$ 7,161,950	\$ 7,347,507	\$ 7,517,015	\$ 8,765,323
<b>TOTAL REVENUE</b>	<u>\$ 7,968,857</u>	<u>\$ 8,038,131</u>	<u>\$ 8,336,944</u>	<u>\$ 9,547,756</u>
<b>EXPENDITURES</b>				
Personnel	\$ 3,694,859	\$ 3,903,819	\$ 3,595,213	\$ 4,145,953
Materials & Supplies	\$ 440,438	\$ 487,175	\$ 509,675	\$ 565,605
Charges for Services	\$ 1,940,124	\$ 1,795,318	\$ 2,342,833	\$ 2,471,711
Fixed Charges	\$ 1,893,436	\$ 1,851,819	\$ 1,889,223	\$ 2,364,487
<b>TOTAL EXPENDITURES</b>	<u>\$ 7,968,857</u>	<u>\$ 8,038,131</u>	<u>\$ 8,336,944</u>	<u>\$ 9,547,756</u>
<b>EXPENDITURES BY PROGRAM</b>				
Administration	\$ 720,313	\$ 603,480	\$ 1,074,439	\$ 574,862
Streets	\$ 2,549,227	\$ 2,539,943	\$ 2,518,494	\$ 3,045,516
Parks	\$ 2,006,008	\$ 2,135,843	\$ 2,084,968	\$ 2,718,309
Facilities Maintenance	\$ 1,870,181	\$ 2,031,579	\$ 1,969,555	\$ 2,388,202
Engineering	\$ 822,950	\$ 727,286	\$ 689,488	\$ 820,867
<b>TOTAL EXPENDITURES</b>	<u>\$ 7,968,857</u>	<u>\$ 8,038,131</u>	<u>\$ 8,336,944</u>	<u>\$ 9,547,756</u>

PROGRAM: **Public Works Administration**  
 DEPARTMENT: Public Works  
 DIVISION: Public Works  
 PROGRAM NO: 0701

**PROGRAM DESCRIPTION:**

This program provides labor, supplies, and general services required to manage the various divisions of Public Works including Streets & Parks, Facilities, Fleet Maintenance, Water, Transit, and Engineering and provides customer service to internal and external customers. Personnel Services are those of the Director of Public Works, the Assistant Public Works Directors, the Administrative Services Manager, Administrative Services Coordinator, and Administrative Specialist.

PROGRAM EXPENDITURES:

	2020	2021	2021	2022
	ACTUAL	BUDGET	ESTIMATED	ADOPTED
Personnel	479,252	493,351	458,695	444,934
Materials & Supplies	6,713	5,000	5,000	11,030
Charges for Services	171,268	23,436	523,051	40,143
Fixed Charges	63,080	81,693	87,693	78,755
	<b>\$ 720,313</b>	<b>\$ 603,480</b>	<b>\$ 1,074,439</b>	<b>\$ 574,862</b>

**GOALS:**

**Town Area of Focus**

**Program Objective**

**Deliver balanced, year-round economy driven by destination tourism by 2024.**

*Attract and retain entry and mid-level workforce.*

Continue to coordinate and support the accomplishment of Public Works Department goals and operations.

**Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.**

*Enhance and develop avenues for citizens to engage with the Town of Breckenridge so they are informed, feel heard, become involved and collaborate to find solutions.*

Continue to efficiently support internal and external customer service needs.

**More boots & bikes, less cars**

*Parking & Transportation Comprehensive Plan Implementation*

Manage special projects as identified in the 2021 budget year.

**PERFORMANCE MEASURES:**

	2017	2018	2019
Number of PW employees	109	104	117
Number of building permits processed by staff	160	92	82

PROGRAM: **Street Maintenance**  
 DEPARTMENT: Public Works  
 DIVISION: Streets & Parks  
 PROGRAM NO: 0711

**PROGRAM DESCRIPTION:**

This program funds salaries, supplies, and services required to administer the related programs of drainage maintenance, snow and ice removal, street cleaning, traffic control (signage and signals), surface repair and maintenance and assistance and assistance with special events. Winter and summer maintenance activities cover over 122 lane miles of streets, alleys, parking lots, and other Town facilities.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
Personnel	959,104	1,040,991	961,867	1,100,169
Materials & Supplies	186,701	169,300	195,800	199,625
Charges for Services	299,069	297,880	297,875	372,675
Capital Outlay	-	-	-	-
Fixed Charges	1,104,353	1,031,772	1,062,952	1,373,047
	<u>\$ 2,549,227</u>	<u>\$ 2,539,943</u>	<u>\$ 2,518,494</u>	<u>\$ 3,045,516</u>

**GOALS:**

**Town Area of Focus**

**Program Objective**

**Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.**

*Enhance and develop avenues for citizens to engage with the Town of Breckenridge so they are informed, feel heard, become involved and collaborate to find solutions.*

Continue to support and maintain Town infrastructure, support community needs

**Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices**

*Implement action that further the Town's efforts towards suitability and reduction of our community's carbon footprint.*

Use of alternative materials for snow and ice mitigation; de-icer

**PERFORMANCE MEASURES:**

	2017	2018	2019
Lane miles of streets maintained including but not limited to snow removal	122	122	122
	<b>2017-2018 Season</b>	<b>2018-2019 Season</b>	<b>2019-2020 Season</b>
Number of 24 yard loads of snow hauled from town	2,851	6,016	5,627

PROGRAM: **Park Maintenance**  
 DEPARTMENT: Public Works  
 DIVISION: Streets & Parks  
 PROGRAM NO: 0721

**PROGRAM DESCRIPTION:**

This program funds the following:

Salaries, supplies, and services required to administer the related programs of park, sidewalk/landscape, street light, and cemetery maintenance.

Operation, maintenance and landscape improvements to the Town's park, medians, roundabouts and athletic facilities to include pavilions, tennis courts, one basketball court, volleyball courts, and the Skateboard park at Kingdom Park.

Year-round maintenance of the Town's pedestrian pathways, footbridges, and landscape and irrigation systems. Activities include sidewalk snow maintenance, watering, gardening, fertilizing, irrigation management, new plantings, trash/litter removal, and pedestrian bridge repairs.

Street light maintenance which funds supplies, parts, energy costs, and some contract electrical and painting services required to operate and maintain the Town's street lighting. This program also covers painting costs for Breckenridge's decorative lights and funds holiday lighting & decorations.

Assisting with special events and banners.

Cemetery maintenance which includes site irrigation, fence improvement program, gravesite maintenance and road grading.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
Personnel	866,550	928,076	799,506	1,066,630
Materials & Supplies	177,285	190,250	194,250	216,275
Charges for Services	619,298	662,450	736,145	977,245
Fixed Charges	342,875	355,067	355,067	458,159
	<u>\$ 2,006,008</u>	<u>\$ 2,135,843</u>	<u>\$ 2,084,968</u>	<u>\$ 2,718,309</u>

**GOALS:**

**Town Area of Focus**

**Deliver balanced, year-round economy driven by destination tourism by 2024.**

**Program Objective**

Continued hanging of seasonal banners in Hwy 9 median

**Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.**

- Continued arborist maintenance of town trees
- Complete sod work at Carter Park Dog Park
- Continue to support and maintain Town infrastructure, support community needs
- Paint 1/5 of Town streetlights
- Painting of intersection traffic signal poles - French and Main, Ski Hill and Main
- Painting of hand railings throughout Town

**Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices**

*Develop cutting edge messaging/programs around responsible tourism and responsible citizenry (this extends beyond environmental issues)*

- Repair/replace signage on all Town trash and recycle barrels
- Install 15 recycle/trash bear proof cans

**PERFORMANCE MEASURES:**

	2017	2018	2019
Miles of sidewalks maintained	25	25	25
Number of Acres of turf maintained	7	7	7
Number of Sq. Ft. of Roundabout and Medians Maintained	250,000	250,000	250,000
Number of Acres of synthetic turf maintained	2	2	2
Number of Streetlights maintained	1,395	1,425	1,450
Number of Trash/Recycle barrels maintained	175	180	200

PROGRAM: **Facilities Maintenance**  
 DEPARTMENT: Public Works  
 DIVISION: Facilities  
 PROGRAM NO: 0731

**PROGRAM DESCRIPTION:**

This program provides for the administration, supervision, and direct expenses associated with the operation and maintenance of all Town facilities to include upgrades and insurance.

This program further funds mechanical, plumbing, and electrical maintenance. Included are energy costs for Public Works, Town Hall, Police station, Schoonover Building, Welcome Center, Valley Brook House, Transit Station, BGVCC building. Janitorial costs for Town Hall, Public Works, Police Station, Welcome Center, BGVCC building, Transit Station, Kingdom Park, Carter Park, and the River walk exterior bathrooms are included as are specific repair supplies, minor tools, and building improvements for these facilities.

Also included in this budget are the testing, monitoring, and certification of the Town's alarm systems and elevators.

**PROGRAM EXPENDITURES:**

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
Personnel	902,517	930,740	890,837	972,769
Materials & Supplies	69,029	122,625	114,625	136,600
Charges for Services	679,794	774,347	760,226	1,023,128
Capital Outlay	-	-	-	-
Fixed Charges	218,841	203,867	203,867	255,705
<b>\$</b>	<b>1,870,181</b>	<b>\$ 2,031,579</b>	<b>\$ 1,969,555</b>	<b>\$ 2,388,202</b>

**GOALS:**

**Town Area of Focus**

**Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.**

**Program Objective**

Other Contracted Services

- Sand Trap Cleaning
- Drain Cleaning
- Overhead Door Repair
- Window Cleaning
- Carpet Cleaning
- Contracted Janitorial Services
- Service Contract for PD Generator
- Service Contract for building elevators

**PERFORMANCE MEASURES:**

	Town Hall	Riverwalk	Rec Center	Ice Rink	Arts	BGVCC	PW
<b>Total Labor Hours per Building</b>	1133.95	716.26	1881.88	1580.30	1055.54	586.58	1370.70
<b>Total %</b>	7.38%	4.66%	12.25%	10.29%	6.87%	3.82%	8.92%

Notable Labor Categories	% of Time Spent
Preventative Maintenance	13.40%
HVAC/Mech., Refrigeration, Boilers	5.47%
Plumbing	6.10%
Building Checks	22.50%
General Labor	4.30%

Hours Spent on Special Events	140
Biggest Events: Oktoberfest, Snow Sculptures, 4th of July	
Average Open WO's per Day	162

Major Buildings maintained include Town Hall, Rec Center, Welcome Center, Riverwalk, PW buildings, Breck Transit Station, Police Station, Club House, Carter Park, Ice Rink, Arts District, and Harris St. Building. Numerous other buildings include Dumpsters, Bus Stops, Parks, Historical, and storage buildings.

Building Square footage by Year	2017	2018	2019	2020
	388,597	415,429	421,189	423,789

PROGRAM: **Engineering Administration**  
 DEPARTMENT: Public Works  
 DIVISION: Engineering  
 PROGRAM NO: 0801

**PROGRAM DESCRIPTION:**

The Engineering Division program funds supplies and labor including 3 engineers, GIS analyst, and Construction Inspector. The Division manages the Town's Capital Improvement Projects, development review , Building Permit reviews and final Certificate of Occupancy engineering inspections, ROW Permit administration and inspection.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
Personnel	487,260	510,661	484,308	561,451
Materials & Supplies	710	-	-	2,075
Fixed Charges	164,287	179,420	179,644	198,821
<b>\$</b>	<b>822,950</b>	<b>\$ 727,286</b>	<b>\$ 689,488</b>	<b>\$ 820,867</b>

**GOALS:**

**Town Area of Focus**

**Deliver balanced, year-round economy driven by destination tourism by 2024.**

**Program Objective**

Continuation of the inspection of various Town and private development projects, update and utilize software applications for I permitting, and continuing to respond to an anticipated +/-250 development and building permits applications.

**More boots & bikes, less cars**

*Develop and implement a balanced parking and multi-modal transportation plan that preserves the character of the community.*

Provide design, project management, and construction oversight of projects as detailed in the Capital Improvements Plan and P Transportation capital projects.

**PERFORMANCE MEASURES:**

	2017	2018	2019
Private Development Building Permit Review			
No. of Building Permits Reviewed	160	92	82
No. of Building Permit CO's Inspections	80	55	47
CIP Projects			
Total amount of CIP spent	\$11.7 M	\$10.6M	\$13.6M

**REVENUE & EXPENDITURE  
SUMMARY**

RECREATION	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
<b>REVENUES</b>				
Rec Programs	\$ 428,349	\$ 554,100	\$ 815,818	\$ 862,450
Rec Operations	\$ 560,393	\$ 949,079	\$ 1,093,794	\$ 1,785,623
Tennis Programs	\$ 174,477	\$ 141,526	\$ 203,903	\$ 195,941
Nordic Center	\$ 262,496	\$ 205,100	\$ 277,339	\$ 239,800
Ice Rink Operations	\$ 323,309	\$ 398,200	\$ 434,722	\$ 479,200
General Tax Support	\$ 2,980,058	\$ 3,083,543	\$ 2,352,751	\$ 3,104,701
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL REVENUES</b>	<b><u>\$ 4,729,082</u></b>	<b><u>\$ 5,331,548</u></b>	<b><u>\$ 5,178,327</u></b>	<b><u>\$ 6,667,715</u></b>
<b>EXPENDITURES</b>				
Personnel	\$ 2,868,318	\$ 3,142,495	\$ 3,078,572	\$ 3,736,809
Materials & Supplies	\$ 277,699	\$ 345,225	\$ 308,369	\$ 429,149
Charges for Services	\$ 715,857	\$ 1,010,575	\$ 948,734	\$ 1,584,957
Capital Outlay	\$ (0)	\$ -	\$ -	\$ -
Grants	\$ 188	\$ -	\$ -	\$ -
Fixed Charges	\$ 867,019	\$ 833,253	\$ 842,652	\$ 916,800
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 4,729,082</u></b>	<b><u>\$ 5,331,548</u></b>	<b><u>\$ 5,178,327</u></b>	<b><u>\$ 6,667,715</u></b>
<b>EXPENDITURES BY PROGRAM</b>				
Administration	\$ 761,447	\$ 778,660	\$ 776,135	\$ 882,308
Recreation Programs	\$ 941,395	\$ 1,150,658	\$ 1,136,663	\$ 2,032,101
Recreation Operations	\$ 1,650,152	\$ 1,961,687	\$ 1,815,765	\$ 1,958,097
Tennis Programs	\$ 283,902	\$ 273,455	\$ 302,378	\$ 402,839
Nordic Operations	\$ 333,451	\$ 342,265	\$ 333,556	\$ 368,524
Ice Rink Operations	\$ 758,735	\$ 824,823	\$ 813,830	\$ 1,023,846
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 4,729,082</u></b>	<b><u>\$ 5,331,548</u></b>	<b><u>\$ 5,178,327</u></b>	<b><u>\$ 6,667,715</u></b>

PROGRAM: **Recreation / Administration**  
 DEPARTMENT: Recreation  
 DIVISION: Administration  
 PROGRAM NO: 0851

**PROGRAM DESCRIPTION:**

The Recreation Administration division encompasses administrative staff and support, personnel administration and support, business systems, department-wide advertising, marketing and promotions; operating supplies and services; technology and support; and other miscellaneous expenses necessary to provide facilities, programs and services to the community. Positions include the Director, Assistant Director, Administrative Manager, Recreation Coordinator/Administration, Recreation Coordinator/Admin & Marketing, and a Recreation Specialist.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
Personnel	547,345	567,644	567,644	587,105
Materials & Supplies	5,889	11,000	9,000	15,300
Charges for Services	35,021	48,095	47,570	91,345
Grants	188	-	-	-
Fixed Charges	173,004	151,921	151,921	188,558
	<b>\$ 761,447</b>	<b>\$ 778,660</b>	<b>\$ 776,135</b>	<b>\$ 882,308</b>

**GOALS:**

**Town Area of Focus**

**Deliver balanced, year-round economy driven by destination tourism by 2024.**

*Attract and retain entry and mid-level workforce.*

**Program Objective**

Conduct strategic recruitment tactics including signage, facility recruitment hubs/desks, electronic messaging, etc., to meet emerging needs as pandemic recovery allows operations to ramp up.

**Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.**

*Enhance and develop avenues for citizens to engage with the Town of Breckenridge so they are informed, feel heard, become involved and collaborate to find solutions.*

Provide leadership and support of long range departmental projects and adapt to pandemic recovery needs, such as community support, department initiatives, and emerging pandemic needs, etc.  
 Continue refinement of website and Active website pages with graphics, links and shortcuts to improve the customer experience. Utilize website and social media to tell the stories of recreation in Breckenridge and our local community.

**PERFORMANCE MEASURES:**

	2018	2019	2020	2021 Projected	2022 Target
Number of page views on the website for the Rec Department Home page (most popular dept page):	73,412	80,146	76,956	86,948	78,000
Percentage of Online Revenue* (*computed from available online sales):	n/a	n/a	97,844	97,007	100,000
	29%	29%	52%	40%	40%

PROGRAM: Recreation / Programs  
 DEPARTMENT: Recreation  
 DIVISION: Programs  
 PROGRAM NO: 0852

**PROGRAM DESCRIPTION:**

The Recreation Programs division includes personnel, operating supplies and charges for services required to offer a wide variety of activities including youth & toddler programs, sports & events, outdoor recreation & education (inc. climbing wall), aquatics and ice programs. Positions include a manager, 5 programmers, and support staff.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
Personnel	833,770	962,597	949,299	1,578,209
Materials & Supplies	18,963	22,000	22,867	141,450
Charges for Services	58,448	135,586	134,010	278,252
Fixed Charges	30,213	30,475	30,487	34,190
<b>\$</b>	<b>941,395</b>	<b>\$ 1,150,658</b>	<b>\$ 1,136,663</b>	<b>\$ 2,032,101</b>

**GOALS:**

**Town Area of Focus**

**Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.**

*Ensure access to affordable quality childcare for local working families.*

**Program Objective**

Continue offering diverse afterschool and full day childcare offerings. Work with community partners to ensure comprehensive childcare offerings and increase outreach to diverse populations through usage of school district translators.

Continue to expand the Town of Breckenridge scholarship program and reach of Becker/Outdoor Programs scholarships to include local daycare centers and county Teen Center.

**Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices**

*Transition Recreation department events to zero waste by 2024*

Implement sustainable practices to reduce paper for registration/event needs and become zero waste during select recreation sports events in 2022, specifically for the Summit Trail Running Series, Summit Mountain Challenge, and the Breckenridge Ascent Series.

**PERFORMANCE MEASURES:**

	2018	2019	2020	2021 Projected	2022 Target
Number of Program Participant Visits	82,709	85,218	57,471	90,000	100,000
Net Promoter Score	53	79	77	79	79
Cost Recovery Rate	75%	74%	46%	78%	55%

PROGRAM: **Recreation / Recreation Center**  
 DEPARTMENT: Recreation  
 DIVISION: Recreation Center  
 PROGRAM NO: 0853

**PROGRAM DESCRIPTION:**

The Recreation Center division includes personnel, operating supplies and charges for services required to operate and maintain the Breckenridge Recreation Center. Personnel include the Recreation Facilities Manager, Guest Services staff, Aquatics staff, and Facilities staff. Most recurring annual expenses associated with the upkeep and maintenance of the full-service Recreation Center and Carter Park are included in the budget, such as pool chemicals, janitorial services, pro shop merchandise, fitness / facility equipment, facility repairs and maintenance.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
Personnel	833,974	935,508	880,924	717,204
Materials & Supplies	99,656	164,050	127,913	79,500
Capital Outlay	(0)	-	-	-
Fixed Charges	416,170	420,983	420,983	441,447
	<u>\$ 1,650,152</u>	<u>\$ 1,961,687</u>	<u>\$ 1,815,765</u>	<u>\$ 1,958,097</u>

**GOALS:**

**Town Area of Focus**

**Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.**

**Program Objective**

Continue to offer safe recreational opportunities for our community and visitors by providing leadership and support to our staff and patrons. Utilize adaptability, creativity and risk management to continue to operate in new and/or revised formats while adhering to Summit County, State and local health orders.

Monitor facility and equipment usage to determine if patron needs and expectations are being met. Consider new norms annually and determine if changes are appropriate. Continue to develop stronger working relationship with local pickleball association. Consider if additional session based fitness classes may be appropriate and determine how to appropriately market them.

**Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices**

*Improve current recycling programs, usage and education*

Continue efforts to convert record keeping to digital processes and reduce paper consumption. Improve recycling signage throughout facility. Evaluate options and potential shift from paper punch passes and plastic membership cards to electronic check in.

**PERFORMANCE MEASURES:**

	2018	2019	2020	2021 Projected	2022 Target
Number of Facility Participant Visits	219,092	223,278	75,871	140,000	220,000
Number of Rec Facility Permits Issued	485	528	39	120	500
Net Promoter Score	75	90	34	70	90
Cost recovery rate	102%	92%	35%	61%	90%

PROGRAM: **Recreation / Recreation Center**  
DEPARTMENT: Recreation  
DIVISION: Tennis Programs  
PROGRAM NO: 0854

**PROGRAM DESCRIPTION:**

Tennis operations includes personnel, operating supplies, and charges for services required to operate and maintain the free-standing tennis facility. Expenses include personnel costs, pro shop merchandise, equipment and tennis program costs. Personnel includes a Tennis Coordinator, instructors and guest service attendants.

PROGRAM EXPENDITURES:

	ACTUAL	BUDGET	ESTIMATED	ADOPTED
Personnel	200,643	173,801	200,096	202,257
Materials & Supplies	10,136	16,825	18,325	20,475
Capital Outlay	-	-	-	-
Fixed Charges	24,576	24,943	24,961	24,962
<b>\$</b>	<b>283,902</b>	<b>\$ 273,455</b>	<b>\$ 302,378</b>	<b>\$ 402,839</b>

**GOALS:**

**Town Area of Focus**

**Deliver balanced, year-round economy driven by destination tourism by 2024.**

**Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.**

*Develop additional family oriented programming and events and maintain optimal court conditions to provide the best possible experience for our guests.*

**Program Objective**

Host two tennis tournaments in 2021. NTRP tournament in June and Summit County Championships held in September.

Continue to refine youth tennis offerings to include private lessons, afterschool, Junior program and High School level clinics. Restructure summer tennis programs into smaller groups based on age with additional court availability. Add additional sessions when needed if staffing levels will permit.

Continue to grow tennis by offering creative programming. Evaluate options to reintroduce mixed doubles leagues, create a new singles league and increase semi-private and private lesson offerings. Continually monitor clay court conditions and make necessary adjustments to provide best possible experience.

**PERFORMANCE MEASURES:**

	2018	2019	2020	2021 Projected	2022 Target
Number of indoor Facility Participant Visits	1,636	2,035	1,608	1,700	1,900
Number of outdoor Facility Participant visits	1,621	2,534	2,736	2,800	2,900
Number of Pickleball Facility Participant visits	634	1,010	326	-	-
Program participant visits	8,836	9,066	8,552	8,700	9,000
Total visits	12,727	14,645	13,222	13,200	13,800
Cost recovery rate	68%	67%	61%	67%	63%
Net Promoter		100%	100%	90%	100%

2018 was the first year of operations for this program.

PROGRAM: **Recreation / Nordic**  
 DEPARTMENT: Recreation  
 DIVISION: Nordic Operations  
 PROGRAM NO: 0855

**PROGRAM DESCRIPTION:**

The Gold Run Nordic Center operations include seasonal personnel, operating supplies and charges for services required to operate and maintain the Gold Run Nordic Center. Expenses include personnel costs, pro shop merchandise, ski and snowshoe equipment, production of season passes (cost shared with the operators of the Breckenridge Nordic Center), grooming costs (labor, fuel, equipment maintenance and replacement), and roughly 50% of expenses related to the Club House.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
Personnel	89,269	121,195	119,649	154,098
Materials & Supplies	84,527	56,300	59,014	87,224
Charges for Services	108,417	114,620	104,719	99,340
Capital Outlay	-	-	-	-
Fixed Charges	51,239	50,150	50,174	27,862
	<u>\$ 333,451</u>	<u>\$ 342,265</u>	<u>\$ 333,556</u>	<u>\$ 368,524</u>

**GOALS:**

Town Area of Focus

Program Objective

**Deliver increased programs and tours to enhance GRNC's role for destination tourists.**

Advertising to outside markets to increase participation, and exposure for GRNC.  
 Develop more family oriented programming and events

**Utilize snowmaking infrastructure and snow "farming" practices to ensure early season conditions and operations.**

Early opening of Nordic center for Season passholders and visiting guest.  
 Increased numbers at the beginning of the season.

**PERFORMANCE MEASURES:**

	2018 Actual	2019 Actual	2020 Actual	2021 Target	2022 Projected
Number of Participant Facility & Program Visits	12,503	8,711	10,050*	10,000	10,300
Cost Recovery Rate	76%	81%	79%	72%	72%
Daily Trail Passes Sold**		2,014	2,481	2,400	2,250

PROGRAM: **Recreation/ Ice Arena**  
DEPARTMENT: Recreation  
DIVISION: Ice Rink  
PROGRAM NO: 0856

**PROGRAM DESCRIPTION:**

The Ice Arena division encompasses the personnel, operating supplies and charges for services required to operate and maintain the Stephen C. West Ice Arena. The division operating budget provides for personnel, janitorial services and supplies, pro shop merchandise, skate equipment rental and maintenance, and ice surfacing equipment maintenance. The Ice Arena also partners with local not-for-profit groups to provide fund-raising opportunities, such as the Summit Youth Hockey Association.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
Personnel	363,317	381,750	360,960	497,936
Materials & Supplies	58,529	75,050	71,250	85,200
Charges for Services	165,071	213,242	217,494	240,929
Capital Outlay	-	-	-	-
Fixed Charges	171,818	154,781	164,126	199,781
	<u>\$ 758,735</u>	<u>\$ 824,823</u>	<u>\$ 813,830</u>	<u>\$ 1,023,846</u>

**GOALS:**

**Town Area of Focus**

**Program Objective**

**Deliver balanced, year-round economy driven by destination tourism by 2024.**

Evaluate adding additional specialty hockey camps (i.e. youth, adult, goalie, AA and AAAA, women's only, etc.) that do not compete with existing camps. Evaluate options to increase non-prime time rentals. Work with local youth hockey organization to attract additional tournaments, playoffs and jamboree's.

**Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.**

*Develop more family friendly programming and events.*

Provide additional programming and events during the summer on the turf field at the Ice Arena. Look at potential box soccer and lacrosse summer leagues and tournaments. Provide turf access for family fun time and bouncy house play during appropriate times.

Continue to offer safe recreational opportunities for our community by providing leadership and support to our staff and patrons. Utilize adaptability and creativity to offer clean and safe facilities while adhering to local, Summit County and State Public Health orders.

**Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices.**

Consider purchasing an electric ice resurfer and ice edger rather than using fossil fueled machines.

**PERFORMANCE MEASURES:**

	2018	2019	2020	2021 Projected	2022 Target
Number of Facility Visits	66,672	67,628	25,178	50,000	68,000
Number of Hours of Ice Rented to External User Groups	1,300	1,352	601	950	1,350
Cost Recovery Rate	55%	60%	44%	53%	48%
Net Promoter Score	98	49	70	70	90

## REVENUE & EXPENDITURE SUMMARY

OTHER MISCELLANEOUS	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
<b>REVENUE</b>				
Nordic Loan Payments	\$60,667	\$46,768	\$70,588	\$70,588
BGVCC Naming Agreement	\$50,000	\$50,000	\$50,000	\$50,000
General Tax Support	\$2,395,184	\$2,995	\$938,773	\$267,012
<b>TOTAL REVENUE</b>	<u>\$2,505,851</u>	<u>\$99,763</u>	<u>\$1,059,361</u>	<u>\$387,600</u>
<b>EXPENDITURES</b>				
Personnel	\$ 15,245	\$ 33,863	\$ 300,000	\$ 300,000
Materials & Supplies	\$ 41,056	\$ -	\$ 10,000	\$ -
Charges for Services	\$ 40,534	\$ 65,900	\$ 49,500	\$ 87,600
Grants	\$ 2,409,016	\$ -	\$ 699,861	\$ -
<b>TOTAL EXPENDITURES</b>	<u>\$ 2,505,851</u>	<u>\$ 99,763</u>	<u>\$ 1,059,361</u>	<u>\$ 387,600</u>
<b>EXPENDITURES BY PROGRAM</b>				
Contingencies	\$ 2,489,952	\$ 58,663	\$ 1,024,861	\$ 315,000
Committees	\$ 15,899	\$ 41,100	\$ 34,500	\$ 72,600
<b>TOTAL EXPENDITURES</b>	<u>\$ 2,505,851</u>	<u>\$ 99,763</u>	<u>\$ 1,059,361</u>	<u>\$ 387,600</u>

PROGRAM: Contingencies  
 DEPARTMENT: General Government  
 DIVISION:  
 PROGRAM NO: 0812, 1111

**PROGRAM DESCRIPTION:**

This program budgets monies for contingencies.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
Personnel	15,245	33,863	300,000	300,000
Materials & Supplies	41,056	-	10,000	-
Charges for Services	24,635	24,800	15,000	15,000
Capital Outlay	-	-	-	-
Grants	2,409,016	-	699,861	-
Transfers	-	-	-	-
Totals	\$ 2,489,952	\$ 58,663	\$ 1,024,861	\$ 315,000

PROGRAM COMMENTARY:

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PROGRAM: **Committees**  
DEPARTMENT: General Government  
DIVISION:  
PROGRAM NO: 4000

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**PROGRAM DESCRIPTION:**

This program contains all Town committees.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
CHARGES FOR SERVICES	15,899	41,100	34,500	72,600
	<u>\$ 15,899</u>	<u>\$ 41,100</u>	<u>\$ 34,500</u>	<u>\$ 72,600</u>

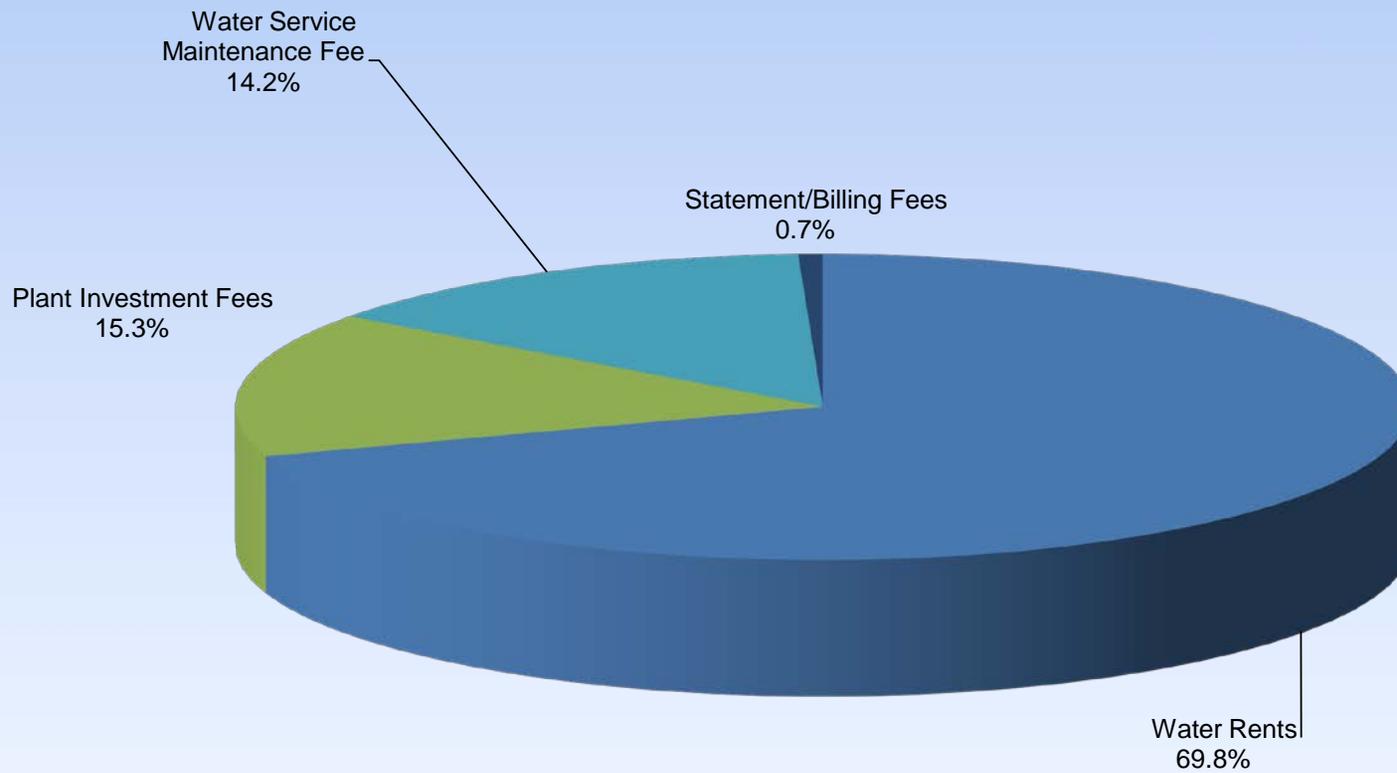
## UTILITY FUND

January 2, 2020	FUND BALANCE	\$	47,414,092
	REVENUE	\$	8,108,414
	EXPENSES	\$	3,270,236
	ACTUAL GAIN / (REDUCTION)	\$	4,838,178
December 31, 2020	FUND BALANCE	\$	<u>52,252,269</u>
January 1, 2021	FUND BALANCE	\$	52,252,269
	PROJECTED REVENUE	\$	7,233,140
	PROJECTED EXPENSES	\$	11,663,062
	PROJECTED GAIN / (REDUCTION)	\$	(4,429,922)
December 31, 2021	FUND BALANCE	\$	<u>47,822,347</u>
January 1, 2022	FUND BALANCE	\$	47,822,347
	BUDGETED REVENUE	\$	30,054,014
	BUDGETED EXPENSES	\$	22,122,818
	PROPOSED GAIN / (REDUCTION)	\$	7,931,196
December 31, 2022	FUND BALANCE	\$	<u>55,753,543</u>
	RESTRICTED FOR CAPITAL ASSETS	\$	40,667,759
	BUDGETED NET FUND BALANCE	\$	<u>15,085,784</u>

**TOWN OF BRECKENRIDGE  
2022 ANNUAL BUDGET  
UTILITY FUND ANALYSIS**

	<b>2020 ACTUAL</b>	<b>2021 BUDGET</b>	<b>2021 ESTIMATED</b>	<b>2022 PROPOSED</b>
FUND BALANCE, JANUARY 1	\$ 47,414,092	\$ 52,252,269	\$ 52,252,269	\$ 47,822,347
<b>REVENUES</b>				
Water Rents	\$ 4,224,900	\$ 4,009,624	\$ 4,009,624	\$ 4,208,055
Plant Investment Fees	\$ 923,897	\$ 640,000	\$ 925,000	\$ 925,000
Water Service Maintenance Fee	\$ 768,191	\$ 850,097	\$ 850,097	\$ 858,598
Statement/Billing Fees	\$ 41,690	\$ 38,405	\$ 39,800	\$ 40,550
Debt Proceeds	\$ -	\$ -	\$ -	\$ 23,000,000
Interest	\$ 202,501	\$ 244,089	\$ 68,500	\$ 54,400
Transfer from Affordable Housing	\$ 1,600,000	\$ 235,000	\$ 798,000	\$ 150,000
Transfer from Open Space	\$ 16,884	\$ 17,389	\$ 17,389	\$ 17,911
Other Income	\$ 330,351	\$ 510,375	\$ 524,730	\$ 799,500
<b>TOTAL REVENUES</b>	<b>\$ 8,108,414</b>	<b>\$ 6,544,979</b>	<b>\$ 7,233,140</b>	<b>\$ 30,054,014</b>
<b>TOTAL AVAILABLE</b>	<b>\$ 55,522,505</b>	<b>\$ 58,797,248</b>	<b>\$ 59,485,409</b>	<b>\$ 77,876,361</b>
<b>EXPENDITURES</b>				
Personnel	\$ 1,102,370	\$ 1,097,249	\$ 1,084,514	\$ 1,229,670
Materials & Supplies	\$ 114,524	\$ 180,600	\$ 153,600	\$ 156,750
Charges for Services	\$ 935,846	\$ 1,101,614	\$ 1,076,783	\$ 1,310,426
Capital Outlay	\$ 798,769	\$ 1,293,000	\$ 5,829,250	\$ 15,873,750
Fixed Charges	\$ 218,574	\$ 187,430	\$ 187,552	\$ 218,357
Debt Service	\$ -	\$ 3,230,209	\$ 3,230,209	\$ 3,231,699
Transfers	\$ 100,152	\$ 101,154	\$ 101,154	\$ 102,166
Previously Appropriated Capital Projects	\$ -	\$ 5,715,941	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,270,236</b>	<b>\$ 12,907,197</b>	<b>\$ 11,663,062</b>	<b>\$ 22,122,818</b>
<b>EXPENDITURES</b>				
General Services	\$ 2,377,526	\$ 2,556,047	\$ 2,496,603	\$ 2,658,104
Water Rights	\$ 94,021	\$ 130,000	\$ 125,000	\$ 364,265
Broadband Program	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ 3,230,209	\$ 3,230,209	\$ 3,231,699
Capital Projects	\$ 798,689	\$ 6,990,941	\$ 5,811,250	\$ 15,868,750
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,270,236</b>	<b>\$ 12,907,197</b>	<b>\$ 11,663,062</b>	<b>\$ 22,122,818</b>
FUND BALANCE, DECEMBER 31	52,252,269	\$ 45,890,051	\$ 47,822,347	\$ 55,753,543
RESTRICTED FOR CAPITAL ASSETS				\$ 40,667,759
<b>NET FUND BALANCE</b>	<b>\$ 52,252,269</b>	<b>\$ 45,890,051</b>	<b>\$ 47,822,347</b>	<b>\$ 15,085,784</b>

## TOWN OF BRECKENRIDGE UTILITY FUND REVENUES 2022



## EXPENDITURE SUMMARY BY CATEGORY AND PROGRAM

WATER DIVISION	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 PROPOSED
<b>EXPENDITURES BY CATEGORY</b>				
Personnel	\$ 1,102,370	\$ 1,097,249	\$ 1,084,514	\$ 1,229,670
Materials & Supplies	\$ 114,524	\$ 180,600	\$ 153,600	\$ 156,750
Charges for Services	\$ 935,846	\$ 1,101,614	\$ 1,076,783	\$ 1,310,426
Capital Outlay	\$ 798,769	\$ 1,293,000	\$ 5,829,250	\$ 15,873,750
Fixed Charges	\$ 218,574	\$ 187,430	\$ 187,552	\$ 218,357
Debt Service	\$ -	\$ 3,230,209	\$ 3,230,209	\$ 3,231,699
Transfers	\$ 100,152	\$ 101,154	\$ 101,154	\$ 102,166
Previously Appropriated Capital Projects	\$ -	\$ 5,715,941	\$ -	\$ -
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 3,270,236</b>	<b>\$ 7,191,256</b>	<b>\$ 11,663,062</b>	<b>\$ 22,122,818</b>
<b>EXPENDITURES BY PROGRAM</b>				
General Services	\$ 2,377,526	\$ 2,556,047	\$ 2,496,603	\$ 2,658,104
Water Rights Management	\$ 94,021	\$ 130,000	\$ 125,000	\$ 364,265
Debt Service	\$ -	\$ 3,230,209	\$ 3,230,209	\$ 3,231,699
Capital Projects	\$ 798,689	\$ 6,990,941	\$ 5,811,250	\$ 15,868,750
<b>TOTAL EXPENDITURES BY PROGRAM</b>	<b>\$ 3,270,236</b>	<b>\$ 12,907,197</b>	<b>\$ 11,663,062</b>	<b>\$ 22,122,818</b>

PROGRAM: General Services  
 DEPARTMENT: Public Works  
 DIVISION: Water  
 PROGRAM NO: 1531

**PROGRAM DESCRIPTION:**

This program funds employee salaries/benefits, repair parts/services, minor equipment, contracted services, electric, gas, water treatment chemicals/testing, training, wearing apparel, postage, phone, insurance, garage/IT/facilities allocations, general fund transfer, notices/advertising, as well as 20% of the Public Works Director salary.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 PROPOSED
PERSONNEL	1,102,370	1,097,249	1,084,514	1,229,670
MATERIALS & SUPPLIES	114,524	180,600	153,600	156,750
CHARGES FOR SERVICES	841,905	971,614	951,783	946,161
CAPITAL OUTLAY	-	18,000	18,000	5,000
FIXED CHARGES	218,574	187,430	187,552	218,357
TRANSFERS	100,152	101,154	101,154	102,166
	<u>\$ 2,377,526</u>	<u>\$ 2,556,047</u>	<u>\$ 2,496,603</u>	<u>\$ 2,658,104</u>

**GOALS:**

**Town Area of Focus**

**Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices.**

*Develop cutting edge messaging/programs around responsible tourism and responsible citizenry (this extends beyond environmental issues)*

**Program Objective**

- Replace 3 fire hydrants
- 2 main breaks (reduction due to Pk7 and Fairview main upgrade)
- Inspect 50% of fire hydrants
- No drinking water violations
- Finished turbidity average = 0.04ntu (AWWA & Town goal is 0.1ntu) (Maximum allowed is 0.3ntu)
- Efficiency of plant 90%
- Distribution loss 10% (national average)
- Continue to conduct backflow surveys and meet state required .90 compliance ratio
- perform 10 irrigation audits
- start annual valve exercising program

**PERFORMANCE MEASURES:**

	2019	2020	2021	2022
Efficiency of plant (yield)	89%	94% (North) 86% Tarn	94% (North) 86% Tarn	94% (North) 86% Tarn
Number of locates	2,773	2,960	3200	3200
Customer water usage (MG)*	546	548	553	558
Overall water plant production (MG)	817	760	768	775

\*based on meter readings

PROGRAM: **Water Rights Management**  
 DEPARTMENT: Public Works  
 DIVISION: Water  
 PROGRAM NO: 1537

**PROGRAM DESCRIPTION:**

This program funds legal, engineering, and contractual expenses to maintain or expand the town's water rights.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 PROPOSED
CHARGES FOR SERVICES	94,021	130,000	125,000	364,265
	\$ 94,021	\$ 130,000	\$ 125,000	\$ 364,265

**GOALS:**

**Town Area of Focus**

**Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices.**

*Develop cutting edge messaging/programs around responsible tourism and responsible citizenry (this extends beyond environmental issues)*

**Program Objective**

To appropriately administer the Town's water rights to fill the Tarn reservoir after snowmaking and repairs.

PROGRAM: **Water Debt Service**  
 DEPARTMENT: Public Works  
 DIVISION: Water  
 PROGRAM NO: 1538

**PROGRAM DESCRIPTION:**

The debt service program represents annual principal and interest payments on the indebtedness of the Water Fund.

PROGRAM EXPENDITURES:

	2020	2021	2021	2022
	ACTUAL	BUDGET	ESTIMATED	PROPOSED
DEBT SERVICE	-	3,230,209	3,230,209	3,231,699
	\$ -	\$ 3,230,209	\$ 3,230,209	\$ 3,231,699

**GOALS:**

Town Area of Focus

Deliver balanced, year-round economy driven by destination tourism by 2024.

Program Objective

To appropriately administer the Town's debt service payments related to the construction of the 2nd water plant

**PERFORMANCE MEASURES:**

	2019	2020	2021	2022
CWRPDA Loan Balance - 2nd water plant	\$ 51,572,827	\$ 50,344,189	\$ 48,048,413	\$ 45,704,897

PROGRAM: **Water Capital Projects**  
 DEPARTMENT: Public Works  
 DIVISION: Water  
 PROGRAM NO: 1540

**PROGRAM DESCRIPTION:**

This program funds major equipment purchases, engineering evaluations, studies, water line replacements, water line additions, water system improvements, and major system improvements.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 PROPOSED
CAPITAL OUTLAY	798,769	1,275,000	5,811,250	15,868,750
PREVIOUSLY APPROPRIATED CAPITAL PROJECTS	-	5,715,941	-	-
	<u>\$ 798,689</u>	<u>\$ 6,990,941</u>	<u>\$ 5,811,250</u>	<u>\$ 15,868,750</u>

**GOALS:**

**Town Area of Focus**

**Deliver balanced, year-round economy driven by destination tourism by 2024.**

**Program Objective**

- Finish construction of second water plant
- Start Tarn Dam repairs
- Repair/Rehabilitation of Shadows Tank
- Upgrade 3 PRVs

**PERFORMANCE MEASURES:**

	2019	2020	2021	2022
Number of water main breaks	5	4	4	4
Number of miles maintained	100	100+	102	102

## CAPITAL PROJECTS FUND

January 2, 2020	FUND BALANCE	\$	20,973,652
	REVENUE	\$	8,676,639
	EXPENDITURES	\$	21,912,798
	ACTUAL GAIN / (REDUCTION)	\$	(13,236,159)
December 31, 2020	FUND BALANCE	\$	<u>7,737,493</u>
December 31, 2020	FUND BALANCE	\$	7,737,493
	PROJECTED REVENUE	\$	16,272,449
	PROJECTED EXPENDITURES	\$	9,323,270
	PROJECTED GAIN / (REDUCTION)	\$	6,949,179
January 1, 2022	FUND BALANCE	\$	14,686,672
	BUDGETED REVENUE	\$	49,418,474
	BUDGETED EXPENDITURES	\$	49,265,000
	PROPOSED GAIN / (REDUCTION)	\$	153,474
December 31, 2022	FUND BALANCE	\$	<u>14,840,146</u>
	DISCRET. DEBT RESERVE	\$	937,440
	AVAILABLE FUND BALANCE	\$	<u>13,902,706</u>

**TOWN OF BRECKENRIDGE  
ANNUAL BUDGET  
CAPITAL PROJECTS FUND ANALYSIS**

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 PROPOSED
FUND BALANCE, JANUARY 1	\$ 20,953,117	\$ 7,737,493	\$ 7,737,493	\$ 14,686,672
<b>REVENUES</b>				
Other Financing Sources	\$ 7,065,399	\$ 10,000,000	\$ 11,158,611	\$ -
McCain Rent/Rock Royalties	\$ 39,833	\$ 43,000	\$ 43,000	\$ 120,000
Fiber Network Lease	\$ 31,825	\$ 48,000	\$ 70,000	\$ 85,000
Transfer from Excise Tax	\$ 566,834	\$ 1,245,000	\$ 1,716,157	\$ 13,865,000
Transfer from Affordable Housing	\$ -	\$ 5,805,057	\$ 2,505,270	\$ 28,366,389
Transfer from Open Space	\$ 455,000	\$ 723,411	\$ 723,411	\$ 676,085
Transfer from Conservation	\$ 59,587	\$ 55,000	\$ 55,000	\$ 55,000
Transfer from Parking & Transportation	\$ -	\$ 18,900,000	\$ -	\$ 6,250,000
Grants	\$ -	\$ -	\$ -	\$ -
Interest	\$ 46,847	\$ 60,901	\$ 1,000	\$ 1,000
<b>TOTAL REVENUES</b>	<b>\$ 8,676,639</b>	<b>\$ 36,880,369</b>	<b>\$ 16,272,449</b>	<b>\$ 49,418,474</b>
<b>TOTAL AVAILABLE</b>	<b>\$ 29,629,756</b>	<b>\$ 44,617,862</b>	<b>\$ 24,009,942</b>	<b>\$ 64,105,146</b>
<b>EXPENDITURES</b>				
General Government Capital Projects	\$ 8,397,199	\$ 1,745,000	\$ 83,000	\$ 13,790,000
Parking and Transportation Capital	\$ 11,144,510	\$ 550,000	\$ -	\$ 6,250,000
Affordable Housing Capital	\$ 1,366,364	\$ 15,805,057	\$ 9,240,270	\$ 29,225,000
Open Space Capital	\$ 741,243	\$ 723,411	\$ -	\$ -
Debt Service	\$ 263,483	\$ 471,157	\$ -	\$ -
Previous Spending Authority	\$ -	\$ 24,426,000	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 21,912,798</b>	<b>\$ 43,720,625</b>	<b>\$ 9,323,270</b>	<b>\$ 49,265,000</b>
FUND BALANCE, DECEMBER 31	\$ 7,737,493	\$ 897,237	\$ 14,686,672	\$ 14,840,146

PROGRAM: Capital Projects - Parking and Transportation  
 DEPARTMENT: Public Works  
 DIVISION: Engineering  
 PROGRAM NO: 0515

**PROGRAM DESCRIPTION:**

Capital Expenditures are budgeted here to provide reliable year-to-year cost comparisons for programs we set up for other governmental functions.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
CAPITAL OUTLAY	11,144,510	550,000	-	6,250,000
	\$ 11,144,510	\$ 24,976,000	\$ -	\$ 6,250,000

**GOALS:**

**Town Area of Focus**

**Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere**

*Enhance and develop avenues for citizens to engage with the Town of Breckenridge so they are informed, feel heard, become involved and collaborate to find solutions*

**More boots & bikes, less cars**

*Develop and implement a balanced parking and multi-modal transportation plan that preserves the character of the community.*

**Program Objective**

Present & implement Capital Improvement Plan to Town Council, seeking public feedback, prior to budget adoption

Complete the construction of the new parking structure

**PERFORMANCE MEASURES:**

	2018	2019	2020
# of projects in process	9	10	5

PROGRAM: **Capital Projects - Housing**  
 DEPARTMENT: COMMUNITY DEVELOPMENT  
 DIVISION: Housing  
 PROGRAM NO: 0928

**PROGRAM DESCRIPTION:**

Capital Expenditures are budgeted here to provide reliable year-to-year cost comparisons for programs we set up for other governmental functions.

PROGRAM EXPENDITURES:

	2020	2021	2021	2022
	ACTUAL	BUDGET	ESTIMATED	ADOPTED
CAPITAL OUTLAY	1,366,364	15,805,057	9,240,270	29,225,000
	\$ 1,366,364	\$ 40,231,057	\$ 9,240,270	\$ 29,225,000

**GOALS:**

**Town Area of Focus**

**Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere**

*Enhance and develop avenues for citizens to engage with the Town of Breckenridge so they are informed, feel heard, become involved and collaborate to find solutions*

**Program Objective**

Present & implement Capital Improvement Plan to Town Council, seeking public feedback, prior to budget adoption

**PERFORMANCE MEASURES:**

	2017	2018	2019
# of projects in process	10	3	2

PROGRAM: Capital Projects - Open Space  
 DEPARTMENT: Recreation  
 DIVISION: Open Space  
 PROGRAM NO: 0935

**PROGRAM DESCRIPTION:**

Capital Expenditures are budgeted here to provide reliable year-to-year cost comparisons for programs we set up for other governmental functions.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
CAPITAL OUTLAY	741,243	723,411	-	-
	\$ 741,243	\$ 25,149,411	\$ -	\$ -

**GOALS:**

**Town Area of Focus**

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere

*Enhance and develop avenues for citizens to engage with the Town of*

**Program Objective**

Present & implement Capital Improvement Plan to Town Council, seeking public feedback, prior to budget adoption

**PERFORMANCE MEASURES:**

	2017	2018	2019
# of projects in process	0	1	1

PROGRAM: **Capital Projects**  
 DEPARTMENT: Public Works  
 DIVISION: Engineering  
 PROGRAM NO: 1000

**PROGRAM DESCRIPTION:**

Capital Expenditures are budgeted here to provide reliable year-to-year cost comparisons for programs we set up for other governmental functions.

PROGRAM EXPENDITURES:

	2020	2021	2021	2022
	ACTUAL	BUDGET	ESTIMATED	ADOPTED
CAPITAL OUTLAY	8,397,199	1,745,000	83,000	13,790,000
	\$ 8,397,199	\$ 26,171,000	\$ 83,000	\$ 13,790,000

**GOALS:**

**Town Area of Focus**

**Deliver balanced, year-round economy driven by destination tourism by 2024.**

*Provide reliable and Competitive Broadband services to citizens/businesses/visitors*

**Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere**

*Enhance and develop avenues for citizens to engage with the Town of Breckenridge so they are informed, feel heard, become involved and collaborate to find solutions*

**Program Objective**

Move forward with fiber infrastructure construction

Present & implement Capital Improvement Plan to Town Council, seeking public feedback, prior to budget adoption

**PERFORMANCE MEASURES:**

	2017	2018	2019	2020
# of projects in process	11	15	11	15

## MARKETING FUND

January 2, 2020	FUND BALANCE	\$	2,305,583
	REVENUE	\$	3,763,967
	EXPENDITURES	\$	4,018,644
	ACTUAL GAIN / (REDUCTION)	\$	(254,677)
<hr style="border-top: 1px solid black;"/>			
December 31, 2020	FUND BALANCE	\$	2,050,906
<hr style="border-top: 3px double black;"/>			
December 31, 2020	FUND BALANCE	\$	2,050,906
	PROJECTED REVENUE	\$	5,063,501
	PROJECTED EXPENDITURES	\$	3,994,772
	PROJECTED GAIN / (REDUCTION)	\$	1,068,729
<hr style="border-top: 1px solid black;"/>			
December 31, 2021	FUND BALANCE	\$	3,119,635
<hr style="border-top: 3px double black;"/>			
January 1, 2022	FUND BALANCE	\$	3,119,635
	BUDGETED REVENUE	\$	5,098,797
	BUDGETED EXPENDITURES	\$	4,447,840
	PROPOSED GAIN / (REDUCTION)	\$	650,957
<hr style="border-top: 1px solid black;"/>			
December 31, 2022	FUND BALANCE	\$	3,770,592
	RESERVED FUND BALANCE	\$	3,770,592

**TOWN OF BRECKENRIDGE  
ANNUAL BUDGET  
MARKETING FUND ANALYSIS**

	<b>2020 ACTUAL</b>	<b>2021 BUDGET</b>	<b>2021 ESTIMATED</b>	<b>2022 PROPOSED</b>
FUND BALANCE, JANUARY 1	\$ 2,305,583	\$ 2,050,906	\$ 2,050,906	\$ 3,119,635
<b><u>REVENUES</u></b>				
Business License	\$ 495,638	\$ 833,370	\$ 951,547	\$ 951,547
Accommodation Tax	\$ 2,121,549	\$ 2,069,273	\$ 3,547,256	\$ 3,582,700
Sales Tax	\$ 349,178	\$ 333,660	\$ 552,698	\$ 558,230
Interest Income	\$ 13,110	\$ 17,043	\$ 12,000	\$ 6,320
Transfer From Excise Fund (includes 0.5%)	\$ 784,492	\$ 741,462	\$ -	\$ -
TOTAL REVENUES	<u>\$ 3,763,967</u>	<u>\$ 3,994,808</u>	<u>\$ 5,063,501</u>	<u>\$ 5,098,797</u>
TOTAL AVAILABLE	<u>\$ 6,069,550</u>	<u>\$ 6,045,714</u>	<u>\$ 7,114,407</u>	<u>\$ 8,218,432</u>
<b><u>EXPENDITURES</u></b>				
Marketing-Community Fund	\$ 24,588	\$ 25,000	\$ 25,000	\$ 60,000
Charges for Services-DMO	\$ 3,987,248	\$ 4,200,000	\$ 3,953,157	\$ 4,368,000
Fixed Charges	<u>\$ 6,809</u>	<u>\$ 16,612</u>	<u>\$ 16,615</u>	<u>\$ 19,840</u>
TOTAL EXPENDITURES	\$ 4,018,644	\$ 4,241,612	\$ 3,994,772	\$ 4,447,840
FUND BALANCE, DECEMBER 31	<u>\$ 2,050,906</u>	<u>\$ 1,804,100</u>	<u>\$ 3,119,635</u>	<u>\$ 3,770,592</u>

PROGRAM: **Marketing**  
 DEPARTMENT: Executive Management  
 DIVISION:  
 PROGRAM NO: 0472

**PROGRAM DESCRIPTION:**

The Marketing Fund accounts for the Town's allocation to the designated Destination Marketing Organization (DMO) which is the Breckenridge Tourism Office/BTO (aka GoBreck & formerly known as the Breckenridge Resort Chamber/BRC) and represents the marketing plan as reviewed and recommended by the BTO Board of Directors to Town Council as well as other Marketing-related opportunities, including the USAPC and unforeseen opportunities. The amount to the DMO reflects the successful passage of a 1% increase to the Accommodations Tax (in 2011) along with an additional .5% of the Accommodations Tax from the Excise Fund and other funds which may be agreed upon by Council. The DMO amount includes support for the Welcome Center staffing, Events, Advertising, Public Relations, Group Sales, Research, Promotions, Electronic Media, etc.

PROGRAM EXPENDITURES:

	2020	2021	2021	2022
	ACTUAL	BUDGET	ESTIMATED	PROPOSED
CHARGES FOR SERVICES-DMO	3,987,248	4,200,000	3,953,157	4,368,000
COMMUNITY FUND	24,588	25,000	25,000	60,000
FIXED CHARGES	6,809	16,612	16,615	19,840
	<u>\$ 4,018,644</u>	<u>\$ 4,241,612</u>	<u>\$ 3,994,772</u>	<u>\$ 4,447,840</u>

**GOALS:**

<u>Town Area of Focus</u>	<u>Program Objective</u>	
<b>Deliver balanced, year-round economy driven by destination tourism by 2024.</b> <i>Ensure long-term economic viability irrespective of climate conditions by diversifying and amplifying arts, historic, culinary products and experiences on a year round basis</i>	Continued implementation of the Event Evaluation Plan (Committee, process, reporting, ROI, etc.) and the new GoBreck organizational structure, including committees such as Business Services, Marketing, Finance, Events Evaluation, etc. Successful collaborations (ToB, BSR & ToB) in the productions of the Weather Summit (January) & Dew Tour (December).	-

**PERFORMANCE MEASURES:**

	2018	2019	2020
% change in annual Direct Marketing Organization funding (BTO)	16.61%	4.34%	-16.37%

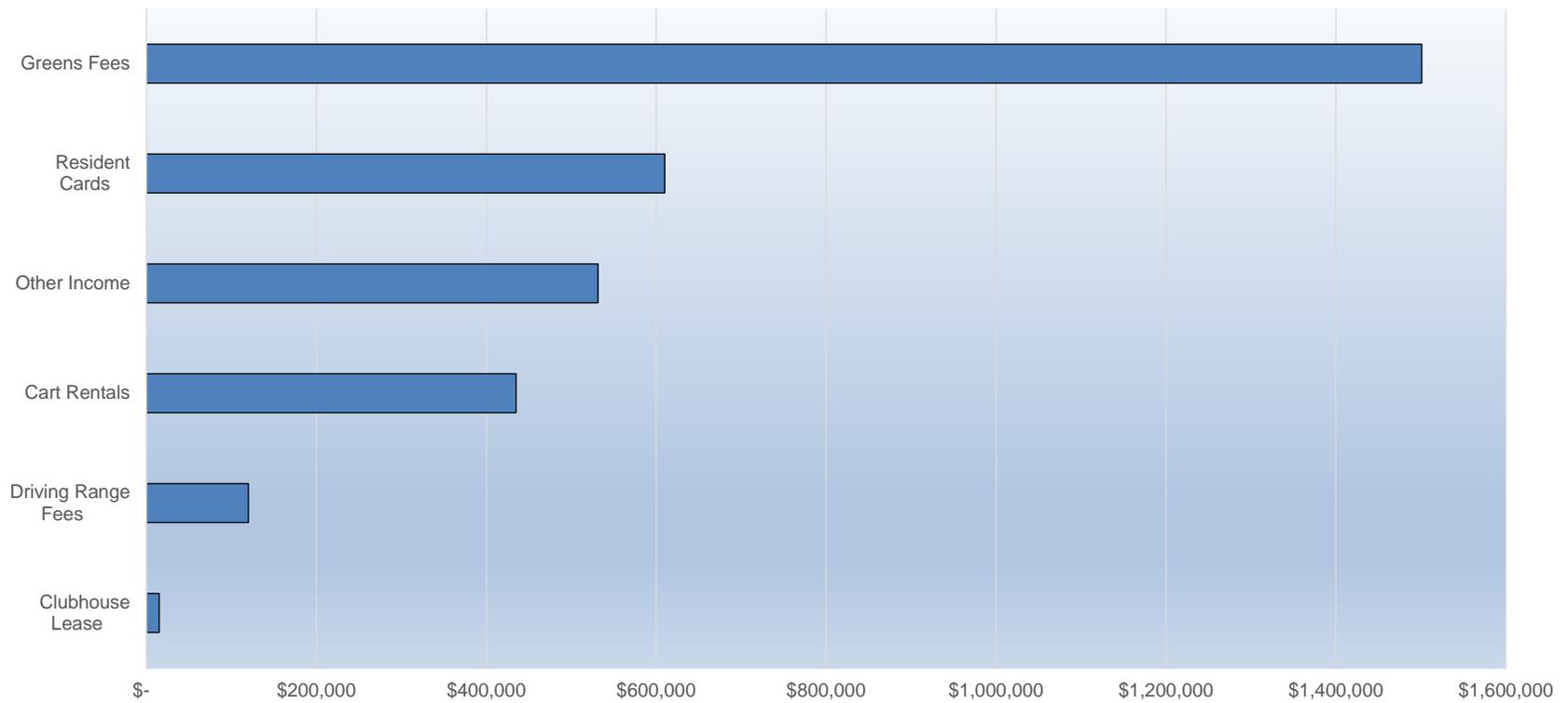
# GOLF FUND

January 2, 2020	FUND BALANCE	\$	2,531,598
	REVENUE	\$	2,894,841
	EXPENSES	\$	2,902,400
	ACTUAL GAIN / (REDUCTION)	\$	(7,559)
<hr/>			
December 31, 2020	FUND BALANCE	\$	2,524,039
January 1, 2021	FUND BALANCE	\$	2,524,039
	PROJECTED REVENUE	\$	3,126,021
	PROJECTED EXPENSES	\$	2,693,119
	PROJECTED GAIN / (REDUCTION)	\$	432,902
<hr/>			
December 31, 2021	FUND BALANCE	\$	2,956,941
<hr/> <hr/>			
January 1, 2022	FUND BALANCE	\$	2,956,941
	BUDGETED REVENUE	\$	3,222,571
	BUDGETED EXPENSES	\$	4,608,773
	BUDGETED GAIN / (REDUCTION)	\$	(1,386,202)
<hr/>			
December 31, 2022	FUND BALANCE	\$	1,570,740

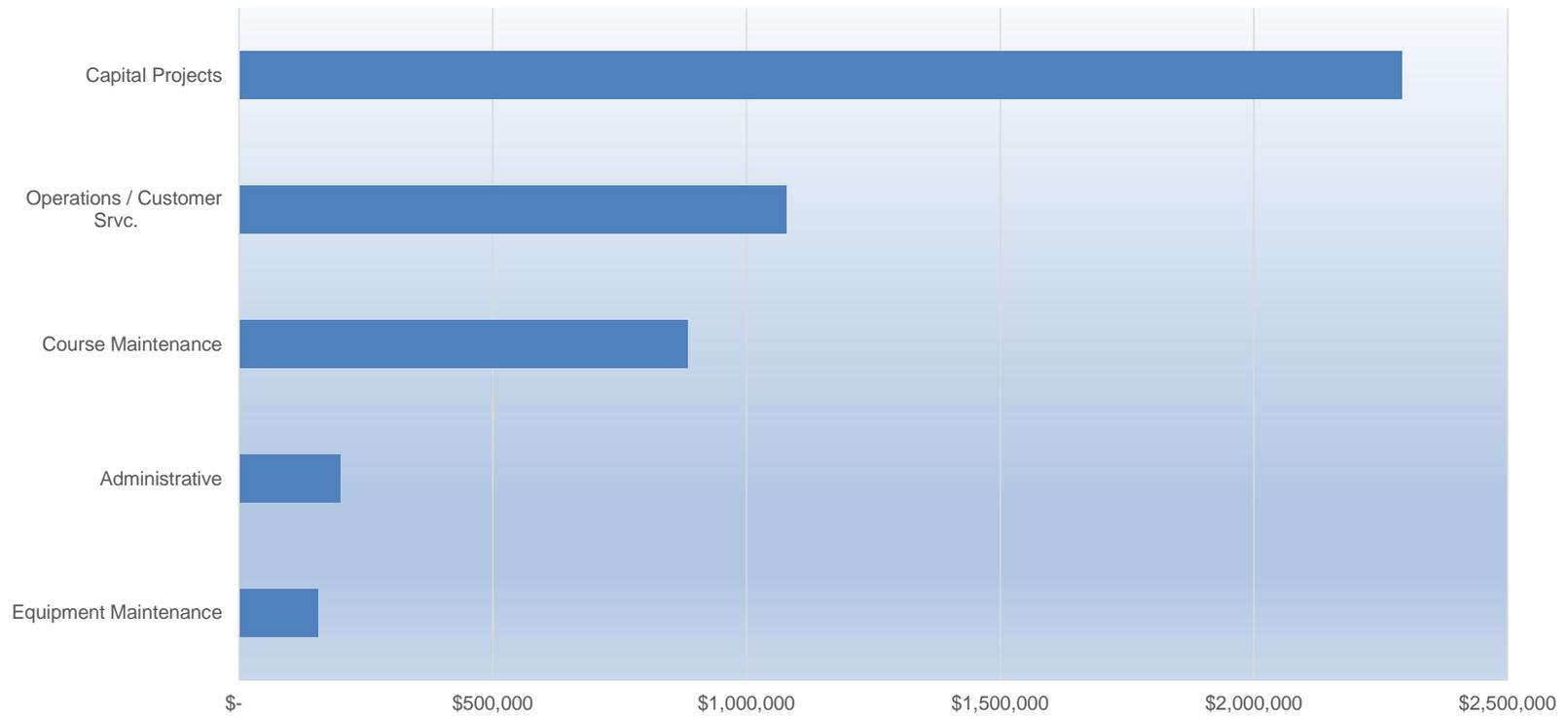
**TOWN OF BRECKENRIDGE  
ANNUAL BUDGET  
GOLF FUND ANALYSIS**

	<b>2020 ACTUAL</b>	<b>2021 BUDGET</b>	<b>2021 ESTIMATED</b>	<b>2022 PROPOSED</b>
FUND BALANCE, JANUARY 1	\$ 2,531,598	\$ 2,524,039	\$ 2,524,039	\$ 2,956,941
<b><u>REVENUES</u></b>				
Greens Fees	\$ 1,095,251	\$ 1,171,000	\$ 1,405,000	\$ 1,501,000
Cart Rentals	\$ 478,649	\$ 435,000	\$ 435,000	\$ 435,001
Resident Cards	\$ 627,316	\$ 533,315	\$ 610,000	\$ 610,000
Clubhouse Lease	\$ 15,000	\$ 15,006	\$ 15,006	\$ 15,006
Driving Range Fees	\$ 128,872	\$ 103,000	\$ 120,000	\$ 120,000
Other Income	\$ 508,513	\$ 453,100	\$ 528,215	\$ 531,499
Interest	\$ 41,239	\$ 50,000	\$ 12,800	\$ 10,065
<b>TOTAL REVENUES</b>	<b>\$ 2,894,841</b>	<b>\$ 2,760,421</b>	<b>\$ 3,126,021</b>	<b>\$ 3,222,571</b>
<b>TOTAL AVAILABLE</b>	<b>\$ 5,426,439</b>	<b>\$ 5,284,460</b>	<b>\$ 5,650,060</b>	<b>\$ 6,179,512</b>
<b><u>EXPENDITURES</u></b>				
Personnel	\$ 1,313,330	\$ 1,325,313	\$ 1,349,183	\$ 1,387,640
Materials & Supplies	\$ 453,417	\$ 462,500	\$ 498,028	\$ 548,275
Charges for Services	\$ 200,248	\$ 202,665	\$ 221,124	\$ 231,605
Capital Outlay	\$ -	\$ 316,347	\$ 486,273	\$ 2,276,969
Fixed Charges, including transfers	\$ 935,405	\$ 137,977	\$ 138,511	\$ 164,284
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,902,400</b>	<b>\$ 2,444,802</b>	<b>\$ 2,693,119</b>	<b>\$ 4,608,773</b>
<b><u>EXPENDITURES</u></b>				
Administrative	\$ 213,413	\$ 199,848	\$ 206,288	\$ 199,582
Equipment Maintenance	\$ 163,179	\$ 152,854	\$ 152,368	\$ 154,960
Course Maintenance	\$ 784,032	\$ 819,805	\$ 862,033	\$ 883,763
Capital Projects	\$ 813,944	\$ 331,347	\$ 498,835	\$ 2,291,969
Operations / Customer Srvc.	\$ 927,832	\$ 940,948	\$ 973,595	\$ 1,078,499
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,902,400</b>	<b>\$ 2,444,802</b>	<b>\$ 2,693,119</b>	<b>\$ 4,608,773</b>
FUND BALANCE, DECEMBER 31	\$ 2,524,039	\$ 2,839,658	\$ 2,956,941	\$ 1,570,740

## TOWN OF BRECKENRIDGE 2022 GOLF COURSE FUND REVENUES



## TOWN OF BRECKENRIDGE 2022 GOLF COURSE FUND EXPENSES



**GOLF COURSE FUND  
EXPENDITURE SUMMARY**

	<b>2020 ACTUAL</b>	<b>2021 BUDGET</b>	<b>2021 ESTIMATED</b>	<b>2022 PROPOSED</b>
<b>EXPENDITURES BY CATEGORY</b>				
Personnel	\$ 1,313,330	\$ 1,325,313	\$ 1,349,183	\$ 1,387,640
Materials & Supplies	\$ 453,417	\$ 462,500	\$ 498,028	\$ 548,275
Charges for Services	\$ 200,248	\$ 202,665	\$ 221,124	\$ 231,605
Capital Outlay	\$ -	\$ 316,347	\$ 486,273	\$ 2,276,969
Fixed Charges, including transfers	\$ 935,405	\$ 137,977	\$ 138,511	\$ 164,284
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 2,902,400</b>	<b>\$ 2,444,802</b>	<b>\$ 2,693,119</b>	<b>\$ 4,608,773</b>
<b>EXPENDITURES BY PROGRAM</b>				
Administration	\$ 213,413	\$ 199,848	\$ 206,288	\$ 199,582
Equipment Maintenance	\$ 163,179	\$ 152,854	\$ 152,368	\$ 154,960
Course Maintenance	\$ 784,032	\$ 819,805	\$ 862,033	\$ 883,763
Debt Service	\$ -	\$ -	\$ -	\$ -
Capital Projects	\$ 813,944	\$ 331,347	\$ 498,835	\$ 2,291,969
Pro Shop	\$ 927,832	\$ 940,948	\$ 973,595	\$ 1,078,499
<b>TOTAL EXPENDITURES BY PROGRAM</b>	<b>\$ 2,902,400</b>	<b>\$ 2,444,802</b>	<b>\$ 2,693,119</b>	<b>\$ 4,608,773</b>

PROGRAM: **Administration**  
 DEPARTMENT: Recreation  
 DIVISION: Golf Course Maintenance  
 PROGRAM NO: 2311

**PROGRAM DESCRIPTION:**

Provides salaries for Superintendent and Administrative Assistant. Provides direction and support for all golf course maintenance activities, golf course equipment maintenance and all golf course capital improvement projects

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 PROPOSED
PERSONNEL	172,689	158,951	164,842	154,802
MATERIALS & SUPPLIES	119	500	1,000	1,300
CHARGES FOR SERVICES	1,973	5,735	5,750	5,825
FIXED CHARGES	38,631	34,662	34,696	37,655
	<u>\$ 213,413</u>	<u>\$ 199,848</u>	<u>\$ 206,288</u>	<u>\$ 199,582</u>

**GOALS:**

**Town Area of Focus**

**Deliver balanced, year-round economy driven by destination tourism by 2024.**

**Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.**

Enhance and develop avenues for citizens to engage with the town of Breckenridge so they are informed, feel heard, become involved, and collaborate to find solutions.

**Program Objective**

Continue to offer safe recreational opportunities for our community by providing administrative direction and support to GCM staff during the pandemic. Utilize adaptability, creativity and risk management to continue to operate in new and/or revised formats while adhering to Summit County, State and local health orders.

Continue to consider patron feedback obtained through surveys, comments, and focus groups when planning and prioritizing changes or improvements to the golf course and/or maintenance practices.

**PERFORMANCE MEASURES:**

There are approximately 102 acres of maintained turf at the Breckenridge Golf Club.

	2019 Actual	2020 Actual	2021 Projected	2022 Target
FTE/Acre	0.160	0.157	0.161	0.161

	2019 Actual	2020 Actual	2021 Projected	2022 Target
\$/Acre	\$12,370	\$11,299*	\$13,296	\$13,650

\* Tier 1 budget cuts for pandemic

PROGRAM: **Equipment Maintenance**  
 DEPARTMENT: Recreation  
 DIVISION: Golf Course Maintenance  
 PROGRAM NO: 2312

**PROGRAM DESCRIPTION:**

Provides salary for mechanic and all parts and supplies necessary for repair and preventative maintenance and service of all golf course maintenance equipment and buildings.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 PROPOSED
PERSONNEL	105,873	89,854	82,368	86,960
MATERIALS & SUPPLIES	54,054	56,600	61,600	61,600
CHARGES FOR SERVICES	3,252	6,400	8,400	6,400
	<u>\$ 163,179</u>	<u>\$ 152,854</u>	<u>\$ 152,368</u>	<u>\$ 154,960</u>

**GOALS:**

**Town Area of Focus**

**Deliver balanced, year-round economy driven by destination tourism by 2024.**

*Attract & Retain Entry and mid-level workforce*

**Program Objective**

Continue to provide equipment that works properly and a safe clean, and organized maintenance facility for the GCM staff.

Continue to maintain the GCM equipment inventory so that it is capable of producing excellent playing surfaces for our patrons.

Continue to purchase supplies for repair and maintenance of GCM buildings.

**PERFORMANCE MEASURES:**

	2018	2019	2020	2021 Budget	2021 Projected	2022 Target
Pieces of equipment	109	109	109	109	110	110
Cost (parts, labor, & supplies)	\$ 128,694	\$ 128,317	\$ 136,932	\$136,932	\$122,868	\$126,960
Average cost to maintain each piece of equipment	\$ 1,181	\$ 1,177	\$ 1,256	\$1,256	\$1,117	\$1,154

PROGRAM: **Golf Maintenance**  
 DEPARTMENT: Recreation  
 DIVISION: Golf Course Maintenance  
 PROGRAM NO: 2313

**PROGRAM DESCRIPTION:**

Includes all salaries, supplies & materials necessary for the maintenance of the 27-hole golf facility and associated grounds including the Clubhouse grounds and all practice areas.

PROGRAM EXPENDITURES: PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 PROPOSED
PERSONNEL	570,574	610,270	618,757	646,418
MATERIALS & SUPPLIES	132,773	132,500	159,030	152,300
CHARGES FOR SERVICES	62,437	57,800	64,511	65,200
FIXED CHARGES	18,249	19,235	19,735	19,845
	<u>\$ 784,032</u>	<u>\$ 819,805</u>	<u>\$ 862,033</u>	<u>\$ 883,763</u>

**GOALS:**

**Town Area of Focus**

**Deliver balanced, year-round economy driven by destination tourism by 2024.**

**Program Objective**

Continue to offer outstanding recreational opportunities for our community. Utilize adaptability and creativity to maintain a world class golf facility

**Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices.**

*Develop cutting edge messaging/programs around responsible tourism and responsible citizenry (this extends beyond environmental issues)*

*Identify and earn appropriate national sustainability certification (LEEDS, etc)*

Protect and enhance the natural environment within and adjacent to the golf course property.

Use Fertilizers and pesticides judiciously and conserve other resources such as water, fuel, and electricity.

Continue to strive for recertification as a Cooperative Sanctuary by Audubon International every 3 years.

PROGRAM: **Golf Course Capital Projects**  
 DEPARTMENT: Golf Course  
 DIVISION: Golf Course Operations  
 PROGRAM NO: 2314

**PROGRAM DESCRIPTION:**

Ongoing equipment replacement program for all of the Golf Course maintenance equipment, improvements to the course and the golf cart fleet.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 PROPOSED
MATERIALS & SUPPLIES	14,703	15,000	12,562	15,000
CAPITAL OUTLAY	-	316,347	486,273	2,276,969
FIXED CHARGES	799,241	-	-	-
	<u>\$ 813,944</u>	<u>\$ 331,347</u>	<u>\$ 498,835</u>	<u>\$ 2,291,969</u>

**GOALS:**

**Town Area of Focus**

**Deliver balanced, year-round economy driven by destination tourism by 2024.**

**Program Objective**

Continue to replace GCM equipment as needed.

PROGRAM: **Operations/Customer Service**  
DEPARTMENT: Golf Course  
DIVISION: Golf Course Operations  
PROGRAM NO: 2321

**PROGRAM DESCRIPTION:**

The operations program is responsible for the customer service, marketing, and revenue collection elements of the golf course. This includes tee time reservations, fee collection, and golfer assistance. The program includes contracted services w professional. The program funds the wages associated with customer service, and includes golf shop, outside services, and control and assistance personnel. Also included in this program are the materials and supplies necessary for daily operatic maintenance of the clubhouse facility and golf carts.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 PROPOSED
PERSONNEL	464,194	466,238	483,216	499,460
MATERIALS & SUPPLIES	251,768	257,900	263,836	318,075
CHARGES FOR SERVICES	132,587	132,730	142,463	154,180
FIXED CHARGES	79,284	84,080	84,080	106,784
	<u>\$ 927,832</u>	<u>\$ 940,948</u>	<u>\$ 973,595</u>	<u>\$ 1,078,499</u>

**GOALS:**

**Town Area of Focus**

Deliver balanced, year-round economy driven by destination tourism by 2024.

**Program Objective**

- Add and/or delete programs so that we maximize usage
- Review and streamline administrative processes
- Look into software programs that have a online retail component and ability to collect prepaid golf rounds
- Provide high quality customer service
- Collaborate with Golf Maintenance to provide quality course conditions and identify long term goals

**PERFORMANCE MEASURES:**

	2019	2020	2020	2021 Projected	2022 Target
Rounds Played/Year (18-hole equivalent)	25,896	26,583	28,643	43,445	40,000
Revenues for Green Fees, Cart, Pass Cards	2,051,137	2,079,226	2,268,103	3,354,781	3,000,000
Revenue /Round	79.21	78.22	79.19	77.22	75
Number of Days Open	133	136	141	136	136
Average Revenue/Day	15,422	15,266	16,086	24,667	22,058

## EXCISE TAX FUND

January 2, 2020	FUND BALANCE	\$ 13,468,365
	ACTUAL REVENUE	\$ 38,460,125
	ACTUAL EXPENDITURES	\$ 20,876,757
	PROJECTED GAIN / (REDUCTION)	<u>\$ 17,583,368</u>
January 1, 2021	FUND BALANCE	\$ 31,051,732
January 1, 2021	FUND BALANCE	\$ 31,051,732
	PROJECTED REVENUE	\$ 43,825,881
	PROJECTED EXPENDITURES	\$ 20,728,112
	PROJECTED GAIN / (REDUCTION)	<u>\$ 23,097,769</u>
December 31, 2021	FUND BALANCE	\$ 54,149,501
January 1, 2022	FUND BALANCE	\$ 54,149,501
	BUDGETED REVENUE	\$ 41,896,065
	BUDGETED EXPENDITURES	\$ 43,574,190
	BUDGETED GAIN / (REDUCTION)	<u>\$ (1,678,125)</u>
December 31, 2022	FUND BALANCE BEFORE RESERVES	\$ 52,471,377
	DISCRETIONARY RESERVE FOR DEBT SERVICE	\$ 200,254
	DISCRETIONARY CAPITAL RESERVE	\$ 15,927,000
	BUDGETED NET FUND BALANCE	<u><u>\$ 36,344,123</u></u>

**TOWN OF BRECKENRIDGE  
ANNUAL BUDGET  
EXCISE TAX FUND ANALYSIS**

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
FUND BALANCE, JANUARY 1	\$ 13,468,365	\$ 31,051,732	\$ 31,051,732	\$ 54,149,501
<b>REVENUES</b>				
Sales Tax	\$ 23,952,949	\$ 19,136,853	\$ 29,510,634	\$ 29,805,800
Cigarette Tax	\$ 55,014	\$ 54,987	\$ 52,700	\$ 52,700
Franchise Taxes	\$ 813,556	\$ 799,102	\$ 823,981	\$ 832,300
Real Est. Trans. Taxes	\$ 7,838,100	\$ 5,500,000	\$ 8,228,213	\$ 6,000,000
Accommodation Tax	\$ 3,882,070	\$ 2,956,104	\$ 5,067,508	\$ 5,118,200
Other Financing Sources	\$ 1,824,736	\$ -	\$ -	\$ -
Investment Income	\$ 93,700	\$ 113,185	\$ 142,845	\$ 87,065
<b>TOTAL REVENUES</b>	<b>\$ 38,460,125</b>	<b>\$ 28,560,231</b>	<b>\$ 43,825,881</b>	<b>\$ 41,896,065</b>
<b>TOTAL AVAILABLE</b>	<b>\$ 51,928,489</b>	<b>\$ 59,611,963</b>	<b>\$ 74,877,613</b>	<b>\$ 96,045,566</b>
<b>EXPENDITURES</b>				
Transfer to General Fund	\$ 12,419,816	\$ 12,419,816	\$ 12,419,816	\$ 16,300,000
Transfer to Capital Projects	\$ 566,834	\$ 1,716,157	\$ 1,716,157	\$ 13,865,000
Transfer to Marketing Fund	\$ 931,600	\$ 698,950	\$ -	\$ -
Transfer to Special Projects Fund	\$ 2,927,210	\$ 2,490,249	\$ 2,490,249	\$ 4,299,000
Transfer to Parking & Transp. Fund	\$ 1,391,160	\$ 2,317,675	\$ 2,317,675	\$ 8,568,675
Transfer to Health Benefits Fund	\$ 250,000	\$ -	\$ -	\$ -
Debt Service	\$ 2,390,136	\$ 539,215	\$ 514,215	\$ 541,515
<b>TOTAL EXPENDITURES</b>	<b>\$ 20,876,757</b>	<b>\$ 20,182,062</b>	<b>\$ 20,728,112</b>	<b>\$ 43,574,190</b>
FUND BALANCE, DECEMBER 31	\$ 31,051,732	\$ 39,429,901	\$ 54,149,501	\$ 52,471,377
RESERVED FOR DEBT SERVICE	\$ 200,054	\$ 200,054	\$ -	\$ -
DISCRET. RESERVE FOR DEBT	\$ 880,776	\$ 880,676	\$ 1,080,730	\$ 200,254
CAPITAL FUNDING RESERVE	\$ 12,006,372	\$ 23,598,587	\$ 6,190,000	\$ 15,927,000
<b>NET FUND BALANCE</b>	<b>\$ 17,964,530</b>	<b>\$ 14,750,584</b>	<b>\$ 46,878,771</b>	<b>\$ 36,344,123</b>

**TOWN OF BRECKENRIDGE  
SALES TAX COLLECTIONS  
2012 - 2022**

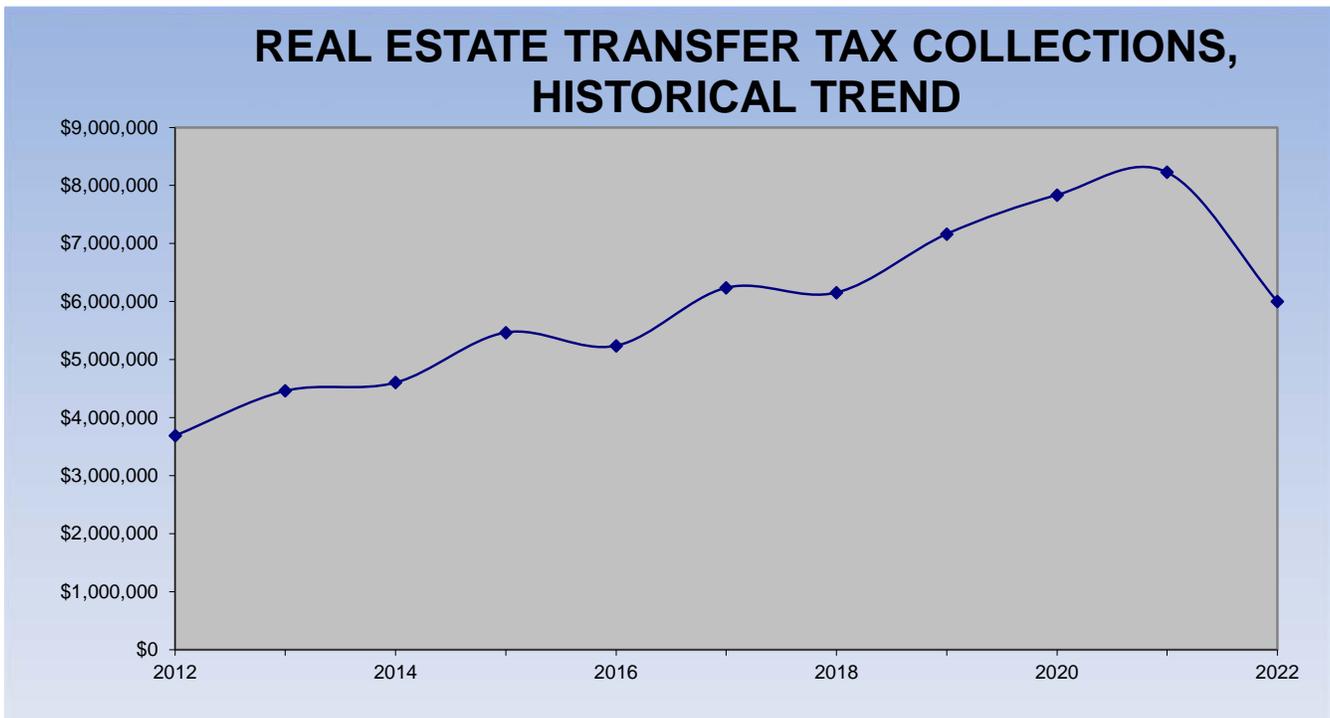
YEAR	COLLECTIONS	% CHANGE
2012	\$ 13,369,549	5.2%
2013	\$ 14,839,044	11.0%
2014	\$ 16,233,023	9.4%
2015	\$ 18,090,059	11.4%
2016	\$ 20,758,147	14.7%
2017	\$ 21,567,073	3.9%
2018	\$ 23,534,523	9.1%
2019	\$ 25,979,792	10.4%
2020	\$ 23,952,949	-7.8%
2021	\$ 29,510,634 <b>proj</b>	23.2%
2022	\$ 29,805,800 <b>budg</b>	1.0%

### SALES TAX COLLECTIONS, HISTORICAL TREND



**TOWN OF BRECKENRIDGE  
REAL ESTATE TRANSFER TAX COLLECTIONS  
2012- 2021**

YEAR	COLLECTIONS	% CHANGE
2012	\$ 3,691,087	8.2%
2013	\$ 4,462,232	20.9%
2014	\$ 4,604,914	3.2%
2015	\$ 5,468,732	18.8%
2016	\$ 5,240,098	-4.2%
2017	\$ 6,239,221	19.1%
2018	\$ 6,156,677	-1.3%
2019	\$ 7,166,614	16.4%
2020	\$ 7,838,100	9.4%
2021	\$ 8,228,213 <b>proj</b>	5.0%
2022	\$ 6,000,000 <b>budg</b>	-27.1%

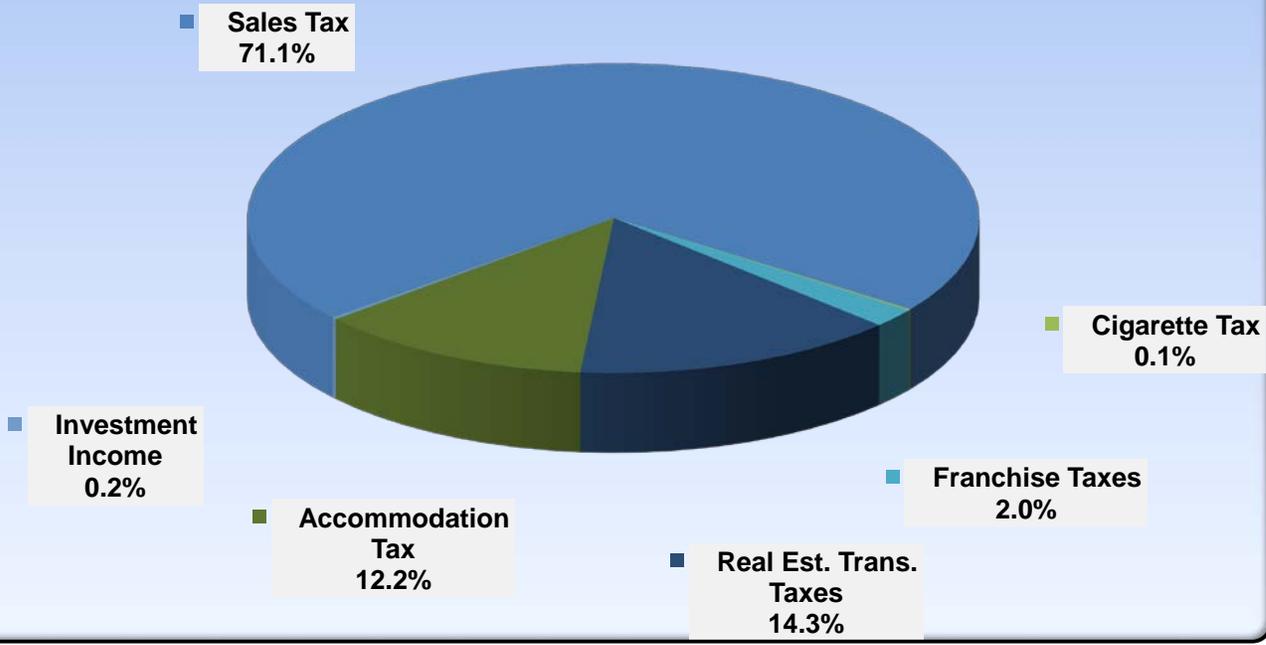


**TOWN OF BRECKENRIDGE  
ACCOMMODATIONS TAX COLLECTIONS  
2012 - 2021**

YEAR	COLLECTIONS	% CHANGE
2012	\$ 1,774,529	-0.9%
2013	\$ 2,006,571	13.1%
2014	\$ 2,294,406	14.3%
2015	\$ 2,613,829	13.9%
2016	\$ 2,976,739	13.9%
2017	\$ 3,068,530	3.1%
2018	\$ 3,473,823	13.2%
2019	\$ 3,901,868	12.3%
2020	\$ 3,882,070	-0.5%
2021	\$ 5,067,508 <b>proj</b>	30.5%
2022	\$ 5,118,200 <b>budg</b>	1.0%



**TOWN OF BRECKENRIDGE  
EXCISE TAX REVENUES - 2022**



PROGRAM: **Debt Service**  
 DEPARTMENT: General Government  
 DIVISION:  
 PROGRAM NO: 3111

**PROGRAM DESCRIPTION:**

Special Revenue Bonds have been issued on several occasions for which the Excise Tax Revenues of the Town have been pledged. This program accounts for the principal and interest payments required for those special revenue bond issues.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
DEBT SERVICE	2,350,636	539,215	514,215	541,515
	\$ 2,390,136	\$ 539,215	\$ 514,215	\$ 541,515

**GOALS:**

**Town Area of Focus**

**Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown**  
*Ensure access to affordable quality childcare for local working families*  
*A “to be determined” % (or other metric) of the Breckenridge*  
*workforce lives in Town and there is a diversity of housing types and*  
*prices for locals (sufficient to preserve the sense of community and*  
*support the local economy)*

**Program Objective**

**feel and friendly atmosphere.**

This program is used to account for the accumulation of resources for, and the payment of general long-term debt principal, interest, and related costs for a childcare facility in 2007 (Timberline Learning Center) and a workforce housing project in 2016 (Huron Landing).

**PERFORMANCE MEASURES:**

	2017	2018	2019
<b>Outstanding Balance - Certificates of Participation</b>			
2007 COP'S - Childcare facility	\$ 2,170,000	\$ 1,990,000	\$ 1,805,000
2016 COP's - PD facility refinance / Huron Landing construction	1,890,000	1,675,000	1,455,000
	\$ 4,060,000	\$ 3,665,000	\$ 3,260,000

PROGRAM: **Transfers**  
 DEPARTMENT: General Government  
 DIVISION:  
 PROGRAM NO: 3115

**PROGRAM DESCRIPTION:**

The Town's Excise Tax revenues are pledged first towards repayment of special revenue bonds. Any revenues collected in excess of that amount can be used for any other governmental purpose. The Excise Tax revenues for the Town are transferred to the Town's General Fund for general governmental purposes.

PROGRAM EXPENDITURES:

	2020	2021	2021	2022
	ACTUAL	BUDGET	ESTIMATED	ADOPTED
FIXED CHARGES	18,486,620	19,642,847	20,213,897	45,312,675
	<u>\$ 18,486,620</u>	<u>\$ 19,642,847</u>	<u>\$ 20,213,897</u>	<u>\$ 45,312,675</u>

**GOALS:**

Town Area of Focus

Program Objective

Deliver balanced, year-round economy driven by destination tourism by 2024.

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.

More boots & bikes, less cars

Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices.

To provide funding for Town operations and projects through the collection of excise taxes, aiding in attaining several Council goals that lack a dedicated revenue source.

**PERFORMANCE MEASURES:**

	2017	2018	2019
% change in excise tax collections	6.38%	7.17%	11.64%

## AFFORDABLE HOUSING FUND

January 1, 2020	FUND BALANCE	\$	22,049,305
	REVENUE	\$	4,103,318
	EXPENSES	\$	3,327,050
	INCREASE/ (REDUCTION)	\$	<u>776,268</u>
December 30, 2020	FUND BALANCE	\$	<u>22,825,573</u>
December 31, 2020	FUND BALANCE	\$	22,825,573
	PROJECTED REVENUE	\$	13,676,441
	PROJECTED EXPENSES	\$	13,850,029
	PROJECTED INCREASE/ (REDUCTION)	\$	<u>(173,588)</u>
December 31, 2021	FUND BALANCE	\$	<u>22,651,985</u>
January 1, 2022	FUND BALANCE	\$	22,651,985
	BUDGETED REVENUE	\$	26,706,237
	BUDGETED EXPENSES	\$	29,948,258
	BUDGETED GAIN / (REDUCTION)	\$	<u>(3,242,021)</u>
December 31, 2022	FUND BALANCE	\$	<u>19,409,964</u>
	RESERVED FOR DEBT SERVICE	\$	1,168,950
	RESTRICTED FUND BALANCE	\$	9,141,677
	BUDGETED NET FUND BALANCE	\$	<u>9,099,337</u>

**TOWN OF BRECKENRIDGE  
ANNUAL BUDGET  
AFFORDABLE HOUSING FUND ANALYSIS**

AFFORDABLE HOUSING	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
<b>FUND BALANCE, JANUARY 1</b>	\$ 22,049,305	\$ 22,825,573	\$ 22,825,573	\$ 22,651,985
<b>REVENUES</b>				
Investment Income	\$ 82,110	\$ 105,163	\$ 60,100	\$ 50,000
Rental Income	\$ 230,239	\$ 285,000	\$ 286,439	\$ 275,000
Sale of Assets	\$ 808,972	\$ 2,800,000	\$ 6,562,650	\$ 3,400,000
Mortgage Payments	\$ 56,416	\$ 6,000	\$ 6,000	\$ 6,000
Rental Assistance Payments	\$ 1,300	\$ 3,000	\$ 3,000	\$ 3,000
Sales Tax	\$ 2,430,162	\$ 3,123,902	\$ 4,879,794	\$ 4,928,500
Impact Fees	\$ 252,074	\$ 300,000	\$ 300,000	\$ 300,000
Partner Contributions	\$ 65,600	\$ 291,200	\$ 239,081	\$ 292,250
Misc. Income	\$ -	\$ -	\$ 445	\$ 16,000,000
Corum Loan Payments	\$ 116,550	\$ 120,000	\$ 156,611	\$ 151,487
Pinewood (Loan, Lease Pmts, Tax Credit)	\$ 59,894	\$ 167,928	\$ 178,321	\$ -
Refunds of Expenditures	\$ -	\$ -	\$ 44,000	\$ -
<b>TOTAL REVENUES</b>	<b>\$ 4,103,318</b>	<b>\$ 7,202,193</b>	<b>\$ 13,676,441</b>	<b>\$ 26,706,237</b>
<b>TOTAL AVAILABLE</b>	<b>\$ 26,152,623</b>	<b>\$ 30,027,766</b>	<b>\$ 36,502,014</b>	<b>\$ 49,358,222</b>
<b>EXPENDITURES</b>				
Personnel	\$ 230,250	\$ 266,493	\$ 343,647	\$ 503,042
Materials and Supplies	\$ 12,077	\$ 60,000	\$ 35,200	\$ 20,000
Charges for Services	\$ 902,700	\$ 1,414,443	\$ 2,805,527	\$ 2,277,527
Capital Outlay	\$ -	\$ 2,156,000	\$ 6,453,500	\$ 3,150,000
Debt Service	\$ 582,024	\$ 883,650	\$ 908,479	\$ 1,481,300
Grants	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 1,600,000	\$ 8,040,057	\$ 3,303,676	\$ 22,516,389
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,327,050</b>	<b>\$ 12,820,643</b>	<b>\$ 13,850,029</b>	<b>\$ 29,948,258</b>
<b>FUND BALANCE, DECEMBER 31</b>	<b>\$ 22,825,573</b>	<b>\$ 17,207,123</b>	<b>\$ 22,651,985</b>	<b>\$ 19,409,964</b>
RESERVED FOR DEBT SERVICE	\$ 1,163,400	\$ 1,165,500	\$ 1,165,500	\$ 1,168,950
RESTRICTED FUND BALANCE	\$ 9,545,106	\$ 9,520,305	\$ 9,145,127	\$ 9,141,677
<b>AVAILABLE FUND BALANCE DECEMBER 31</b>	<b>\$ 12,117,067</b>	<b>\$ 6,521,318</b>	<b>\$ 12,341,358</b>	<b>\$ 9,099,337</b>

PROGRAM: **Affordable Housing**  
 DEPARTMENT: Community Development  
 DIVISION: Planning  
 PROGRAM NO: 0928

**PROGRAM DESCRIPTION:**

The Affordable Housing Program is intended to assure housing for employees who work in the Upper Blue basin. The program's major components include the development and implementation of policies and programs that support housing and capital outlay for land and construction of new affordable units in the community. This includes "for sale" as well as rental workforce housing. A down payment assistance program for Town employees is provided to assist employees in obtaining housing in the area. The Town provides limited transitional housing for employees in units both leased and owned by the Town. The Town also has a deed restriction acquisition program (Housing Helps) and a housing "buy-down" program to purchase existing units, deed restricts those units to ensure long-term affordability, and resell the units at a discounted rate.

PROGRAM EXPENDITURES:

	2020	2021	2021	2022
	ACTUAL	BUDGET	ESTIMATED	ADOPTED
PERSONNEL	\$ 230,250	\$ 266,493	\$ 343,647	\$ 503,042
MATERIALS & SUPPLIES	12,077	60,000	35,200	20,000
CHARGES FOR SERVICES	902,700	1,414,443	2,805,527	2,277,527
CAPITAL OUTLAY	-	2,156,000	6,453,500	3,150,000
DEBT SERVICE	582,024	883,650	908,479	1,481,300
TRANSFERS TO OTHER FUNDS	1,600,000	8,040,057	3,303,676	22,516,389
	<u>\$ 3,327,050</u>	<u>\$ 12,820,643</u>	<u>\$ 13,850,029</u>	<u>\$ 29,948,258</u>

**GOALS:**

**Town Area of Focus**

**Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.**

*A "to be determined" % (or other metric) of the Breckenridge workforce lives in Town and there is a diversity of housing types and prices for locals (sufficient to preserve the sense of community and support the local economy)*

**Program Objective**

A consolidated record keeping and data management system is in place to track deed restrictions and the status /history/performance of units  
 An appropriate metric to track workforce relative to jobs and housing location is in place  
 Workforce housing including a diversity of housing types and prices is available to preserve the sense of community and support the economy  
 Affordable housing guidelines are adopted to address policies for maintenance and appreciation  
 Construction of new housing by public and private sector continues (Alta Verde and Public Works)  
 Existing local housing and neighborhoods are preserved and STRs are discouraged through the Housing Helps program  
 The Buy Down program preserves existing inventory for locals  
 A strategic plan is developed for Town-own properties

**PERFORMANCE MEASURES:**

	2018	2019	2020
Total Inventory Deed Restricted Units	969	1046	1104
Added by Private Sector	15	44	0
Public Sector Land/Buy Downs/HH	62	14	20
Year end	1046	1104	1124
Cumulative Total	2018	2019	2020
Private Sector	714	758	758
Public Sector	332	346	366
Total	1046	1104	1124

## OPEN SPACE FUND

January 1, 2020	FUND BALANCE	\$	5,950,521
	REVENUE	\$	2,674,586
	EXPENDITURES	\$	1,991,744
	ACTUAL GAIN / (REDUCTION)	\$	682,842
			<hr style="border-top: 1px solid black;"/>
December 30, 2020	FUND BALANCE	\$	6,633,363
			<hr style="border-top: 3px double black;"/>
December 31, 2020	FUND BALANCE	\$	6,633,363
	PROJECTED REVENUE	\$	4,200,326
	PROJECTED EXPENDITURES	\$	2,587,720
	PROJECTED GAIN / (REDUCTION)	\$	1,612,606
			<hr style="border-top: 1px solid black;"/>
December 31, 2021	FUND BALANCE	\$	8,245,969
			<hr style="border-top: 3px double black;"/>
January 1, 2022	FUND BALANCE	\$	8,245,969
	BUDGETED REVENUE	\$	4,248,315
	BUDGETED EXPENDITURES	\$	2,687,781
	PROPOSED GAIN / (REDUCTION)	\$	1,560,534
			<hr style="border-top: 1px solid black;"/>
December 31, 2022	FUND BALANCE	\$	9,806,503
RESERVED FOR WELLINGTON ORO PLANT REPLACEMENT		\$	(66,000)
DISCRETIONARY RESERVE FOR HOOSIER BIKE PATH		\$	(500,000)
	BUDGETED NET FUND BALANCE	\$	9,240,503
			<hr style="border-top: 3px double black;"/>

**TOWN OF BRECKENRIDGE  
ANNUAL BUDGET  
OPEN SPACE FUND ANALYSIS**

	<b>2020 ACTUAL</b>	<b>2021 BUDGET</b>	<b>2021 ESTIMATED</b>	<b>2022 ADOPTED</b>
FUND BALANCE, JANUARY 1	\$ 5,950,521	\$ 6,633,363	\$ 6,633,363	\$ 8,245,969
<b>REVENUES</b>				
Sales Tax	\$ 2,494,130	\$ 2,358,623	\$ 3,961,214	\$ 4,000,800
Interest Income	\$ 21,955	\$ 28,542	\$ 38,600	\$ 39,000
Grants	\$ 1,000	\$ -	\$ -	\$ -
Transfer of Density Rights	\$ -	\$ 40,000	\$ 40,000	\$ 40,000
Misc. Income	\$ 24,556	\$ 32,873	\$ 35,581	\$ 35,604
Wellington Oro	\$ 132,946	\$ 124,931	\$ 124,931	\$ 132,911
<b>TOTAL REVENUES</b>	<b>\$ 2,674,586</b>	<b>\$ 2,584,969</b>	<b>\$ 4,200,326</b>	<b>\$ 4,248,315</b>
<b>TOTAL AVAILABLE</b>	<b>\$ 8,625,107</b>	<b>\$ 9,218,332</b>	<b>\$ 10,833,689</b>	<b>\$ 12,494,284</b>
<b>EXPENDITURES</b>				
Open Space Programs	\$ 1,554,803	\$ 1,427,148	\$ 1,846,920	\$ 1,993,785
Debt Service	\$ 436,941	\$ -	\$ -	\$ -
Transfers to Other Funds	\$ 470,477	\$ 740,800	\$ 740,800	\$ 693,996
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,991,744</b>	<b>\$ 2,167,948</b>	<b>\$ 2,587,720</b>	<b>\$ 2,687,781</b>
FUND BALANCE, DECEMBER 31	\$ 6,633,363	\$ 7,050,384	\$ 8,245,969	\$ 9,806,503
Wellington Oro Plant Replacement Reserve	\$ 44,000	\$ 55,000	\$ 55,000	\$ 66,000
Hoosier Pass Bike Path Reserve	\$ 500,000	\$ 600,000	\$ 500,000	\$ 500,000
<b>AVAILABLE FUND BALANCE, DECEMBER 31</b>	<b>\$ 6,089,363</b>	<b>\$ 6,395,384</b>	<b>\$ 7,690,969</b>	<b>\$ 9,240,503</b>

PROGRAM: **Open Space Program**  
 DEPARTMENT: Recreation  
 DIVISION: Open Space and Trails  
 PROGRAM NO: 0935

**PROGRAM DESCRIPTION:**

A one half of one percent sales tax was authorized by the voters in 1996 for the purpose of an open space acquisition and management program. The Open Space Plan and Trails Plan provides a framework for decisions on open space purchases and activities. Revenues for this division includes sales tax, TDR sales, and grants. Primary components of the program include acquisition of open space properties, forest management projects on open space, environmental monitoring and restoration in Cucumber Gulch, and the construction and maintenance of trails in Town and in the Golden Horseshoe area.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
PERSONNEL	354,863	498,034	533,045	648,262
MATERIALS & SUPPLIES	205,060	260,500	260,500	417,011
CHARGES FOR SERVICES	469,028	598,716	949,466	813,612
CAPITAL OUTLAY	-	11,000	45,000	25,000
DEBT SERVICE	436,941	-	-	-
FIXED CHARGES	55,375	58,898	58,909	89,900
TRANSFERS TO OTHER FUNDS	470,477	740,800	740,800	693,996
	<u>\$ 1,991,744</u>	<u>\$ 2,167,948</u>	<u>\$ 2,587,720</u>	<u>\$ 2,687,781</u>

**GOALS:**

**Town Area of Focus**

**Elevate and fiercely protect Breckenridge authentic character and brand**  
*Develop more family oriented programming and events*

**Program Objective**

**Our hometown feel and friendly atmosphere**  
 Acquire additional open space properties that meet conservation criteria.  
 Steward and maintain existing trail network of 63+ miles, complete NEPA analysis for construction of trails in Golden Horseshoe (GH), maintain nonmotorized trails in GH in partnership with Summit County, build strategic connections.  
 Implement adaptive management strategies for Cucumber Gulch Preserve and examine trail realignment, continue with Blue River and Swan River restoration projects, etc.

**PERFORMANCE MEASURES:**

	2018	2019	2020	Projected	Target
Acres of open space acquired	4,700	4,734	4,836	4,983	5,029
Total Miles of Trails	54.7	58.2	60.75	64.5	67.5
Miles of Trails Added to System	2.3	3.4	2.7	1.5	3

## CONSERVATION TRUST FUND

January 2, 2020	FUND BALANCE	\$	20,907
	REVENUE	\$	51,678
	EXPENDITURES	\$	65,000
	ACTUAL GAIN / (REDUCTION)	\$	(13,322)
December 31, 2020	FUND BALANCE	\$	<u>7,586</u>
January 1, 2021	FUND BALANCE	\$	7,586
	PROJECTED REVENUE	\$	55,100
	PROJECTED EXPENDITURES	\$	55,000
	PROJECTED GAIN / (REDUCTION)	\$	100
December 31, 2021	FUND BALANCE	\$	<u>7,686</u>
January 1, 2022	FUND BALANCE	\$	7,686
	BUDGETED REVENUE	\$	55,000
	BUDGETED EXPENDITURES	\$	55,000
	PROPOSED GAIN / (REDUCTION)	\$	-
December 31, 2022	FUND BALANCE	\$	<u>7,686</u>

**TOWN OF BRECKENRIDGE  
ANNUAL BUDGET  
CONSERVATION TRUST FUND ANALYSIS**

	<b>2020 ACTUAL</b>	<b>2021 BUDGET</b>	<b>2021 ESTIMATED</b>	<b>2022 ADOPTED</b>
FUND BALANCE, JANUARY 1	\$ 20,907	\$ 7,586	\$ 7,586	\$ 7,686
<b>REVENUES</b>				
Grants	\$ 51,522	\$ 55,000	\$ 55,000	\$ 55,000
Interest	\$ 157	\$ 100	\$ 100	\$ -
TOTAL REVENUES	<u>\$ 51,678</u>	<u>\$ 55,100</u>	<u>\$ 55,100</u>	<u>\$ 55,000</u>
TOTAL AVAILABLE	<u>\$ 72,586</u>	<u>\$ 62,686</u>	<u>\$ 62,686</u>	<u>\$ 62,686</u>
<b>EXPENDITURES</b>				
Transfer to Capital Fund	\$ 65,000	\$ 55,000	\$ 55,000	\$ 55,000
TOTAL EXPENDITURES	<u>\$ 65,000</u>	<u>\$ 55,000</u>	<u>\$ 55,000</u>	<u>\$ 55,000</u>
FUND BALANCE, DECEMBER 31	<u>\$ 7,586</u>	<u>\$ 7,686</u>	<u>\$ 7,686</u>	<u>\$ 7,686</u>

**NOTES:** The Conservation Trust fund is receives state Great Outdoor Colorado (GOCO) funds. These funds are then used for qualified outdoor recreation projects.

PROGRAM: Conservation Trust  
 DEPARTMENT: Recreation  
 DIVISION: Capital  
 PROGRAM NO: 0927

**PROGRAM DESCRIPTION:**

The Conservation Trust Fund is established pursuant to Colorado State law to account for receipt and disbursement of lottery funds. Each year the State distributes a percentage of the profits from the sale of lottery tickets to municipalities which may be used only to maintain, acquire, or construct recreation facilities, park facilities or open space.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 PROPOSED
FIXED CHARGES	65,000	55,000	55,000	55,000
	\$ 65,000	\$ 55,000	\$ 55,000	\$ 55,000

**GOALS:**

**Town Area of Focus**

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.

*Develop more family oriented programming and events*

**Program Objective**

Maintain, improve, and develop public recreational facilities and amenities.

**PERFORMANCE MEASURES:**

	2019	2020	2020
<b>Project funded</b>	Recreation Center Improvements	Recreation Center Improvements	River Park
<b>Total Project Cost</b>	\$18,130,719	\$ 18,130,719	\$ 1,817,201

## GARAGE FUND

January 1, 2020	FUND BALANCE	\$	7,943,155
	REVENUE	\$	3,161,485
	EXPENSES	\$	1,232,137
	ACTUAL GAIN / (REDUCTION)	\$	1,929,348
December 30, 2020	FUND BALANCE	\$	<u>9,872,503</u>
December 31, 2020	FUND BALANCE	\$	9,872,503
	PROJECTED REVENUE	\$	3,349,182
	PROJECTED EXPENSES	\$	2,179,763
	PROJECTED GAIN / (REDUCTION)	\$	1,169,419
December 31, 2021	FUND BALANCE	\$	<u>11,041,922</u>
January 1, 2022	FUND BALANCE	\$	11,041,922
	BUDGETED REVENUE	\$	7,398,058
	BUDGETED EXPENSES	\$	6,774,250
	PROPOSED GAIN / (REDUCTION)	\$	623,808
December 31, 2022	FUND BALANCE	\$	<u>11,665,730</u>
	RESTRICTED FOR CAPITAL ASSETS	\$	6,279,523
	BUDGETED NET FUND BALANCE	\$	<u>5,386,207</u>

**TOWN OF BRECKENRIDGE  
ANNUAL BUDGET  
GARAGE FUND ANALYSIS**

	<b>2020 ACTUAL</b>	<b>2021 BUDGET</b>	<b>2021 PROJECTED</b>	<b>2022 ADOPTED</b>
FUND BALANCE, JANUARY 1	\$ 7,943,155	\$ 9,872,503	\$ 9,872,503	\$ 11,041,922
<b><u>REVENUES</u></b>				
Internal Service Revenue	\$ 2,991,648	\$ 3,204,896	\$ 3,205,196	\$ 5,099,915
Other Income	\$ 116,753	\$ 188,695	\$ 108,486	\$ 186,868
Grants	\$ -	\$ -	\$ -	\$ 2,015,775
Sale of Assets	\$ 53,083	\$ 151,000	\$ 35,500	\$ 95,500
TOTAL REVENUES	<u>\$ 3,161,485</u>	<u>\$ 3,544,591</u>	<u>\$ 3,349,182</u>	<u>\$ 7,398,058</u>
TOTAL AVAILABLE	<u>\$ 11,104,640</u>	<u>\$ 13,417,094</u>	<u>\$ 13,221,685</u>	<u>\$ 18,439,980</u>
<b><u>EXPENSES</u></b>				
Operations	\$ 1,025,803	\$ 1,683,614	\$ 1,647,319	\$ 2,069,552
Capital Outlay	\$ 206,334	\$ 557,000	\$ 532,444	\$ 4,704,698
TOTAL EXPENDITURES	\$ 1,232,137	\$ 2,240,614	\$ 2,179,763	\$ 6,774,250
FUND BALANCE, DECEMBER 31	<u>\$ 9,872,503</u>	<u>\$ 11,176,480</u>	<u>\$ 11,041,922</u>	<u>\$ 11,665,730</u>
RESTRICTED FOR CAPITAL ASSETS				\$ 6,279,523
AVAILABLE FUND BALANCE, DECEMBER 31	<u>\$ 9,872,503</u>	<u>\$ 11,176,480</u>	<u>\$ 11,041,922</u>	<u>\$ 5,386,207</u>

**NOTES:** The Garage fund collects revenue from departments for the purchase and maintenance of their vehicles. The fund has reduced allocations over the past two years as part of the COVID reductions, but is planning to restore the fund balance in 2022 in order to plan for future capital purchases.

PROGRAM: **Operations**  
DEPARTMENT: Garage Fund  
DIVISION: Operations  
PROGRAM NO: 1742

**PROGRAM DESCRIPTION:**

This program funds administration and operating expenses associated with the repair and maintenance of Town vehicles and equipment. This includes labor, training and other administrative expenses for the Fleet Maintenance staff, fuel, lubricants, service, repair supplies, and outside services. Each Town Department, through an allocation, is responsible for its own fleet expenses. The repair, purchase, and maintenance of Golf Course vehicles and equipment are not a part of this fund.

PROGRAM EXPENSES:

	2020 ACTUAL	2021 BUDGET	2021 PROJECTED	2022 ADOPTED
PERSONNEL	500,846	626,301	611,611	648,552
MATERIALS & SUPPLIES	363,517	825,836	789,998	1,113,928
CHARGES FOR SERVICES	106,556	173,850	188,083	234,274
CAPITAL OUTLAY	-	-	-	-
FIXED CHARGES	54,885	57,627	57,627	72,798
	<u>\$ 1,025,803</u>	<u>\$ 1,683,614</u>	<u>\$ 1,647,319</u>	<u>\$ 2,069,552</u>

**GOALS:**

**Town Area of Focus**

**Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices.**

*Implement action that further the Town's efforts towards suitability and reduction of our community's carbon footprint.*

**Program Objective**

Continue to implement new Fleet software Pub Works.  
Implement fleet industry KPI benchmarks.

Continue EV training to staff with increase of EV vehicles added to Fleet.  
Continue efforts toward sustainability, ie: Green House Gas.

**PERFORMANCE MEASURES:**

	2019	2020	2021	2022
Bus Transit	14	14	14	12
Bus Transit EV	2	2	2	5
Bus Transit Hybrid	2	2	2	2
Bus Van 15 PSGR	3	3	3	3
Equipment Heavy Off Road (Loaders, Graders, Sweepers, Snowblowers)	8	9	10	10
Equipment Utility Lt Med	28	32	32	33
Equipment - Attachments	63	67	63	63
Passenger Car EV	1	1	1	2
Passenger Car Hybrid	4	4	4	4
Passenger SUV	22	21	21	21
Passenger SUV Hybrid	4	5	5	4
Trailer	6	7	9	10
Truck 1/4 Ton	1	1	1	1
Truck 1/2 Ton	12	12	12	12

PROGRAM: **Capital Expenditures**  
 DEPARTMENT: Garage Fund  
 DIVISION: Capital  
 PROGRAM NO: 1743

**PROGRAM DESCRIPTION:**

The Garage Capital Fund purchases Town vehicles and equipment. Most replacement schedules have been updated each year as new/replacement vehicles and equipment are purchased and as organizational changes mandate. The capital purchase of Golf Course vehicles and equipment are not a part of this fund.

PROGRAM EXPENSES:

	2020 ACTUAL	2021 BUDGET	2021 PROJECTED	2022 ADOPTED
CAPITAL OUTLAY	206,334	557,000	462,444	4,582,198
FIXED CHARGES	-	-	70,000	122,500
	<u>\$ 206,334</u>	<u>\$ 557,000</u>	<u>\$ 532,444</u>	<u>\$ 4,704,698</u>

**GOALS:**

**Town Area of Focus**

**Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices.**

*Develop cutting edge messaging/programs around responsible tourism and responsible citizenry (this extends beyond environmental issues)*

**Program Objective**

Continue to implement a system of acquisition, disposal, and replacement of TOB vehicles.  
 Continue to improve fleet practices by right-sizing fleet.  
 Complete planned purchase of 21 vehicles.  
 Maintain a budgeting process to sustain TOB vehicle purchases.

**PERFORMANCE MEASURES:**

	2019	2020	2021	2022
Average age of fleet	9	6	6	5

# INFORMATION TECHNOLOGY FUND

January 1, 2020	FUND BALANCE	\$	898,061
	REVENUE	\$	1,280,290
	EXPENSES	\$	1,160,899
	ACTUAL GAIN / (REDUCTION)	\$	119,391
<hr style="border-top: 1px solid black;"/>			
December 30, 2020	FUND BALANCE	\$	1,017,452
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December 31, 2020	FUND BALANCE	\$	1,017,452
	PROJECTED REVENUE	\$	1,218,249
	PROJECTED EXPENSES	\$	1,340,272
	PROJECTED GAIN / (REDUCTION)	\$	(122,023)
<hr style="border-top: 1px solid black;"/>			
December 31, 2021	FUND BALANCE	\$	895,429
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January 1, 2022	FUND BALANCE	\$	895,429
	BUDGETED REVENUE	\$	1,492,231
	BUDGETED EXPENSES	\$	1,536,125
	PROPOSED GAIN / (REDUCTION)	\$	(43,894)
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December 31, 2022	FUND BALANCE	\$	851,535
RESERVED FOR CAPITAL ASSETS			
	BUDGETED NET FUND BALANCE	\$	851,535
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**TOWN OF BRECKENRIDGE  
ANNUAL BUDGET  
INFORMATION TECHNOLOGY FUND ANALYSIS**

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
FUND BALANCE, JANUARY 1	\$ 898,061	\$ 1,017,452	\$ 1,017,452	\$ 895,429
<b><u>REVENUES</u></b>				
Internal Service Revenue	\$ 1,236,378	\$ 1,211,949	\$ 1,211,949	\$ 1,486,646
Miscellaneous Income	\$ 38,327	\$ 14,520	\$ 6,300	\$ 11,170
Interest	\$ 5,585	\$ (7,260)	\$ -	\$ (5,585)
	<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>
TOTAL REVENUES	\$ 1,280,290	\$ 1,219,209	\$ 1,218,249	\$ 1,492,231
	<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>
TOTAL AVAILABLE	<u>\$ 2,178,351</u>	<u>\$ 2,236,661</u>	<u>\$ 2,235,701</u>	<u>\$ 2,387,660</u>
<b><u>EXPENSES</u></b>				
Operations	<u>\$ 1,160,899</u>	<u>\$ 1,478,841</u>	<u>\$ 1,340,272</u>	<u>\$ 1,536,125</u>
TOTAL EXPENDITURES	<u>\$ 1,160,899</u>	<u>\$ 1,478,841</u>	<u>\$ 1,340,272</u>	<u>\$ 1,536,125</u>
FUND BALANCE, DECEMBER 31	<u>\$ 1,017,452</u>	<u>\$ 757,820</u>	<u>\$ 895,429</u>	<u>\$ 851,535</u>
AVAILABLE FUND BALANCE, DECEMBER 31	<u><u>\$ 1,017,452</u></u>	<u><u>\$ 757,820</u></u>	<u><u>\$ 895,429</u></u>	<u><u>\$ 851,535</u></u>

**NOTES:** The IT fund is restoring allocation to normal levels in 2022. We have had some increase costs in order to provide for remote access for both staff and citizens.

PROGRAM: **Operations**  
 DEPARTMENT: Finance  
 DIVISION: Information Technology  
 PROGRAM NO: 1464

**PROGRAM DESCRIPTION:**

The Information Technology program is responsible for all aspects of the Town's computerized information systems, telecommunications, audio-visual systems, and computerized security systems. Our primary goal is to improve accessibility, management, security, and accountability of all digital information assets. Responsibilities include short and long range planning, design and engineering of the Town's computer network infrastructure, troubleshooting and repairing existing systems, and advising other departments regarding hardware, software, and information systems requirements.

PROGRAM EXPENSES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
PERSONNEL	381,736	439,003	428,003	455,990
MATERIALS & SUPPLIES	180,789	337,500	261,000	310,500
CHARGES FOR SERVICES	587,909	687,420	636,319	754,674
FIXED CHARGES	10,464	14,918	14,950	14,961
	<u>\$ 1,160,899</u>	<u>\$ 1,478,841</u>	<u>\$ 1,340,272</u>	<u>\$ 1,536,125</u>

**GOALS:**

**Town Area of Focus**

*More boots and bikes, less cars*

**Program Objective**

2022 will involve many infrastructure upgrades for the Town that will be transparent to end users. Of particular importance will be ensuring the new parking structure's IT infrastructure needs are met. We are also providing for continued remote access to our board and commission meetings, as well as remote access for Town staff when appropriate. As always, we will accomplish these goals while maintaining a high level of customer service for both internal and external users.

**PERFORMANCE MEASURES:**

	2019 Actual	2020 Actual	2021 Proj	2022 Target
# of Help Desk Requests Resolved	1,287	1,229	1,472	1,400
# of Terminals Supported	224	227	231	220
# of Terminals Replaced	41	45	45	45
# of Users on System	260	265	269	275

## FACILITIES FUND

January 1, 2020	FUND BALANCE	\$	3,410,576
	REVENUE	\$	815,824
	EXPENSES	\$	321,630
	ACTUAL GAIN / (REDUCTION)	\$	494,194
<hr style="border-top: 1px solid black;"/>			
December 30, 2020	FUND BALANCE	\$	3,904,770
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December 31, 2020	FUND BALANCE	\$	3,904,770
	PROJECTED REVENUE	\$	909,311
	PROJECTED EXPENSES	\$	48,409
	PROJECTED GAIN / (REDUCTION)	\$	860,902
<hr style="border-top: 1px solid black;"/>			
December 31, 2021	FUND BALANCE	\$	4,765,672
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January 1, 2022	FUND BALANCE	\$	4,765,672
	BUDGETED REVENUE	\$	953,802
	BUDGETED EXPENSES	\$	689,417
	PROPOSED GAIN / (REDUCTION)	\$	264,385
<hr style="border-top: 1px solid black;"/>			
December 31, 2022	FUND BALANCE	\$	5,030,057

**TOWN OF BRECKENRIDGE  
ANNUAL BUDGET  
FACILITIES MAINTENANCE FUND ANALYSIS**

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
FUND BALANCE, JANUARY 1	\$ 3,410,576	\$ 3,904,770	\$ 3,904,770	\$ 4,765,672
<u>REVENUES</u>				
Internal Service Revenue	\$ 815,824	\$ 879,566	\$ 909,311	\$ 953,802
TOTAL REVENUES	<u>\$ 815,824</u>	<u>\$ 879,566</u>	<u>\$ 909,311</u>	<u>\$ 953,802</u>
TOTAL AVAILABLE	<u>\$ 4,226,400</u>	<u>\$ 4,784,336</u>	<u>\$ 4,814,081</u>	<u>\$ 5,719,474</u>
<u>EXPENSES</u>				
Operations	\$ 321,630	\$ 31,142	\$ 48,409	\$ 689,417
Capital Outlay	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENSES	<u>\$ 321,630</u>	<u>\$ 31,142</u>	<u>\$ 48,409</u>	<u>\$ 689,417</u>
FUND BALANCE, DECEMBER 31	<u>\$ 3,904,770</u>	<u>\$ 4,753,194</u>	<u>\$ 4,765,672</u>	<u>\$ 5,030,057</u>

**NOTES:** The facilities fund provides for long term maintenance of our physical assets. This includes items such as carpet, HVAC, and external maintenance.

PROGRAM: **OPERATIONS**  
 DEPARTMENT: Facilities Maintenance  
 DIVISION: Operations  
 PROGRAM NO: 1732

**PROGRAM DESCRIPTION:**

The Facilities Maintenance Fund has been established to provide funding for maintenance and replacement of capital assets.

PROGRAM EXPENSES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
Charges for Services	321,630	31,142	48,409	689,417
Capital Outlay	-	-	-	-
<b>Totals</b>	<b>\$ 321,630</b>	<b>\$ 31,142</b>	<b>\$ 48,409</b>	<b>\$ 689,417</b>

**GOALS:**

**Town Area of Focus**

**Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices.**

*Develop cutting edge messaging/programs around responsible tourism and responsible citizenry (this extends beyond environmental issues)*

**Program Objective**

Facilities Fund projects to be completed in 2021: Town Hall Roofing Replacement, Old Masonic Hall Painting

Assets deferred further were: PW Fleet Roof, PW Garage Doors, Ice Rink Indoor and Outdoor Chilling Plants, Ice Rink HVAC Pumps, Ice Rink Painting, Rec Center Translucent Lights, Rec Center Locker Room Remodel, Rec Center Cardio Equipment, Rec Center Stucco, Golf Course Clubhouse Deck and Roof, Golf Maint Roof, Valleybrook Roof, and Arts District Painting

Current projections show that the fund is solvent through the year 2050.

**PERFORMANCE MEASURES:**

The Facilities Fund covers major building assets on the following buildings - Town Hall, Rec Center, Riverwalk, PW buildings, Ice Rink, Police building, Welcome Center, Breck Station Club House, Golf Maint, Carter park, Valley Brook, Carter Museum, Breck Theatre, and TLP Public Works Admin building, BGVCC, and Arts District.

## SPECIAL PROJECTS FUND

January 2, 2020	FUND BALANCE	\$	470,976
	REVENUE	\$	3,042,660
	EXPENDITURES	\$	3,118,056
	ACTUAL GAIN / (REDUCTION)	\$	(75,395)
			<hr style="border-top: 1px solid black;"/>
December 31, 2020	FUND BALANCE	\$	395,580
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January 1, 2021	FUND BALANCE	\$	395,580
	PROJECTED REVENUE	\$	2,578,994
	PROJECTED EXPENDITURES	\$	2,481,353
	PROJECTED GAIN / (REDUCTION)	\$	97,641
			<hr style="border-top: 1px solid black;"/>
December 31, 2021	FUND BALANCE	\$	493,221
			<hr style="border-top: 3px double black;"/>
January 1, 2022	FUND BALANCE	\$	493,221
	BUDGETED REVENUE	\$	4,374,570
	BUDGETED EXPENDITURES	\$	4,399,000
	PROPOSED GAIN / (REDUCTION)	\$	(24,430)
			<hr style="border-top: 1px solid black;"/>
December 31, 2022	FUND BALANCE	\$	468,791
			<hr style="border-top: 1px solid black;"/>
	BUDGETED AVAILABLE FUND BALANCE	\$	468,791
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**TOWN OF BRECKENRIDGE  
ANNUAL BUDGET  
SPECIAL PROJECTS FUND ANALYSIS**

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
FUND BALANCE, JANUARY 1	\$ 470,976	\$ 395,580	\$ 395,580	\$ 493,221
<b>REVENUES</b>				
Transfer from Excise	\$ 2,927,210	\$ 2,490,249	\$ 2,490,249	\$ 4,299,000
Reusable Bag Program	\$ 74,405	\$ 72,000	\$ 75,000	\$ 75,000
Interest	\$ 11,045	\$ 13,745	\$ 13,745	\$ 570
Miscellaneous	\$ -	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ 3,042,660</b>	<b>\$ 2,575,994</b>	<b>\$ 2,578,994</b>	<b>\$ 4,374,570</b>
<b>TOTAL AVAILABLE</b>	<b>\$ 3,513,636</b>	<b>\$ 2,971,574</b>	<b>\$ 2,974,574</b>	<b>\$ 4,867,791</b>
<b>EXPENDITURES</b>				
Breckenridge Heritage Alliance (BHA) Operations	\$ 470,058	\$ 526,500	\$ 436,558	\$ 600,000
BHA Capital Outlay	\$ 35,000	\$ -	\$ -	\$ 1,330,000
BHA Reserve	\$ 17,675	\$ 50,000	\$ 50,000	\$ 50,000
Fire Mitigation	\$ 40,270	\$ -	\$ -	\$ -
Grants	\$ 357,500	\$ 269,000	\$ 234,600	\$ 369,000
Breckenridge Creative Arts Operations	\$ 2,036,961	\$ 1,700,000	\$ 1,700,000	\$ 2,050,000
Reusable Bag Program	\$ 160,592	\$ 110,195	\$ 60,195	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,118,056</b>	<b>\$ 2,655,695</b>	<b>\$ 2,481,353</b>	<b>\$ 4,399,000</b>
FUND BALANCE, DECEMBER 31	\$ 395,580	\$ 315,879	\$ 493,221	\$ 468,791
RESERVED FOR BHA CAPITAL	\$ 380,000	\$ 345,000	\$ -	\$ -
AVAILABLE FUND BALANCE, DECEMBER 31	\$ 15,580	\$ (29,121)	\$ 493,221	\$ 468,791

PROGRAM: Breckenridge Creative Arts Operations  
 DEPARTMENT: Special Projects  
 DIVISION: Executive Management  
 PROGRAM NO: 0445-0447

**PROGRAM DESCRIPTION:**

This program funds the operation of Breckenridge Creative Arts (BCA), which was developed by the Town to support and promote arts, culture, and creative experiences throughout Breckenridge. The BCA branched off into its own multidisciplinary nonprofit organization in 2015, and is responsible for the successful management of various cultural facilities, programs and partnerships. Upon transitioning into an independent nonprofit 501(c)(3), the new organization shall contract with the Town to administer certain Town arts and cultural projects and to manage the Town-owned assets of the Breckenridge Arts District Campus, Breckenridge Theater, Old Masonic Hall, Riverwalk Center, Speakeasy Theater, and the Breckenridge Public Art Program.

PROGRAM EXPENDITURES:

	2020	2021	2021	2022
	ACTUAL	BUDGET	ESTIMATED	ADOPTED
GRANTS	2,036,961	1,700,000	1,700,000	2,050,000
	\$ 2,036,961	\$ 1,700,000	\$ 1,700,000	\$ 2,050,000

**GOALS:**

**Town Area of Focus**

**Deliver balanced, year-round economy driven by destination tourism by 2024.**

*Ensure long-term economic viability irrespective of climate conditions by diversifying and amplifying arts, historic, culinary products and experiences on a year round basis*

**Program Objective**

Infrastructure: The resources required to sustain BCA in staffing, marketing and contracted services have been expanding to support operations. Consistent and appropriate levels of staffing are required to best ensure current and future plans can be effectively carried through to fruition.

Programs: Numbers of presentations, performances or available seats are not the only measure of growth. Growth can also be seen in the nature of certain programming choices—how they further BCA’s mission, while fostering a deeper engagement with audiences and other stakeholders. Priority will be given to innovations such as BIFA, thematic focuses, and initiatives that involve BCA acting as an animator, commissioner and producer.

Audiences: As a new organization, BCA is in the process of implementing measurement strategies to capture its impact, including collecting and analyzing demographic and market-related data regarding its audience. BCA will continue to pursue both the development of a stronger level of engagement and loyalty amongst its current patrons, and to appeal to a wider breadth of audiences in the future.

BCA will continue to work with its stakeholders and partners to grow the Town’s creative sector by leveraging applied creativity in culture, education and commerce, as well as continue to encourage and nurture human creative potential across all disciplines.

Build Breckenridge’s position as an emerging venue for inspiring public art

Deepen our interactions with the 20-30+ year old demographic through a focus on emerging regional music

PROGRAM: **Reusable Bag Program**  
 DEPARTMENT: Special Projects  
 DIVISION: Sustainability  
 PROGRAM NO: 0622

**PROGRAM DESCRIPTION:**

The Reusable Bag Program is a public outreach effort to educate residents and visitors about the Disposable Bag Fee and to encourage use of reusable bags. Revenues for the program are generated from the Disposable Bag Fee. Expenditures are focused on educational efforts and distribution of reusable bags to lodging and retail stores.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
CHARGES FOR SERVICES	133,280	75,000	25,000	-
TRANSFERS	27,312	35,195	35,195	-
	\$ 160,592	\$ 110,195	\$ 60,195	\$ -

**GOALS:**

Town Area of Focus

**Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices.**

*Implement action that further the Town's efforts towards suitability and reduction of our community's carbon footprint.*

Program Objective

Reduction in the number of disposable bags issued by retail stores in 2019 compared to 2018, while also considering level of taxable sales, will indicate the relative use of disposable bags in the community.

Continue to implement a new marketing/outreach effort to increase visitor awareness

**PERFORMANCE MEASURES:**

	2019	2020	2020
Number of Disposable Bags Issued	937,353	980,642	1,032,900
% Change in Bags Issued	-4%	13%	5%
Taxable Sales	540,587,014	564,358,576	615,798,988
% Change in Taxable Sales	9%	4%	9%

PROGRAM: **OPERATIONS**  
 DEPARTMENT: Special Projects  
 DIVISION: Executive Management  
 PROGRAM NO: 1441

**PROGRAM DESCRIPTION:**

This department within the Special Projects fund accounts for funding to the Breckenridge Historical Association, Grants, and non-recurring projects and initiatives.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
CHARGES FOR SERVICES	510,328	526,500	436,558	600,000
CAPITAL OUTLAY	35,000	-	-	1,330,000
GRANTS	357,500	269,000	234,600	369,000
BHA CAPITAL RESERVE	17,675	50,000	50,000	50,000
	<u>\$ 920,503</u>	<u>\$ 845,500</u>	<u>\$ 721,158</u>	<u>\$ 2,349,000</u>

**GOALS:**

Town Area of Focus

**Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.**

*Protect cultural heritage and National Historic Designation*

Program Objective

\$526,000 Breckenridge Heritage Association operations

Capital Outlay: BHA Capital:

No New 2021 Capital Spending

## MARIJUANA FUND

January 2, 2020	FUND BALANCE	\$	88,893
	REVENUE	\$	733,662
	EXPENDITURES	\$	660,246
	ACTUAL GAIN / (REDUCTION)	\$	73,416
			<hr style="border-top: 1px solid black;"/>
December 31, 2020	FUND BALANCE	\$	162,310
			<hr style="border-top: 3px double black;"/>
January 1, 2021	FUND BALANCE	\$	162,310
	PROJECTED REVENUE	\$	723,355
	PROJECTED EXPENDITURES	\$	738,979
	PROJECTED GAIN / (REDUCTION)	\$	(15,624)
			<hr style="border-top: 1px solid black;"/>
December 31, 2021	FUND BALANCE	\$	146,686
			<hr style="border-top: 3px double black;"/>
January 1, 2022	FUND BALANCE	\$	146,686
	BUDGETED REVENUE	\$	729,500
	BUDGETED EXPENDITURES	\$	583,198
	PROPOSED GAIN / (REDUCTION)	\$	146,302
			<hr style="border-top: 1px solid black;"/>
December 31, 2022	FUND BALANCE	\$	292,988
			<hr style="border-top: 3px double black;"/>

**TOWN OF BRECKENRIDGE  
ANNUAL BUDGET  
MARIJUANA FUND ANALYSIS**

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
FUND BALANCE, JANUARY 1	\$ 88,893	\$ 162,310	\$ 162,310	\$ 146,686
<b>REVENUES</b>				
Marijuana Tax	\$ 720,352	\$ 534,695	\$ 711,371	\$ 718,500
Marijuana Licensing	\$ 11,776	\$ 10,000	\$ 10,000	\$ 10,000
Interest	\$ 1,533	\$ 1,984	\$ 1,984	\$ 1,000
TOTAL REVENUES	<u>\$ 733,662</u>	<u>\$ 546,679</u>	<u>\$ 723,355</u>	<u>\$ 729,500</u>
TOTAL AVAILABLE	<u>\$ 822,555</u>	<u>\$ 708,989</u>	<u>\$ 885,665</u>	<u>\$ 876,186</u>
<b>EXPENDITURES</b>				
Personnel	\$ 108,956	\$ 114,354	\$ 114,354	\$ 98,598
Materials and Supplies	\$ 587	\$ -	\$ -	\$ 600
Charges for Services	\$ 175,702	\$ 4,500	\$ 24,625	\$ 34,000
Transfer to Child Care Fund	\$ 375,000	\$ 420,000	\$ 600,000	\$ 450,000
TOTAL EXPENDITURES	<u>\$ 660,246</u>	<u>\$ 538,854</u>	<u>\$ 738,979</u>	<u>\$ 583,198</u>
FUND BALANCE, DECEMBER 31	<u>\$ 162,310</u>	<u>\$ 170,135</u>	<u>\$ 146,686</u>	<u>\$ 292,988</u>

**NOTES:** Both the State and Breckenridge MJ taxes are receipted here. The funds are then used to fund a compliance officer. The fund also transfers some revenue to the Child Care fund.

PROGRAM: **OPERATIONS**  
 DEPARTMENT: Marijuana  
 DIVISION: Operations  
 PROGRAM NO: 0420

**PROGRAM DESCRIPTION:**

The Marijuana Fund has been established to collect revenues and ensure compliance with marijuana distribution and consumption legislation.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
PERSONNEL	108,956	114,354	114,354	98,598
MATERIALS & SUPPLIES	587	-	-	600
CHARGES FOR SERVICES	175,702	4,500	24,625	34,000
TRANSFERS	375,000	420,000	600,000	450,000 *
	\$ 660,246	\$ 538,854	\$ 738,979	\$ 583,198

**GOALS:**

Town Area of Focus

Program Objective

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.

Continue to develop working relations with other municipalities that have similar compliance laws and expectations along with state and federal marijuana/illegal narcotics agencies.

Train patrol officers regarding marijuana laws and enforcement as well as conducting public outreach providing marijuana safety education to the community.

Work with stakeholders throughout the community to develop a plan for disposing of unwanted or found marijuana products.

Monitor best practices across the state regarding marijuana business compliance regulations and changes in state and federal laws pertaining to marijuana compliance.

Personnel changed for MJ/LLC Compliance beginning July 19, 2021 to reflect salary difference.

**PERFORMANCE MEASURES:**

	2019	2020	2020
Identification Checks	186	149	185

## CEMETERY FUND

January 1, 2020	FUND BALANCE	\$	114,277
	REVENUE	\$	17,192
	EXPENSES	\$	12,500
	ACTUAL GAIN / (REDUCTION)	\$	4,692
			<hr style="border-top: 1px solid black;"/>
December 30, 2020	FUND BALANCE	\$	118,969
			<hr style="border-top: 3px double black;"/>
December 31, 2020	FUND BALANCE	\$	118,969
	PROJECTED REVENUE	\$	35,700
	PROJECTED EXPENSES	\$	9,000
	PROJECTED GAIN / (REDUCTION)	\$	26,700
			<hr style="border-top: 1px solid black;"/>
December 31, 2021	FUND BALANCE	\$	145,669
			<hr style="border-top: 3px double black;"/>
January 1, 2022	FUND BALANCE	\$	145,669
	BUDGETED REVENUE	\$	16,405
	BUDGETED EXPENSES	\$	18,500
	PROPOSED GAIN / (REDUCTION)	\$	(2,095)
			<hr style="border-top: 1px solid black;"/>
December 31, 2022	FUND BALANCE	\$	143,574
			<hr style="border-top: 3px double black;"/>

**TOWN OF BRECKENRIDGE  
ANNUAL BUDGET  
CEMETERY FUND ANALYSIS**

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
FUND BALANCE, JANUARY 1	\$ 114,277	\$ 118,969	\$ 118,969	\$ 145,669
<b>REVENUES</b>				
Lot Sales	\$ 6,000	\$ 5,000	\$ 15,000	\$ 5,000
Burial Fees	\$ 1,600	\$ 3,500	\$ 5,000	\$ 3,675
Maintenance Fees	\$ 9,200	\$ 6,600	\$ 15,000	\$ 6,930
Other	\$ 392	\$ 509	\$ 700	\$ 800
TOTAL REVENUES	<u>\$ 17,192</u>	<u>\$ 15,609</u>	<u>\$ 35,700</u>	<u>\$ 16,405</u>
TOTAL AVAILABLE	<u>\$ 131,469</u>	<u>\$ 134,578</u>	<u>\$ 154,669</u>	<u>\$ 162,074</u>
<b>EXPENSES</b>				
Charges for Services	<u>\$ 12,500</u>	<u>\$ 7,500</u>	<u>\$ 9,000</u>	<u>\$ 18,500</u>
TOTAL EXPENSES	<u>\$ 12,500</u>	<u>\$ 7,500</u>	<u>\$ 9,000</u>	<u>\$ 18,500</u>
FUND BALANCE, DECEMBER 31	<u>\$ 118,969</u>	<u>\$ 127,078</u>	<u>\$ 145,669</u>	<u>\$ 143,574</u>

**NOTES:** This fund administers the maintenance and internments at our historic Valley Brook Cemetery. The fund reimburses public works for the cost of burials.

PROGRAM: OPERATIONS  
 DEPARTMENT: Cemetery  
 DIVISION: Operations  
 PROGRAM NO: 0452

**PROGRAM DESCRIPTION:**

The Cemetery Fund has been established to set up the cemetery as an enterprise.

PROGRAM EXPENSES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 PROPOSED
CHARGES FOR SERVICES	12,500	7,500	9,000	18,500
	\$ 12,500	\$ 7,500	\$ 9,000	\$ 18,500

**GOALS:**

Town Area of Focus

Program Objective

Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.

- New digital GIS Map that allows for accurate, computer-based recording of space ownership and burials.
- Cemetery clean up as part of Make a Difference Day.
- Continue to map results from GPR surveys.

**PERFORMANCE MEASURES:**

	2019 Actual	2020 Actual	2021 Projected	2022 Target
Number of Cemetery Space Purchases	18	11	20	N/A
Cemetery Burials	9	3	10	N/A
Number of dead trees removed	8	0	0	5

## CHILD CARE FUND

January 2, 2020	FUND BALANCE	\$	2,146,022
	REVENUE	\$	406,839
	EXPENDITURES	\$	875,954
	ACTUAL GAIN / (REDUCTION)	\$	(469,114)
December 31, 2020	FUND BALANCE	\$	<u>1,676,907</u>
January 1, 2021	FUND BALANCE	\$	1,676,907
	PROJECTED REVENUE	\$	1,905,300
	PROJECTED EXPENDITURES	\$	840,126
	PROJECTED GAIN / (REDUCTION)	\$	1,065,174
December 31, 2021	FUND BALANCE	\$	<u>2,742,081</u>
January 1, 2022	FUND BALANCE	\$	2,742,081
	BUDGETED REVENUE	\$	2,764,000
	BUDGETED EXPENDITURES	\$	869,499
	PROPOSED GAIN / (REDUCTION)	\$	1,894,501
December 31, 2022	FUND BALANCE	\$	<u>4,636,582</u>

**TOWN OF BRECKENRIDGE  
ANNUAL BUDGET  
CHILD CARE FUND ANALYSIS**

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
FUND BALANCE, JANUARY 1	\$ 2,146,022	\$ 1,676,907	\$ 1,676,907	\$ 2,742,081
<b><u>REVENUES</u></b>				
Transfer from Excise	\$ -	\$ -	\$ 1,270,000	\$ 2,280,000
Transfer from Marijuana	375,000	420,000	600,000	450,000
Investment Income	9,339	11,345	9,300	10,000
Rental Income	<u>22,500</u>	<u>30,000</u>	<u>26,000</u>	<u>24,000</u>
TOTAL REVENUES	<u>\$ 406,839</u>	<u>\$ 461,345</u>	<u>\$ 1,905,300</u>	<u>\$ 2,764,000</u>
TOTAL AVAILABLE	<u>\$ 2,552,861</u>	<u>\$ 2,138,252</u>	<u>\$ 3,582,207</u>	<u>\$ 5,506,081</u>
<b><u>EXPENDITURES</u></b>				
Personnel	\$ 49,650	\$ 50,113	\$ 51,775	\$ 58,771
Charges for Services	193,897	179,844	182,666	177,844
Grants	625,645	624,000	600,000	624,000
Fixed Charges	<u>6,762</u>	<u>5,685</u>	<u>5,685</u>	<u>8,884</u>
TOTAL EXPENDITURES	<u>\$ 875,954</u>	<u>\$ 859,642</u>	<u>\$ 840,126</u>	<u>\$ 869,499</u>
FUND BALANCE, DECEMBER 31	<u>\$ 1,676,907</u>	<u>\$ 1,278,610</u>	<u>\$ 2,742,081</u>	<u>\$ 4,636,582</u>

PROGRAM: **Child Care**  
 DEPARTMENT: Operations  
 PROGRAM NO: 0930

**PROGRAM DESCRIPTION:**

The Child Care Fund has been established to track the funds dedicated to Child Care.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
PERSONNEL	49,650	50,113	51,775	58,771
CHARGES FOR SERVICES	193,897	179,844	182,666	177,844
GRANTS	625,645	624,000	600,000	624,000
FIXED CHARGES	6,762	5,685	5,685	8,884
	<b>\$ 875,954</b>	<b>\$ 859,642</b>	<b>\$ 840,126</b>	<b>\$ 869,499</b>

**GOALS:**

**Town Area of Focus**

**Elevate and fiercely protect Breckenridge authentic character and brand – Our hometown feel and friendly atmosphere.**

*Ensure access to affordable quality childcare for local working families*

**Program Objective**

- Sustainable budgets at local centers that includes capital reserve budgets & annual updates to provider agreements
- Evaluate opportunities to increase capacity at existing centers to address the long wait list for child care in our community (250+) through a capacity analysis study.
- Update the Tuition Assistance Program Internal Policies document. Most recent update was 2/10/16
- Create a document / packet with a 10-year review of child care data organized into a format for public use (2010 - 2020)
- Continue to provide the assistance necessary for local families to afford the high cost of quality child care.
- End of Year statement / letter to all participating families
- Mid-year income confirmation letter to families

**PERFORMANCE MEASURES:**

	2019	2020	2020
Number of Children (w/ scholarship)	149	149	106 First Full year of SPK
Percent of Children in Care Receiving Scholarship	60%	60%	50%
Average Award-Scholarship (monthly)	\$463	\$495	\$629
Total Scholarship Program Expense	\$715,911	\$807,224	\$594,855

# PARKING AND TRANSPORTATION FUND

January 2, 2020	FUND BALANCE	\$	16,474,872
	REVENUE	\$	11,105,803
	EXPENDITURES	\$	22,840,714
	ACTUAL GAIN / (REDUCTION)	\$	(11,734,911)
			<hr style="border-top: 1px solid black;"/>
December 31, 2020	FUND BALANCE	\$	4,739,961
			<hr style="border-top: 1px solid black;"/>
January 1, 2021	FUND BALANCE	\$	4,739,961
	PROJECTED REVENUE	\$	10,220,804
	PROJECTED EXPENDITURES	\$	7,950,975
	PROJECTED GAIN / (REDUCTION)	\$	2,269,829
			<hr style="border-top: 1px solid black;"/>
December 31, 2021	FUND BALANCE	\$	7,009,790
			<hr style="border-top: 1px solid black;"/>
January 1, 2022	FUND BALANCE	\$	7,009,790
	BUDGETED REVENUE	\$	18,563,721
	BUDGETED EXPENDITURES	\$	16,881,039
	PROPOSED GAIN / (REDUCTION)	\$	1,682,682
			<hr style="border-top: 1px solid black;"/>
December 31, 2022	FUND BALANCE	\$	8,692,472
			<hr style="border-top: 1px solid black;"/>

**TOWN OF BRECKENRIDGE  
ANNUAL BUDGET  
PARKING AND TRANSPORTATION FUND ANALYSIS**

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
FUND BALANCE, JANUARY 1	\$ 16,474,872	\$ 4,739,961	\$ 4,739,961	\$ 7,009,790
<b>REVENUES</b>				
Transfer from Excise	\$ 1,391,160	\$ 2,317,675	\$ 2,317,675	\$ 8,568,675
Lift Ticket Revenue	3,336,040	4,018,894	4,231,609	3,906,206
Transit Programs	4,551,632	1,208,640	1,161,640	3,618,960
Reusable Bag Program	74,405	72,000	75,000	75,000
Parking Management	1,708,087	1,659,500	2,405,000	2,365,000
Solar Garden Ops	-	-	28,880	28,880
Investment Income	44,480	35,438	1,000	1,000
Miscellaneous Income	-	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ 11,105,803</b>	<b>\$ 9,312,147</b>	<b>\$ 10,220,804</b>	<b>\$ 18,563,721</b>
<b>TOTAL AVAILABLE</b>	<b>\$ 27,580,675</b>	<b>\$ 14,052,108</b>	<b>\$ 14,960,765</b>	<b>\$ 25,573,511</b>
<b>EXPENDITURES BY PROGRAM</b>				
Transit Administration	\$ 381,015	\$ 404,966	\$ 382,364	\$ 524,355
Transit Services	4,223,918	4,261,956	3,888,126	6,085,770
Parking	1,375,683	1,077,275	1,286,020	1,367,592
Capital Projects	16,478,549	21,217,675	2,317,675	8,568,675
Reusable Bag Program	160,592	110,195	60,195	48,578
Sustainability Program	220,958	184,919	-	269,472
Solar Garden Ops	-	-	16,595	16,595
General Administration	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 22,840,714</b>	<b>\$ 27,256,986</b>	<b>\$ 7,950,975</b>	<b>\$ 16,881,037</b>
FUND BALANCE, DECEMBER 31	\$ 4,739,961	\$ (12,909,764)	\$ 7,009,790	\$ 8,692,472

## EXPENDITURE SUMMARY BY CATEGORY AND PROGRAM

PARKING AND TRANSPORTATION	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 PROPOSED
EXPENDITURES BY CATEGORY				
Personnel	\$ 2,626,561	\$ 2,791,540	\$ 2,314,088	\$ 3,426,126
Materials & Supplies	\$ 12,620	\$ 16,500	\$ 12,360	\$ 27,010
Charges for Services	\$ 1,753,180	\$ 1,396,519	\$ 1,471,934	\$ 1,578,011
Fixed Charges	\$ 17,163,728	\$ 20,734,752	\$ 1,834,918	\$ 9,531,215
Debt Service	\$ 1,284,626	\$ 2,317,675	\$ 2,317,675	\$ 2,318,675
Previous Spending Authority	\$ -	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 22,840,714</b>	<b>\$ 27,256,986</b>	<b>\$ 7,950,975</b>	<b>\$ 16,881,037</b>
EXPENDITURES BY PROGRAM				
Transit Administration	\$ 381,015	\$ 404,966	\$ 382,364	\$ 524,355
Transit Services	\$ 4,223,918	\$ 4,261,956	\$ 3,888,126	\$ 6,085,770
Parking	\$ 1,375,683	\$ 1,077,275	\$ 1,286,020	\$ 1,367,592
Capital Projects	\$ 16,478,549	\$ 21,217,675	\$ 2,317,675	\$ 8,568,675
Reusable Bag Program	\$ 160,592	\$ 110,195	\$ 60,195	\$ 48,578
Sustainability Program	\$ 220,958	\$ 184,919	\$ -	\$ 269,472
Solar Garden Ops	\$ -	\$ -	\$ 16,595	\$ 16,595
General Administration	\$ -	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES BY PROGRAM</b>	<b>\$ 22,840,714</b>	<b>\$ 27,256,986</b>	<b>\$ 7,950,975</b>	<b>\$ 16,881,037</b>

PROGRAM: **Transit Administration**  
 DEPARTMENT: Public Works  
 DIVISION: Transit Management  
 PROGRAM NO: 0481

**PROGRAM DESCRIPTION:**

This program is responsible for developing and implementing strategies for improved Transit Operations management. This includes responsibility for the Free Ride Transit System administration and operations.

PROGRAM EXPENDITURES:	2020	2021	2021	2022
	ACTUAL	BUDGET	ESTIMATED	ADOPTED
PERSONNEL	222,209	237,148	215,380	347,096
MATERIALS & SUPPLIES	-	-	-	-
CHARGES FOR SERVICES	7,440	9,874	8,874	17,474
FIXED CHARGES	151,366	157,944	158,110	159,785
	<u>\$ 381,015</u>	<u>\$ 404,966</u>	<u>\$ 382,364</u>	<u>\$ 524,355</u>

**GOALS:**

**Town Area of Focus**

**More boots & bikes, less cars**

*Develop and implement a balanced parking and multi-modal transportation plan that preserves the character of*

*Reduce visitor and resident car traffic by 10% (Nelson/Nygaard)*

**Program Objective**

- Grant writing
- Participation in the statewide Transit Coalition
- Long term strategic planning, ensuring DOT and FTA Compliance
- Transportation operations recommendations and management

**PERFORMANCE MEASURES:**

Please see 0482 - Transit Operations for the total program metrics.

PROGRAM: **Transit Services**  
 DEPARTMENT: Public Works  
 DIVISION: Transit Management  
 PROGRAM NO: 0482

**PROGRAM DESCRIPTION:**

The goal of the Transit system is to provide constituents and guests with a variety of transportation alternatives in a timely, convenient and safe environment that uses all resources of the Town of Breckenridge effectively.

The Town operates a year-round transit system using conventional transit coach buses. The system provides free, convenient transportation to visitors and locals for the transit needs ranging from transportation to and from recreation areas, the town's bed base, historic Main Street, retail areas of the community, and job access commuting. Service goes from the Ski and Racquet Club and Warrior's Mark on the south end of town to Airport Road on the north end of town. Service encompasses the east and west sides as well including the Peak 8/Ski Hill and Wellington neighborhoods.

PROGRAM EXPENDITURES:

	2020	2021	2021	2022
	ACTUAL	BUDGET	ESTIMATED	ADOPTED
PERSONNEL	2,385,058	2,412,898	2,098,708	2,866,180
MATERIALS & SUPPLIES	11,643	14,000	10,360	24,010
CHARGES FOR SERVICES	233,858	258,250	202,250	303,864
FIXED CHARGES	1,593,359	1,576,808	1,576,808	2,891,716
	<b>\$ 4,223,918</b>	<b>\$ 4,261,956</b>	<b>\$ 3,888,126</b>	<b>\$ 6,085,770</b>

**GOALS:**

**Town Area of Focus**

**More boots & bikes, less cars**

*Increase public transportation use and buses*

**Program Objective**

To service the community of Breckenridge in the most efficient manner and to transport the maximum number of passengers utilizing our current route structure. Below are the most updated passenger counts for the last completed year (2020).

Annual Passenger Trips	668,409
Annual Service Hours	35,657
Annual Route Miles	250,970
On-Time Performance	96%

**PERFORMANCE MEASURES:**

	2019	2020	2021	2022
Annual Passenger Trips	1,310,282	668,409	750,000	1,310,282
Annual Service Hours	53,545	35,657	41,000	53,545
Annual Route Miles	500,943	250,970	350,000	500,943
Cost Per Trip	3.31	6.16	5.58	3.31
Cost Per Hour	81.1	115.53	102.02	81.1
Cost Per Mile	8.67	16.41	11.95	8.67
On-Time Performance	95%	96%	96%	97%

PROGRAM: **Parking Management**  
DEPARTMENT: Public Safety  
DIVISION: Police Services  
PROGRAM NO: 0515

**PROGRAM DESCRIPTION:**

This program supports the department's efforts in community service activities, parking management, education and enforcement. The team is currently comprised of a Supervisor, four (4) Community Service Officers, and one parking administrative specialist. CSO's perform a variety of field and administrative duties in support of the department's community oriented approach to code and parking enforcement. They patrol the town by vehicle, on foot, or by bicycle and work with the community to identify, educate and enforce municipal code and other violations related to parking, animal control, trash and junk/abandoned vehicles. They also address other quality of life and community issues through their contacts with the public, as well as investigating minor criminal complaints, traffic accidents and respond to a variety of calls for service within the community.

PROGRAM EXPENDITURES:

	2020	2021	2021	2022
	ACTUAL	BUDGET	ESTIMATED	ADOPTED
PERSONNEL	19,294	21,775	-	106,425
MATERIALS & SUPPLIES	977	2,500	2,000	3,000
CHARGES FOR SERVICES	1,255,412	953,000	1,184,020	1,191,500
FIXED CHARGES	100,000	100,000	100,000	66,667
	<u>\$ 1,375,683</u>	<u>\$ 1,077,275</u>	<u>\$ 1,286,020</u>	<u>\$ 1,367,592</u>

**GOALS:**

**Town Area of Focus**

**More boots & bikes, less cars**

*Develop and implement a balanced parking and multi-modal transportation plan that preserves the character of the community.*

**Program Objective**

In the coming year, the parking division will continue to look for ways to decrease merchant fees. Staff will also look for ways to continue to promote pay parking through the Passport Parking app with a goal to increase usage from 42 to 50%.

**PERFORMANCE MEASURES:**

	2019	2020	2021
Parking Enforcement			
Parking Citations	7,764	17,307	7,175
Cites Excluding Voids, Warnings	2,744	4,126	3,976
Collection Rate	78%	75%	66%
Permits Sold	1,196	1,460	1,448
Pay Parking Revenue			
Pay Parking	\$524,856	\$1,338,460	\$1,866,530
Citations	\$125,400	\$85,710	\$115,879
Permits	\$124,887	\$116,830	\$127,362

PROGRAM: **Capital**  
 DEPARTMENT: General Government  
 DIVISION:  
 PROGRAM NO: 1000

**PROGRAM DESCRIPTION:**

This program contains the capital projects related to the Parking & Transportation programs.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
CHARGES FOR SERVICES	-	-	-	-
DEBT SERVICE	1,284,626	2,317,675	2,317,675	2,318,675
FIXED CHARGES	15,193,923	18,900,000	-	6,250,000
PREVIOUS SPENDING AUTHORITY	-	-	-	-
	<u>\$ 16,478,549</u>	<u>\$ 21,217,675</u>	<u>\$ 2,317,675</u>	<u>\$ 8,568,675</u>

**GOALS:**

**Town Area of Focus**

**More boots & bikes, less cars**

*Develop and implement a balanced parking and multi-modal transportation plan that preserves the character of the community.*

**Program Objective**

This cost center contains the capital projects slated for improvements to the Town's parking and transportation infrastructure and services.

*Please see the CIP Plan for detail of 2021 projects*

PROGRAM: Reusable Bag Program  
 DEPARTMENT: Special Projects  
 DIVISION: Sustainability  
 PROGRAM NO: 0622

**PROGRAM DESCRIPTION:**

The Reusable Bag Program is a public outreach effort to educate residents and visitors about the Disposable Bag Fee and to encourage use of reusable bags. Revenues for the program are generated from the Disposable Bag Fee. Expenditures are focused on educational efforts and distribution of reusable bags to lodging and retail stores.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
CHARGES FOR SERVICES	160,592	110,195	60,195	48,578
TRANSFERS	-	-	-	-
	\$ 160,592	\$ 110,195	\$ 60,195	\$ 48,578

**GOALS:**

**Town Area of Focus**

**Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices.**

*Implement action that further the Town's efforts towards suitability and reduction of our community's carbon footprint.*

**Program Objective**

**Reduction in the number of disposable bags issued by retail stores in 2019 compared to 2018, while also considering level of taxable sales, will indicate the relative use of disposable bags in the community.**

Reduction in the number of disposable bags issued by retail stores in 2019 compared to 2018, while also considering level of taxable sales, will indicate the relative use of disposable bags in the community.

Continue to implement a new marketing/outreach effort to increase visitor awareness

**PERFORMANCE MEASURES:**

	2019	2020	2020
Number of Disposable Bags Issued	937,353	980,642	1,032,900
% Change in Bags Issued	-4%	13%	5%
Taxable Sales	540,587,014	564,358,576	615,798,988
% Change in Taxable Sales	9%	4%	9%

PROGRAM: Sustainability  
 DEPARTMENT: Community Development  
 DIVISION: Planning  
 PROGRAM NO: 0631

PROGRAM DESCRIPTION:

PROGRAM EXPENDITURES:	44196	44561	44561	12/31/2022
Materials & Supplies	-	-	-	-
Charges for Services	95,878	65,200	-	-
Capital Outlay	-	-	-	-
Fixed Charges	125,080	-	-	163,047
	\$ 220,958	\$ 184,919	\$ -	\$ 269,472

PRIOR YEAR ACCOMPLISHMENTS:

This is a new cost center for the 2019 budget. It was created by a council initiative on sustainability.

GOALS:

Town Area of Focus	Program Objective
Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices	Manage reusable bag program, offering reusable bags to local retailers
Develop cutting edge messaging/programs around responsible tourism and responsible	Educate the public on disposable bags and other environmental impacts

SERVICE INDICATORS:

PERFORMANCE MEASURES:

	2017		
Number of reus:	31866	47932	45430
Number of single use bags distributed	982,477	1,035,050	1073646

PROGRAM: Solar Garden  
 DEPARTMENT: Special Projects  
 DIVISION: Sustainability  
 PROGRAM NO: 1641

**PROGRAM DESCRIPTION:**

The Town owns and operates two solar gardens with nearly 1MW in solar capacity. As the owner of the facilities, the Town contracts with Community Solar Platform to administer customer service and provide businesses services, and to oversee operations and maintenance. The Town is also a customer of the garden, receiving 40% of the allotted capacity in each garden towards the Town's 100% renewable energy goals. The Town receives bill credits for participating in the program.

PROGRAM EXPENDITURES:

	2020	2021	2021	2022
	ACTUAL	BUDGET	ESTIMATED	ADOPTED
CHARGES FOR SERVICES	-	-	16,595	16,595
TRANSFERS	-	-	-	-
	\$ -	\$ -	\$ 16,595	\$ 16,595

**GOALS:**

**Town Area of Focus**

Establish Breckenridge at the leading edge in mountain environmental stewardship and sustainable practices.

*Implement action that further the Town's efforts towards suitability and reduction of our community's carbon footprint.*

**Program Objective**

Increase awareness and educate community members on the value of renewable/clean energy.

Provide customer service and support to businesses and residents who purchase renewable energy through the solar gardens.

Grow the Town's renewable energy portion of our overall energy portfolio with the goal of 100% renewable energy by 2025.

**PERFORMANCE MEASURES:**

## HEALTH BENEFITS FUND

January 2, 2020	FUND BALANCE	\$	74,455
	REVENUE	\$	4,318,975
	EXPENDITURES	\$	3,773,295
	ACTUAL GAIN / (REDUCTION)	\$	545,681
December 31, 2020	FUND BALANCE	\$	620,136
January 1, 2021	FUND BALANCE	\$	620,136
	PROJECTED REVENUE	\$	3,780,500
	PROJECTED EXPENDITURES	\$	3,593,069
	PROJECTED GAIN / (REDUCTION)	\$	187,431
December 31, 2021	FUND BALANCE	\$	807,567
January 1, 2022	FUND BALANCE	\$	807,567
	BUDGETED REVENUE	\$	4,052,446
	BUDGETED EXPENDITURES	\$	3,933,627
	PROPOSED GAIN / (REDUCTION)	\$	118,819
December 31, 2022	FUND BALANCE	\$	926,386

**TOWN OF BRECKENRIDGE  
ANNUAL BUDGET  
HEALTH BENEFITS FUND ANALYSIS**

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
FUND BALANCE, JANUARY 1	\$ 74,455	\$ 620,136	\$ 620,136	\$ 807,567
<b>REVENUES</b>				
Transfer from Excise Fund	\$ 250,000	\$ -	\$ -	\$ -
Internal Service Revenue	2,954,000	2,988,000	2,988,000	3,314,406
Employee Paid Premiums	575,684	456,100	456,100	431,800
Investment Income	5,196	6,400	6,400	6,240
Refunds of Expenditures	534,095	200,000	330,000	300,000
TOTAL REVENUES	<u>\$ 4,318,975</u>	<u>\$ 3,650,500</u>	<u>\$ 3,780,500</u>	<u>\$ 4,052,446</u>
TOTAL AVAILABLE	<u>\$ 4,393,431</u>	<u>\$ 4,270,636</u>	<u>\$ 4,400,636</u>	<u>\$ 4,860,013</u>
<b>EXPENDITURES</b>				
Health Program - Fixed Costs	\$ 1,142,536	\$ 1,004,009	\$ 1,033,833	\$ 1,188,908
Health Program - Variable Costs	2,630,759	2,664,152	2,559,236	2,744,719
TOTAL EXPENDITURES	<u>\$ 3,773,295</u>	<u>\$ 3,668,161</u>	<u>\$ 3,593,069</u>	<u>\$ 3,933,627</u>
FUND BALANCE, DECEMBER 31	<u>\$ 620,136</u>	<u>\$ 602,475</u>	<u>\$ 807,567</u>	<u>\$ 926,386</u>

**NOTES:** Our self-insured health plan is administered in this fund. Allocations are received from departments based on full time equivalent (FTE) counts, and the plan costs are all accounted for here. Variable costs are claims, and fixed costs comprise stop loss premiums and administrative expenses.

PROGRAM: **Health Benefits**  
 DEPARTMENT: Operations  
 PROGRAM NO: 1000

**PROGRAM DESCRIPTION:**

The Health Benefits fund serves as an internal service fund for the Town's health benefits plans. The fund receives revenue from each program in the Town that has eligible staff. This allocation of funds is then used to offset the costs of the Town's health plans. These include our HSA and HRA plans, as well as wellness, employee assistance, and life insurance programs.

PROGRAM EXPENDITURES:

	2020 ACTUAL	2021 BUDGET	2021 ESTIMATED	2022 ADOPTED
PERSONNEL	3,773,295	3,668,161	3,593,069	3,933,627
	\$ 3,773,295	\$ 3,668,161	\$ 3,593,069	\$ 3,933,627

**GOALS:**

**Town Area of Focus**

**Deliver balanced, year-round economy driven by destination tourism by 2024.**

*Attract and retain entry and mid-level workforce.*

**Program Objective**

The goals for the plan include accurately predicting plan expenses and allocating to collect internal service revenue accordingly. In the long term, tracking expenses and allocations associated with health plan expenses in a discrete fund will allow the Town to better plan for future cost fluctuations and premium levels.

# APPENDIX



TOWN OF  
**BRECKENRIDGE**

**ACCOUNT CLASSIFICATIONS**

<b>PERSONNEL</b>	<b>MATERIALS &amp; SUPPLIES</b>	<b>CHARGES FOR SERVICES</b>	<b>MINOR CAPITAL OUTLAY</b>	<b>FIXED CHARGES</b>
Salaries & Wages	Stationery & Forms	Postage	Automobiles	Insurance
Overtime	Office Supplies	Printing	Heavy Equipment	Equipment Rental
Merit Bonus	Recreation Supplies	Telephone, Gas & Electric	Construction Equipment	Property Taxes
Auto Allowance	First Aid Supplies	Plumbing/Heating/Electric Repair & Maintenance	Computer Equipment	Garage Fund Allocation
Unemployment Insurance	Janitorial Supplies	Trash Removal	Police Equipment	Computer Allocation
Workers Comp Premium	Chemicals, Fertilizers	Laundry & Janitorial Services	Recreation Equipment	Facilities Allocation
Health/Life/Disability Insurance	Planting Materials/Seeds	Sanitation	Other Specific Equipment	
Benefit Cafeteria Plan	Wearing Apparel/Uniforms	Subscriptions/Membership Fees		
Retirement Contribution	Fuel, Oil & Lubricants	Advertising/Marketing		
Social Security (Employer)	Minor Equipment	Consultants: (Engineer/Architect/Survey)		
	Vehicle Repair Parts	Legal Services		
	Hand Tools	Recruitment Expenses		
	Repair/Maintenance Supplies	Tuition, Books & Training		
		Buildings & Grounds Improvements		
		Computer Support & Maintenance		
		Office Equipment Repairs		
		Professional Development/Training		
		Meeting & Travel Expenses		
		Other Contracted Services		

# **CAPITAL IMPROVEMENT PLAN 2022-2026**

**For the Year Ending  
December 31, 2022**

**Presented To:  
Breckenridge Town Council**

**Eric Mamula, Mayor**

**Dennis Kuhn  
Carol Saade  
Erin Gigliello**

**Dick Carleton  
Jeffrey Bergeron  
Kelly Owens**

**Presented by:  
Rick Holman, Town Manager**

## Capital Improvement Plan Summary for 2022

	"A" List			"B" List	
	Capital Fund	Other Funding	Total cost	Capital Fund	Total cost
Public Works					
Coyne Valley Bike Underpass	600,000	-	600,000		
Blue River Crossing at Coyne Valley Road	2,900,000	-	2,900,000		
Blue River Rehabilitation	4,500,000	-	4,500,000		
Fiber Infrastructure	2,500,000	-	2,500,000		
Broken Lance Drainage and Roadway Repair	150,000	-	150,000		
Childcare Facility	100,000		100,000		
Roadway Resurfacing	2,000,000	-	2,000,000		
Infrastructure Improvements- Culverts	350,000	-	350,000		
Town Facilities Energy Upgrades	100,000	-	100,000		
Solar/Renewable Implementation			0		
Solarize Summit Rebates	90,000	-	90,000		
Tennis Facility Rooftop Solar	500,000	-	500,000		
EV Charger Implementation	75,000		75,000		
<b>TOTAL</b>	<b>13,865,000</b>	<b>-</b>	<b>13,865,000</b>	<b>-</b>	<b>-</b>

Capital Funding Sources	Capital Fund	Other Funding	Total Costs
Excise	13,865,000	-	13,865,000
<b>TOTAL</b>	<b>13,865,000</b>	<b>-</b>	<b>13,865,000</b>

Parking and Transportation	P&T Fund	Other Funding	Total cost
Watson Roundabout	5,500,000	-	5,500,000
River Walk Project	500,000	-	500,000
Sidewalk Master Plan Implementation			
Warrior's Mark Sidewalk Extension	250,000	-	250,000
<b>TOTAL</b>	<b>6,250,000</b>	<b>-</b>	<b>6,250,000</b>

P&T Funding Sources	P&T Fund	Other Funding	Total Funds
Excise Fund Transfer	6,250,000	-	6,250,000
<b>TOTAL</b>	<b>6,250,000</b>	<b>-</b>	<b>6,250,000</b>

## Five Year Capital Improvement Plan Summary 2022 to 2026

### Capital Fund Projects

Recreation	2022	2023	2024	2025	2026	TOTAL
<b>Total</b>	-	-	-	-	-	-

#### Public Works

McCain Property Improvements- Access Road	-	-	9,400,000	-	-	9,400,000
Coyne Valley Bike Underpass	600,000	-	-	-	-	600,000
Blue River Crossing at Coyne Valley Road	2,900,000	-	-	-	-	2,900,000
Blue River Rehabilitation	4,500,000	-	-	-	-	4,500,000
Fiber Infrastructure	2,500,000	2,000,000	2,000,000	2,000,000	-	8,500,000
Broken Lance Drainage and Roadway Repair	150,000	500,000	-	-	-	650,000
Childcare Facility	100,000	100,000	-	-	-	200,000
Airport Road Improvements	-	-	-	-	7,500,000	7,500,000
Undergrounding of Overhead Utilities	-	200,000	-	200,000	-	400,000
Roadway Resurfacing	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Infrastructure Improvements- Culverts	350,000	350,000	350,000	350,000	350,000	1,750,000
<b>Total</b>	<b>13,100,000</b>	<b>5,150,000</b>	<b>13,750,000</b>	<b>4,550,000</b>	<b>9,850,000</b>	<b>46,400,000</b>

#### Sustainability

Town Facilities Energy Upgrades	100,000	100,000	100,000	100,000	100,000	500,000
Solar/Renewable Implementation						
Solarize Summit Rebates	90,000	90,000	90,000	90,000	90,000	450,000
Tennis Facility Rooftop Solar	500,000	-	-	-	-	500,000
EV Charger Implementation	75,000	-	-	-	-	75,000
<b>Total</b>	<b>765,000</b>	<b>190,000</b>	<b>190,000</b>	<b>190,000</b>	<b>190,000</b>	<b>1,525,000</b>
<b>GRAND TOTAL</b>	<b>13,865,000</b>	<b>5,340,000</b>	<b>13,940,000</b>	<b>4,740,000</b>	<b>10,040,000</b>	<b>47,925,000</b>

#### Capital Funding Sources

Excise	13,865,000	5,340,000	13,810,000	4,740,000	6,290,000	44,045,000
McCain Rents	-	-	130,000	-	-	130,000
Other Funding (Blue River Rehabilitation)	-	-	-	-	-	-
Housing Fund (50% for Airport Rd. Improvements)	-	-	-	-	3,750,000	3,750,000
Conservation Trust Transfer	-	-	-	-	-	-
<b>Total</b>	<b>13,865,000</b>	<b>5,340,000</b>	<b>13,940,000</b>	<b>4,740,000</b>	<b>10,040,000</b>	<b>47,925,000</b>

### Parking and Transportation Fund Projects

Watson Roundabout	5,500,000	-	-	-	-	5,500,000
River Walk Project	500,000	500,000	3,000,000	1,000,000	1,000,000	6,000,000
Wayfinding Phase 2	-	-	-	-	1,000,000	1,000,000
S.Park Ave & Main Street Roundabout	-	-	-	250,000	250,000	500,000
Village Roundabout and F-Lot Parking Lot Improvements	-	650,000	-	5,000,000	-	5,650,000
Pedestrian Corridor Lighting	-	-	-	100,000	100,000	200,000
Sidewalk Master Plan Implementation	-	250,000	250,000	250,000	250,000	1,000,000
Warrior's Mark Sidewalk Extension	250,000	-	-	-	-	250,000
Four O'clock Pedestrian Improvements	-	-	-	-	1,400,000	1,400,000
Village Road Pedestrian Improvements	-	-	-	-	300,000	300,000
Transit Center	-	-	-	-	5,000,000	5,000,000
<b>Total</b>	<b>6,250,000</b>	<b>1,400,000</b>	<b>3,250,000</b>	<b>6,600,000</b>	<b>9,300,000</b>	<b>26,800,000</b>

#### Parking and Transportation Funding Sources

Excise Fund Transfer	6,250,000	1,400,000	3,250,000	6,600,000	9,300,000	26,800,000
<b>Total</b>	<b>6,250,000</b>	<b>1,400,000</b>	<b>3,250,000</b>	<b>6,600,000</b>	<b>9,300,000</b>	<b>26,800,000</b>

**Project Name** McCain Property Improvements- Access Road  
**Department:** Public Works

**Description:**

This project will establish a roadway and utilities to the School District parcel and connect the road to Coyne Valley Road.

Project Funding	2022	2023	2024	2025	2026	Total
Town Funds	0	0	9,270,000		0	9,270,000
Rents	0	0	130,000		0	130,000
Total	0	0	9,400,000	0	0	9,400,000

Project Costs	2022	2023	2024	2025	2024	Total
Construction	0	0	9,400,000		0	9,400,000
Total	0	0	9,400,000	0	0	9,400,000

Operational cost considerations:

Operational costs will be detailed once the project scope and design are progressed. There will be a cost increase for snow removal and maintenance of infrastructure.

**Project Name**                    Coyne Valley Bike Underpass  
**Department:**                    Engineering

**Description:**

This project will design and construct an underpass for the Rec Path crossing at Coyne Valley Rd. The work will be included in the Blue River Crossing project.

Project Funding	2022	2023	2024	2025	2026	Total
Town Funds	600,000	0	0	0	0	600,000
Total	600,000	0	0	0	0	600,000

Project Costs	2022	2023	2024	2025	2026	Total
Design						0
Construction	600,000	0	0	0	0	600,000
Total	600,000	0	0	0	0	600,000

Operational cost considerations:		
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This is not expected to have significant impact on operational costs.

**Project Name**                      Blue River Crossing at Coyne Valley Road  
**Department:**                      Public Works

**Description:**

The Blue River reclamation project originally included the replacement of the metal culverts at Coyne Valley Road over the Blue River with a concrete structure. The pricing from the original bid was not attractive and was subsequently removed from the reclamation project. This project will replace the metal culverts with a concrete structure along with reconstruction of a small portion of the Blue River banks upstream from Coyne Valley Road.

Project Funding	2022	2023	2024	2025	2026	Total
Town Funds	2,900,000	0	0	0	0	2,900,000
Total	2,900,000	0	0	0	0	2,900,000

Project Costs	2022	2023	2024	2025	2026	Total
Construction	2,900,000	0	0	0	0	2,900,000
Total	2,900,000	0	0	0	0	2,900,000

Operational cost considerations:

This is not expected to have an ongoing operational cost to the Town since the culvert already exists.

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**Project Name**                    Blue River Rehabilitation  
**Department:**                    Public Works

**Description:**  
 The Blue River reclamation project completed in 2016 experienced significant erosion during the 2019 spring run-off. This project is to reconstruct the damaged section of river north of Coyne Valley Road.

Project Funding	2022	2023	2024	2025	2026	Total
Other Funding	4,500,000	0	0	0	0	4,500,000
<b>Total</b>	<b>4,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,500,000</b>

Project Costs	2022	2023	2024	2025	2026	Total
Construction	4,500,000	0	0	0	0	4,500,000
<b>Total</b>	<b>4,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,500,000</b>

Operational cost considerations:  
 This is not expected to have an ongoing operational cost to the Town since the culvert already exists.

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**Project Name** Fiber Infrastructure  
**Department:** Public Works

**Description:**

This project is the installation of infrastructure to support Town-wide access to fiber broadband service. The budget currently shown in 2022 is proposed as matching funds for grant opportunities.

Project Funding	2022	2023	2024	2025	2026	Total
Excise Fund	2,500,000	2,000,000	2,000,000	2,000,000	0	8,500,000
<b>Total</b>	<b>2,500,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>0</b>	<b>8,500,000</b>

Project Costs	2022	2023	2024	2025	2026	Total
Design	0	0	0	0	0	0
Construction	2,500,000	2,000,000	2,000,000	2,000,000	0	8,500,000
<b>Total</b>	<b>2,500,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>0</b>	<b>8,500,000</b>

Operational cost considerations:		
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Operational costs will include annual maintenance and repairs.

**Project Name** Broken Lance Drainage and Roadway Repair  
**Department:** Public Works

**Description:**

This project is the design and construction of improvements for the west side of the Broken Lance Dr. loop. The project will mitigate the impacts of groundwater and surface run-off on the roadway and subgrade.

Project Funding	2022	2023	2024	2025	2026	Total
Excise Fund	150,000	500,000	0	0	0	650,000
Total	150,000	500,000	0	0	0	650,000

Project Costs	2022	2023	2024	2025	2026	Total
Design	150,000	0	0	0	0	150,000
Construction	0	500,000	0	0	0	500,000
Total	150,000	500,000	0	0	0	650,000

Operational cost considerations:

Operational costs are not expected to increase as this is an existing road.

**Project Name**            Childcare Facility  
**Department:**            Planning

**Description:**

Based on the current childcare assessment, an additional facility is needed in Breckenridge. This is a place holder to provide funds for the design of a future facility.

Project Funding	2022	2023	2024	2025	2026	Total
Town Funds	100,000	100,000	-	-	-	200,000
<b>Total</b>	<b>100,000</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200,000</b>

Project Costs	2022	2023	2024	2025	2026	Total
Design	100,000	100,000		-	-	200,000
Construction	-	-		-	0	-
<b>Total</b>	<b>100,000</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200,000</b>

Operational cost considerations: 

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This project is not expected to have an ongoing operational cost to the Town if it follows the business model of the existing child care facilities. The operators of the facilities pay the utilities and capital replacement costs.

**Project Name**                      Airport Road Improvements  
**Department:**                      Public Works

**Description:**

This project is to design and implement roadway improvements as recommended in the 2018 Traffic Study for Airport Road.

Project Funding	2022	2023	2024	2025	2026	Total
CIP Funds	0	0	0	0	3,750,000	3,750,000
Housing Funds	0	0	0	0	3,750,000	3,750,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,500,000</b>	<b>7,500,000</b>

Project Costs	2022	2023	2024	2025	2026	Total
Design	0	0	0	0	0	0
Construction	0	0	0	0	7,500,000	7,500,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,500,000</b>	<b>7,500,000</b>

Operational cost considerations:		
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Operational costs will be detailed once the project scope and design are progressed.  
 There will be a cost increase for snow removal and maintenance of infrastructure.

**Project Name**                      Undergrounding of Overhead Utilities  
**Department:**                      Public Works

**Description:**

This project is to underground all of the overhead utility lines in Town over time. This project is funded through the general fund in conjunction with a 1% excise tax charged on Breckenridge residents' electric bills. The project will continue until all overhead lines are placed underground. The funding is shown to be every other year because the 1% excise money is generated at a rate that cannot support a project every year. The \$200,000 from the Town is used to pay for the undergrounding of other utilities that may be on the pole at the same time as the electric lines. The Town does not have a similar funding source for those utilities other than electric.

Project Funding	2022	2023	2024	2025	2026	Total
Town Funds	0	200,000	0	200,000	0	400,000
Total	0	200,000	0	200,000	0	400,000

Project Costs	2022	2023	2024	2025	2026	Total
Construction	0	200,000	0	200,000	0	400,000
Total	0	200,000	0	200,000	0	400,000

**Operational cost considerations:**

This project is not expected to impact operational costs.

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**Project Name**                      Roadway Resurfacing  
**Department:**                      Public Works

**Description:**

This represents a commitment to future street projects, typically in the form of milling and resurfacing. The Council has set a goal of having the pavement condition rated at a 7 based on the Town pavement rating system. The inspection of the roads happens yearly. This project will also replace concrete that is deteriorated or damaged as well.

Project Funding	2022	2023	2024	2025	2026	Total
Town Funds	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
<b>Total</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>10,000,000</b>

Project Costs	2022	2023	2024	2025	2026	Total
Construction	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
<b>Total</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>10,000,000</b>

Operational cost considerations:

This project is part of an ongoing reinvestment in our streets in order to keep our roads in a condition that is acceptable to our community. While it is difficult to determine the operational costs that this project reduces, the amount of maintenance needed because of this project is reduced.

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**Project Name**                      Infrastructure Improvements- Culverts  
**Department:**                      Engineering

**Description:**  
 This project is to repair or replace aging culverts throughout Town.

Project Funding	2022	2023	2024	2025	2026	Total
Town Funds	350,000	350,000	350,000	350,000	350,000	1,750,000
<b>Total</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>1,750,000</b>

Project Costs	2022	2023	2024	2025	2026	Total
Design						
Construction	350,000	350,000	350,000	350,000	350,000	1,750,000
<b>Total</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>1,750,000</b>

Operational cost considerations:		
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This is not expected to have an ongoing operational cost to the Town since the culverts are existing.

**Project Name**                      Town Facilities Energy Upgrades  
**Department:**                      Public Works

**Description:**  
 This project accelerates the Town's invest in upgrades for energy efficiencies in lighting and mechanical systems.

Project Funding	2022	2023	2024	2025	2026	Total
Town Funds	100,000	100,000	100,000	100,000	100,000	500,000
Total	100,000	100,000	100,000	100,000	100,000	500,000

Project Costs	2022	2023	2024	2025	2026	Total
Design	0	0	0	0	0	0
Construction	100,000	100,000	100,000	100,000	100,000	500,000
Total	100,000	100,000	100,000	100,000	100,000	500,000

Operational cost considerations: 

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This project will not impact our current operational costs and will realize savings based on the reduced energy consumption.

**Project Name** EV Charger Implementation  
**Department:** Community Development

**Description:**  
 This project is to install electric vehicle charging stations in town owned parking lots.

Project Funding	2022	2023	2024	2025	2026	Total
Town Funds	75,000	0	0	0	0	75,000
<b>Total</b>	<b>75,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>75,000</b>

Project Costs	2022	2023	2024	2025	2026	Total
Design	0	0	0	0	0	0
Construction	75,000	0	0	0	0	75,000
<b>Total</b>	<b>75,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>75,000</b>

Operational cost considerations:		
This project will not impact our current operational costs.		

**Project Name**                      Solar/Renewable Implementation  
**Department:**                      Sustainability

**Description:**  
This project is to pursue options and strategies for renewable energy in Town.

Project Funding	2022	2023	2024	2025	2026	Total
Town Funds	590,000	90,000	90,000	90,000	90,000	950,000
<b>Total</b>	<b>590,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>950,000</b>

Project Costs	2022	2023	2024	2025	2026	Total
Design	0	0	0	0	0	0
Solar Connect	90,000	90,000	90,000	90,000	90,000	450,000
Tennis Rooftop Solar	500,000					500,000
<b>Total</b>	<b>590,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>950,000</b>

Operational cost considerations:						
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This project will not impact our current operational costs.

**Project Name**                      Watson Roundabout  
**Department:**                      Parking and Transportation

**Description:**  
This project is to construct a roundabout at Watson and Park Avenue as required by the CDOT Access Permit for the S. Gondola Parking Structure.

Project Funding	2022	2023	2024	2025	2026	Total
Town Funds	5,500,000	0	0	0	0	5,500,000
Prior Project Funding	0	0	0	0	0	0
<b>Total</b>	<b>5,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,500,000</b>

Project Costs	2022	2023	2024	2025	2026	Total
Design	0	0	0	0	0	0
Construction	5,500,000	0	0	0	0	5,500,000
<b>Total</b>	<b>5,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,500,000</b>

**Operational cost considerations:**

The cost for operations will be determined once the scope of the project has been established. It is likely that the landscaping needed in these areas will increase the summer maintenance costs. The design can be geared toward low maintenance but weeds, irrigation and regular trash cleaning will be required. The roundabout at North Main and Park Avenue costs approximately \$40,000 per year to provide all the flowers and maintenance. Staff estimates that the lower maintenance roundabouts will cost between \$15,000 and \$20,000 per year.

**Project Name** River Walk Project  
**Department:** Parking and Transportation

**Description:**

This project is for pedestrian connections to Main Street from the S. Gondola Parking Structure as well as an additional phases south to Park Avenue. The project is contemplated to include a new pedestrian bridge, riverbank improvements, and pedestrian pathways to downtown.

Project Funding	2022	2023	2024	2025	2026	Total
Town Funds	500,000	500,000	3,000,000	1,000,000	1,000,000	6,000,000
Total	500,000	500,000	3,000,000	1,000,000	1,000,000	6,000,000

Project Costs	2022	2023	2024	2025	2026	Total
Design	500,000	500,000	0	0	0	1,000,000
Construction	0	0	3,000,000	1,000,000	1,000,000	5,000,000
Total	500,000	500,000	3,000,000	1,000,000	1,000,000	6,000,000

Operational cost considerations:		
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Operational cost will be developed as the design progresses.

**Project Name** Wayfinding Phase 2  
**Department:** Parking and Transportation

**Description:**

This project is for the installation of updated pedestrian and vehicular wayfinding signage throughout town.

Project Funding	2022	2023	2024	2025	2026	Total
Town Funds	0	0	0	0	1,000,000	1,000,000
Total	0	0	0	0	1,000,000	1,000,000

Project Costs	2022	2023	2024	2025	2026	Total
Design	0	0	0	0	0	0
Construction	0	0	0	0	1,000,000	1,000,000
Total	0	0	0	0	1,000,000	1,000,000

Operational cost considerations:		
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This project is not expected to have operational impacts.

**Project Name** S.Park Ave & Main Street Roundabout  
**Department:** Parking and Transportation

**Description:**

This project is to evaluate, design and construct the S.Park Ave/Main St. roundabout and associated corridor improvements that were recommended by the 2016 DTJ/Nelson Nygaard study. The 2022 project is a feasibility study of both intersection improvements and alternative pedestrian crossing locations, followed by preliminary design in 2023. This study will include a large public outreach effort and involvement of stakeholders.

Project Funding	2022	2023	2024	2025	2026	Total
Town Funds	0	0	0	250,000	250,000	500,000
Total	0	0	0	250,000	250,000	500,000

Project Costs	2022	2023	2024	2025	2026	Total
Design	0	0	0	250,000	250,000	500,000
Construction	0	0	0	0	0	0
Total	0	0	0	250,000	250,000	500,000

**Operational cost considerations:**

The cost for operations will be determined once the scope of the project has been established. It is likely that the landscaping needed in these areas will increase the summer maintenance costs. The design can be geared toward low maintenance but weeds, irrigation and regular trash cleaning will be required. The roundabout at North Main and Park Avenue costs approximately \$40,000 per year to provide all the flowers and maintenance. Staff estimates that the lower maintenance roundabouts will costs between \$15,000 and \$20,000 per year.

**Project Name** Village Roundabout and F-Lot Parking Lot Improvements  
**Department:** Parking and Transportation

**Description:**

This project includes a new roundabout at Village Rd and Park Ave, improving the F-Lot layout to increase parking and improving adjacent pedestrian pathways.

Project Funding	2022	2023	2024	2025	2026	Total
Town Funds	0	650,000	0	5,000,000	0	5,650,000
<b>Total</b>	<b>0</b>	<b>650,000</b>	<b>0</b>	<b>5,000,000</b>	<b>0</b>	<b>5,650,000</b>

Project Costs	2022	2023	2024	2025	2026	Total
Design	0	650,000	0	0	0	650,000
Construction	0	0	0	5,000,000		5,000,000
<b>Total</b>	<b>0</b>	<b>650,000</b>	<b>0</b>	<b>5,000,000</b>	<b>0</b>	<b>5,650,000</b>

Operational cost considerations:

The increased cost for operations is estimated to be between \$30,000 and \$35,000 depending on design parameters.

**Project Name**                      Pedestrian Corridor Lighting  
**Department:**                      Parking and Transportation

**Description:**

This project is improve lighting in the major pedestrian corridors throughout Town. Standards for lighting the corridors will be established using standard light fixtures at the standard spacing to achieve the appropriate level of safety to attract people to walk. The corridors will be identified and approved by Council prior to any work moving forward.

Project Funding	2022	2023	2024	2025	2026	Total
Town Funds	0	0	0	100,000	100,000	100,000
Total	0	0	0	100,000	100,000	100,000

Project Costs	2022	2023	2024	2025	2026	Total
Design and Construction	0	0	0	100,000	100,000	100,000
Total	0	0	0	100,000	100,000	100,000

Operational cost considerations:


**Project Name** Sidewalk Master Plan Implementation  
**Department:** Public Works

**Description:**

The 2022 project is to extend the sidewalk on the east side of the Broken Lance loop to the transit stop. The \$250,000 placeholder for future work assumes new sidewalk, curb and gutter at approximately 1,000 linear feet per year.

Project Funding	2022	2023	2024	2025	2026	Total
Town Funds	250,000	250,000	250,000	250,000	250,000	1,250,000
Total	250,000	250,000	250,000	250,000	250,000	1,250,000

Project Costs	2022	2023	2024	2025	2026	Total
Design	0	0	0	0	0	0
Construction	250,000	250,000	250,000	250,000	250,000	1,250,000
Total	250,000	250,000	250,000	250,000	250,000	1,250,000

Operational cost considerations:		
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This project will increase operational cost do to additional plowing and maintenance needs. Increases are estimated at \$8,000 each year that sidewalk infrastructure is added.

**Project Name**                      Four O'clock Pedestrian Improvements  
**Department:**                      Parking and Transportation

**Description:**  
 This project will construct a 5-foot heated sidewalk on the south side of the roadway from Park Avenue to King's Crown.

Project Funding	2022	2023	2024	2025	2026	Total
Town Funds	0	0	0	0	1,400,000	1,400,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,400,000</b>	<b>1,400,000</b>

Project Costs	2022	2023	2024	2025	2026	Total
Construction	0	0	0	0	1,400,000	1,400,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,400,000</b>	<b>1,400,000</b>

**Operational cost considerations:**

The increased cost for operations is estimated to be between \$30,000 and \$35,000 depending on design parameters.

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**Project Name** Village Road Pedestrian Improvements  
**Department:** Parking and Transportation

**Description:**

This project is to improve the pedestrian walkways on Village Road from Park Avenue to Beaver Run Resort per the DTJ/Nelson Nygaard study recommendations. These improvements may include widened, separated sidewalks with heating and increased lighting.

Project Funding	2022	2023	2024	2025	2026	Total
Town Funds	0	0	0	0	300,000	0
Total	0	0	0	0	300,000	0

Project Costs	2022	2023	2024	2025	2026	Total
Design	0	0	0	0	300,000	300,000
Construction	0	0	0	0	0	0
Total	0	0	0	0	300,000	300,000

Operational cost considerations:

The cost for operations has not yet been determined but if a heated sidewalk is placed it would be similar to the costs established for Four O'clock Pedestrian Improvement project, which is between \$30,000 and \$35,000.

**Project Name** Transit Center  
**Department:** Parking and Transportation

**Description:**  
 This project is to design and construct a new Breckenridge Station.

Project Funding	2022	2023	2024	2025	2026	Total
Town Funds	0	0	0	0	5,000,000	5,000,000
Total	0	0	0	0	5,000,000	5,000,000

Project Costs	2022	2023	2024	2025	2026	Total
Construction	0	0	0	0	5,000,000	5,000,000
Total	0	0	0	0	5,000,000	5,000,000

Operational cost considerations:

Operational costs will be detailed once the project scope and design are progressed. There will be a cost increase for utilities, maintenance, and cleaning fees.

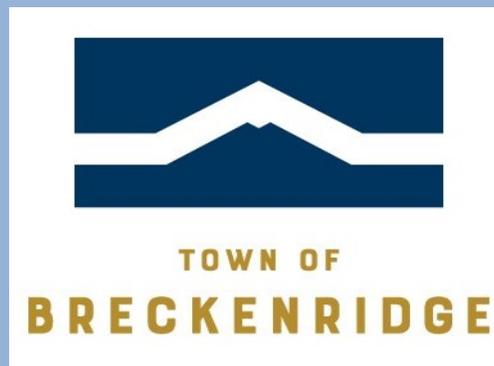
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THREE - YEAR

FINANCIAL

FORECAST

2022-2024



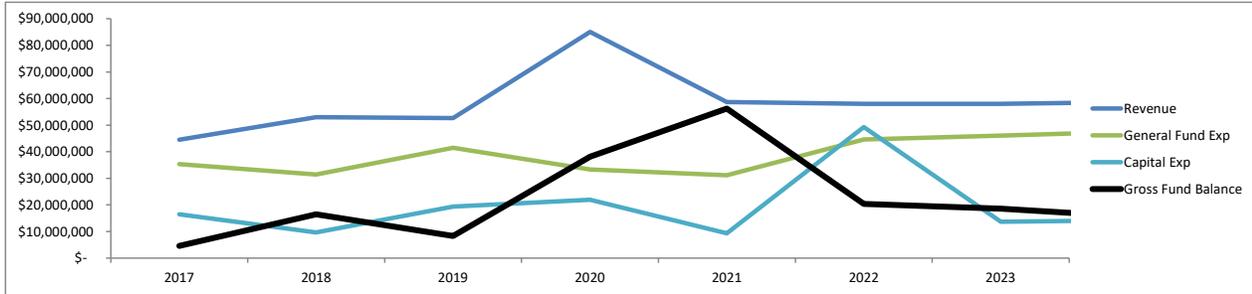
**Town of Breckenridge**  
**Fund Balance Forecast 2020-22**  
**Introduction**

In an effort to assist Breckenridge Town Council and Senior Staff with our strategic budgeting responsibilities, the Finance Department is presenting the updated Fund Balance Forecast for 2021-23. The goal of this document is to provide an in-depth analysis of our most critical revenue streams (Sales, Accommodations, RETT, and Property taxes) and compare the results to our best estimates of the Town's largest program and capital expenditures (General, Capital, and Special Projects Funds). This report excludes some large programs, such as the Open Space Fund, as these programs have their own dedicated revenue streams that are restricted to specific uses.

What you see on the next page, the "Summary Fund Balance Forecast," is a graph and data table summarizing four years of historical data, projected results for current year, and three years of projections. The detailed assumptions behind revenue and expense growth are noted with each subject area. The end result of this analysis is a forecast of fund balance that reflects our best prediction on future revenues and expenses.

Staff is presenting this report in an effort to assist Council and citizens in understanding the Town's financial position and how it might change over the next three years. For the time period included in this document, our analysis indicates that, given some moderate revenue growth, the Town is in excellent condition to meet both its major programmatic and capital expenditure plans. While no forecast can be a guarantee, it does appear that, through many cycles of conservative budgeting and cost control, we are in a secure position.

- summary fund balance forecast -



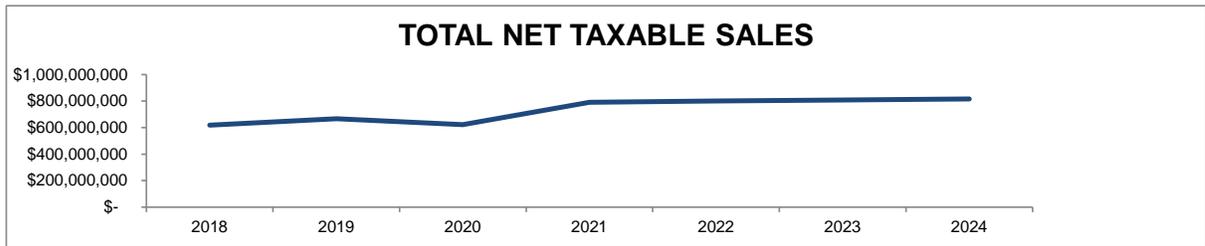
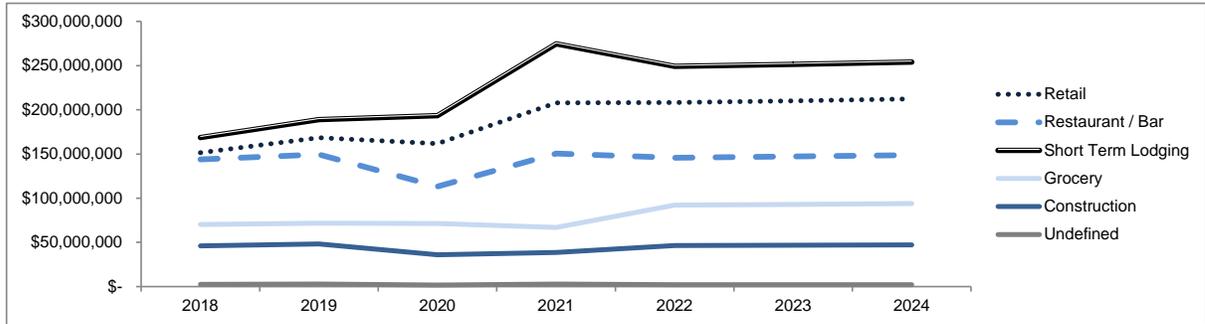
	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Proj. 2021	Budget 2022	Proj. 2023	Proj. 2024
<b>REVENUES</b>								
Sales	\$ 21,567,073	\$ 23,534,523	\$ 25,979,792	\$ 18,108,753	\$ 14,220,349	\$ 14,362,600	\$ 14,362,600	\$ 14,506,226
RETT	6,239,221	6,156,677	7,166,614	7,076,889	11,039,842	6,000,000	6,060,000	6,120,600
Accommodation	2,301,397	2,605,367	2,926,401	2,246,292	5,067,508	5,118,200	5,169,382	5,221,076
Property Tax	2,600,807	2,793,906	2,861,766	3,388,869	3,495,410	4,255,065	3,860,463	3,976,277
Fees/Other	11,797,124	17,911,670	13,746,037	54,214,408	24,790,120	28,252,335	28,534,858	28,820,207
<b>Total Rev</b>	<b>\$ 44,505,623</b>	<b>\$ 53,002,142</b>	<b>\$ 52,680,610</b>	<b>\$ 85,035,211</b>	<b>\$ 58,613,229</b>	<b>\$ 57,988,200</b>	<b>\$ 57,987,304</b>	<b>\$ 58,644,386</b>
<b>EXPENSES</b>								
GenFund	24,654,335	21,070,624	29,664,404	21,274,431	24,558,744	28,772,332	29,964,894	31,209,703
Excise	7,261,760	7,057,622	8,084,761	9,189,066	4,170,981	11,390,190	11,504,092	11,619,133
Special Projects	3,468,389	3,330,000	3,713,465	2,864,519	2,421,158	4,399,000	4,574,960	4,757,958
	<b>\$ 35,384,485</b>	<b>\$ 31,458,245</b>	<b>\$ 41,462,629</b>	<b>\$ 33,328,016</b>	<b>\$ 31,150,883</b>	<b>\$ 44,561,522</b>	<b>\$ 46,043,946</b>	<b>\$ 47,586,794</b>
Capital	\$ 16,412,113	\$ 9,653,096	\$ 19,420,410	\$ 21,912,798	\$ 9,323,270	\$ 49,265,000	\$ 13,678,000	\$ 14,225,120
<b>Total Exp</b>	<b>51,796,598</b>	<b>41,111,341</b>	<b>60,883,040</b>	<b>55,240,814</b>	<b>40,474,153</b>	<b>93,826,522</b>	<b>59,721,946</b>	<b>61,811,914</b>
<b>Change</b>	<b>\$ (7,290,976)</b>	<b>\$ 11,890,801</b>	<b>\$ (8,202,429)</b>	<b>\$ 29,794,397</b>	<b>\$ 18,139,076</b>	<b>\$ (35,838,322)</b>	<b>\$ (1,734,642)</b>	<b>\$ (3,167,528)</b>
<b>Fund Balance</b>	<b>\$ 4,587,426</b>	<b>\$ 16,478,226</b>	<b>\$ 8,275,797</b>	<b>\$ 38,070,194</b>	<b>\$ 56,209,270</b>	<b>\$ 20,370,948</b>	<b>\$ 18,636,306</b>	<b>\$ 15,468,777</b>

Provided we continue to experience modest revenue growth over the next three years, the Town will be in a strong financial position, with revenues surpassing operational expense amounts. The impacts of the increase in capital spending for 2019 & 2020 can clearly be seen. But our analysis also shows the Town can support these kinds of one-time events as long as our operational program expenditures do not outpace associated revenue streams. The \$50M capital expense for the parking structure in 2020, is offset by revenue received from financing sources to be repaid in future years. This is the reason for the 2020 revenue spike visible in the above graph.

Please see the Budget Message, General Fund, Capital Fund, and Parking and Transportation Fund pages for more details.

- sales activity forecast -

	Actual 2018	Actual 2019	Actual 2020	Proj. 2021	Budget 2022	Proj. 2023	Proj. 2024
Retail	\$ 151,478,660	\$ 168,574,391	\$ 161,585,494	\$ 207,784,848	\$ 208,121,277	\$ 210,202,490	\$ 212,304,515
Weedtail	9,976,918	10,254,704	11,582,448	11,992,818	14,918,132	15,067,314	15,217,987
Restaurant / Bar	143,963,257	149,403,100	113,192,431	150,509,884	145,791,262	147,249,175	148,721,667
Short Term Lodging	168,584,012	188,768,425	193,280,422	274,543,154	248,944,179	251,433,621	253,947,957
Grocery	70,185,448	71,649,842	71,505,483	66,908,171	92,098,691	93,019,678	93,949,874
Construction	46,159,772	48,224,190	35,983,494	38,508,410	46,346,553	46,810,018	47,278,118
Utilities	25,859,918	28,130,222	32,343,464	29,726,735	41,658,213	42,074,795	42,495,543
Undefined	2,390,612	2,769,143	1,771,508	2,873,410	2,281,693	2,304,510	2,327,555
<b>TOTAL NET TAXABLE SALES</b>	<b>\$ 618,598,597</b>	<b>\$ 667,774,018</b>	<b>\$ 621,244,743</b>	<b>\$ 792,242,800</b>	<b>\$ 800,160,000</b>	<b>\$ 808,161,600</b>	<b>\$ 816,243,216</b>
Change	N/A	7.9%	-7.0%	27.5%	1.0%	1.0%	1.0%



Sales tax is by far the Town's largest revenue source, accounting for 34% of Town wide revenues.

What we see on this page is the steady increase of this revenue source from 2017 - 2019. The COVID-19 pandemic has been predicted to hit our economy hard due to travel and occupancy restrictions. The projected effect of the pandemic is visible in the 2020 projection, 2021 budget, & forecast of recovery in future years.

The chart above shows dollar sales activity by sector. Please remember sales activity does not track directly with sales tax revenue for several reasons (e.g. timing, State/County collection amounts).

We are forecasting modest recovery in the sales tax category in 2022 and 2023. This approach is conservative, and does not necessarily match our recent trends.

**-real estate transfer tax (RETT) revenue forecast-**

	Actual 2018	Actual 2019	Actual 2020	Projected 2021	Budget 2022	Proj. 2023	Proj. 2024
Commercial	\$ 165,512	\$ 139,645	\$ 214,466	\$ 770,715	\$ 418,873	\$ 423,062	\$ 427,292
Condos	1,388,212	1,598,638	1,712,722	2,983,220	1,621,338	1,637,552	1,653,927
Timeshare	1,073,092	1,069,469	1,079,006	1,328,080	721,793	729,011	736,301
Single Family	1,942,173	2,507,631	2,783,832	4,650,023	2,527,223	2,552,495	2,578,020
Townhome	405,817	623,406	800,632	773,382	420,322	424,526	428,771
Vacant	265,293	198,378	326,117	238,479	129,610	130,906	132,215
Unknown	916,578	1,029,448	160,115	295,943	160,841	162,449	164,074
<b>TOTAL RETT</b>	<b>\$ 6,156,677</b>	<b>\$ 7,166,614</b>	<b>\$ 7,076,889</b>	<b>\$ 11,039,842</b>	<b>\$ 6,000,000</b>	<b>\$ 6,060,000</b>	<b>\$ 6,120,600</b>
Change	N/A	16.4%	-1.3%	56.0%	-45.7%	1.0%	1.0%

**2019**

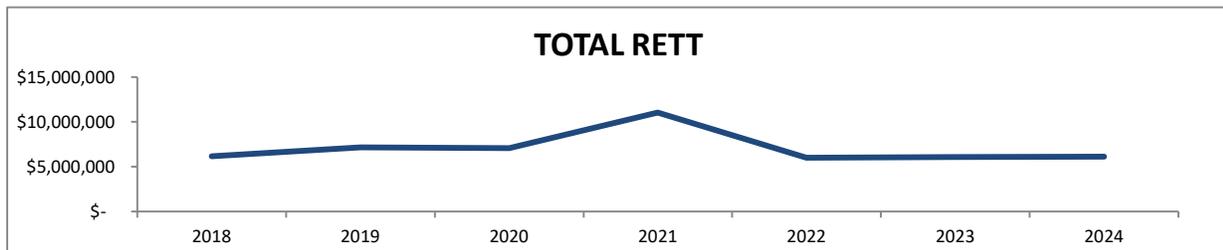
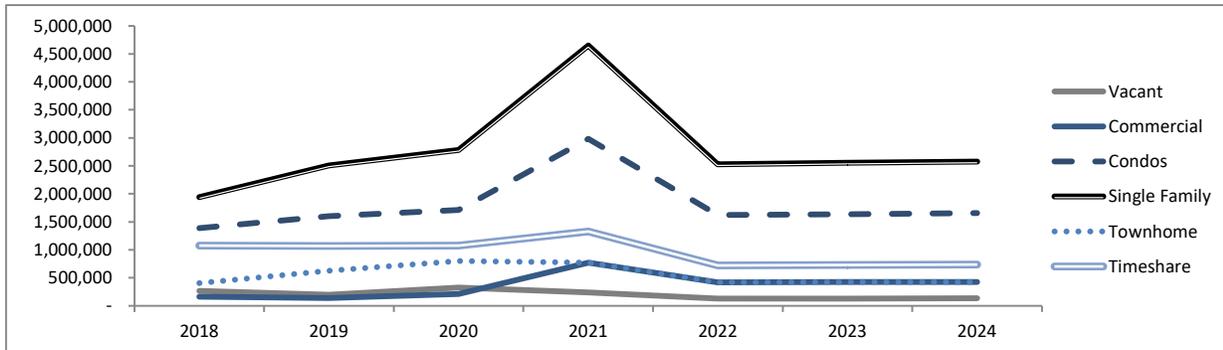
RETT experienced a significant increase from 2019. This appears to be attributed to an increase in home sales volume and prices throughout the pandemic. With remote work and school opportunities, many households decided to relocate to Breckenridge. Only time will tell if this is a temporary or permanent change.

**2021**

Budgeting approximately the average churn RETT (excludes new construction) from the past 3 years.

**2023-24**

Projecting similar levels to 2022, as no projects are known at this time.

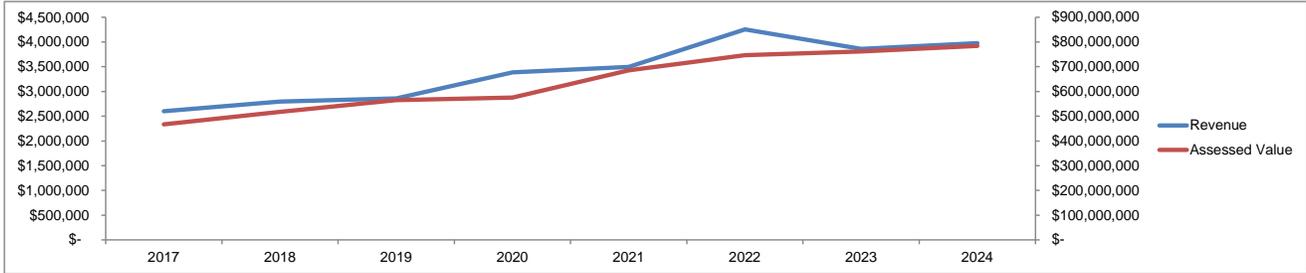


Predicting RETT revenues into the future involves two steps; one is to estimate the churn revenues, and the second involves the inclusion of any upcoming significant real estate projects known to us. In 2020, we had record home sales that had an upward influence on RETT revenues, but cannot be expected to continue. Churn has been forecast to be fairly stable for 2022-2023. These steps, combined with our overall conservative approach to budgeting, yields the \$5.5M dollar forecast above for 2021.

- property tax -										
	Actual 2017	Actual 2018	* Actual 2019	Actual 2020	* Actual 2021	Proj. 2021	Budget 2022	* Proj. 2023	Proj. 2024	*
<b>Mill Rate</b>	5.07	5.07	5.07	5.07	5.07	5.07	5.07	5.07	5.07	5.07
<b>Property Tax Rev. Change</b>	\$ 2,600,807	\$ 2,793,906	\$ 2,861,766	\$ 3,388,869	\$ 3,495,410	\$ 3,495,410	\$ 4,255,065	\$ 3,860,463	\$ 3,976,277	
	-	7%	2%	18%	3%	3%	22%	2%	3%	
<b>Assessed Value Change</b>	\$ 467,130,440	\$ 517,252,300	\$ 565,153,160	\$ 575,060,770	\$ 684,873,880	\$ 684,873,880	\$ 746,502,580	\$ 761,432,632	\$ 784,275,611	
	-	11%	9%	2%	19%	19%	9%	2%	3%	

\* - Denotes Assessment Year

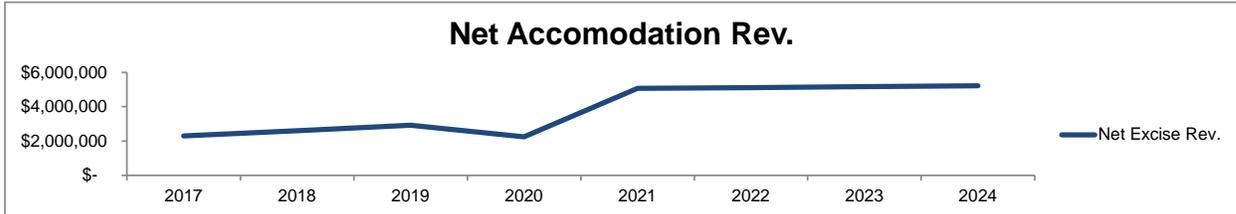
3,784,768.08



Property tax is a fairly steady revenue source, and generally only subject to material fluctuations every even year when assessments are completed by the County.

The most recent assessment increased our property tax revenue along with our in-Town property value amounts. We are anticipating continued strength in the real estate market and economy in general.

-accommodations tax -								
	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Proj. 2021	Budget 2022	Proj. 2023	Proj. 2024
Acc. Tax Revenue	\$ 3,068,530	\$ 3,473,823	\$ 3,901,868	\$ 3,030,784	\$ 5,067,508	\$ 5,118,200	\$ 5,169,382	\$ 5,221,076
Change	-	13.2%	12.3%	-22.3%	67.2%	1.0%	1.0%	1.0%
X-fer to Mark.*	767,132	868,456	975,467	784,492	-	-	-	-
Net Excise Rev.	\$ 2,301,397	\$ 2,605,367	\$ 2,926,401	\$ 2,246,292	\$ 5,067,508	\$ 5,118,200	\$ 5,169,382	\$ 5,221,076



Accommodations tax revenue is relatively small in terms of dollar volume. However, this revenue stream is very important to the Town's marketing efforts, and also serves as an indicator of in-Town activity.

In 2011, the accommodations tax rate was increased from 2.4% to 3.4%, but that increase was dedicated to the Marketing Fund and is not included in the above analysis. At that time, Council also committed to an additional .5% of accommodation tax to the Marketing Fund for five years. That agreement was extended indefinitely in 2015. The past and future effects of that arrangement are reflected above. Accommodations tax has typically tracked closely with Sales tax revenue, and we forecast this trend to continue.

In 2014 and 2015, the Town Council decided to increase the transfer to Marketing to fund a variety of initiatives through the Town's Designated Marketing Organization (Breckenridge Tourism Office).

The COVID-19 pandemic has been predicted to hit our economy hard due to travel and occupancy restrictions. The projected effect of the pandemic is visible in the 2020 projection, 2021 budget, & forecast of recovery in future years.

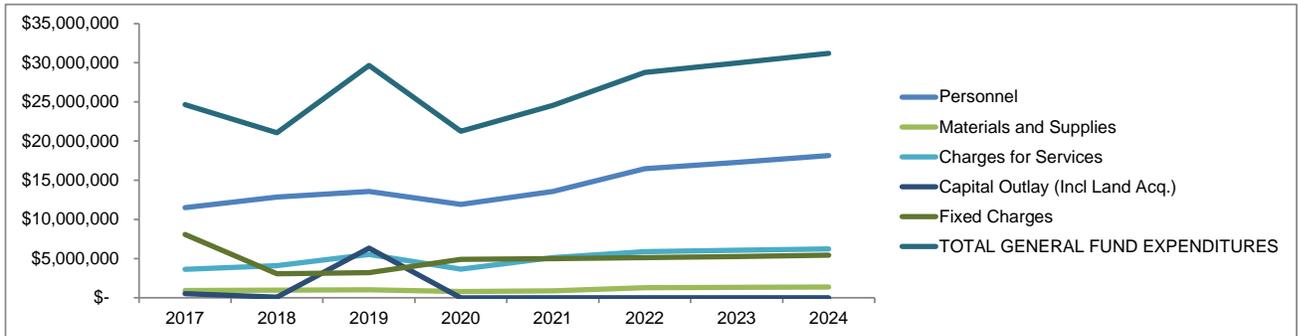
We are forecasting modest revenue growth in the accommodations tax category for the next three years. This approach is conservative, and does not necessarily match our recent trends.

**- general fund expenditure forecast -**

	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Proj. 2021	Budget 2022	Proj. 2023	Proj. 2024
Personnel	\$ 11,506,251	\$ 12,861,023	\$ 13,559,823	\$ 11,906,760	13,571,425	16,469,621	17,293,102	18,157,757
Materials and Supplies	908,142	956,345	1,000,808	794,618	899,118	1,295,040	1,333,891	1,373,908
Charges for Services	3,631,258	4,103,270	5,534,835	3,668,848	5,116,470	5,878,456	6,054,810	6,236,454
Capital Outlay (Incl Land Acq.)	527,169	86,548	6,341,575	282	-	-	-	-
Fixed Charges	8,081,515	3,063,438	3,227,362	4,903,924	4,971,731	5,129,215	5,283,091	5,441,584
<b>TOTAL GENERAL FUND EXPENDITURES</b>	<b>\$ 24,654,335</b>	<b>\$ 21,070,624</b>	<b>\$ 29,664,404</b>	<b>\$ 21,274,431</b>	<b>\$ 24,558,744</b>	<b>\$ 28,772,332</b>	<b>\$ 29,964,894</b>	<b>\$ 31,209,703</b>

<b>TOTAL G.F. EXPENDITURE CHANGE</b>	<b>0.2%</b>	<b>-14.5%</b>	<b>40.8%</b>	<b>-28.3%</b>	<b>15.4%</b>	<b>17.16%</b>	<b>3.00%</b>	<b>3.00%</b>
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Analysis for 2017-2024



General Fund expenditures are detailed on this sheet. The General Fund contains most of what are considered government programs, such as public safety, public works, recreation, and administrative functions such as tax collections and human resources.

For 2017, a one-time transfer of \$5.5M was scheduled for the Affordable Housing Fund to supplement construction projects completed in 2018. Additionally in 2017, the General Fund saw 3 programs (Transit Admin, Transit Ops, and Parking Management) transferred to the new Parking and Transportation (P&T) fund. This had a slight downward impact on the General Fund spend (largely personnel), and also on the incoming transfer from the Excise fund.

In 2019, a large capital purchase was made, acquiring the Breckenridge Professional Building; an office building adjacent to Town Hall), and also on the incoming transfer from the Excise fund.

In 2020, we experienced the COVID-19 pandemic. Anticipating a decline in revenue related to pandemic, Staff identified budget cuts - including reduction of recreation programs, a hiring freeze, and merit freeze. These cuts carry over to the 2021 budget and into 2022 - 2023 forecasts.

**DEBT SCHEDULE BY YEAR**

Primary Source / Fund	Year	Principal	Interest	Total
<b>Utility Fund</b>				
2018 Colorado Water Resources and Power Development Authority (CWRPDA) 2nd Water Treatment Plant	2021	2,295,776	934,433	3,230,209
	2022	2,343,516	888,183	3,231,699
	2023	2,365,634	861,033	3,226,667
	2024	2,410,399	816,783	3,227,182
	2025	2,454,376	774,033	3,228,409
	2026-2030	12,794,605	3,355,276	16,149,881
	2031-2035	13,516,241	2,634,923	16,151,164
	2036-2039	12,163,642	752,083	12,915,725
<b>Utility Total</b>		<b>\$ 50,344,189</b>	<b>\$ 11,016,745</b>	<b>\$ 61,360,934</b>
<b>Capital Fund</b>				
2020A COPs Fiber Infrastructure	2021	310,000	161,157	471,157
	2022	310,000	157,917	467,917
	2023	315,000	154,523	469,523
	2024	320,000	150,825	470,825
	2025	325,000	146,543	471,543
	2026-2030	1,715,000	630,754	2,345,754
	2031-2035	1,925,000	416,662	2,341,662
	2036-2040	1,740,000	136,909	1,876,909
<b>Capital Total</b>		<b>\$ 6,960,000</b>	<b>\$ 1,955,290</b>	<b>\$ 8,915,290</b>
<b>Excise Fund</b>				
2020B COPs Refunding of 2007 COP for Childcare Facility	2021	175,000	60,125	235,125
	2022	185,000	53,125	238,125
	2023	195,000	45,725	240,725
	2024	205,000	35,975	240,975
	2025	215,000	25,725	240,725
	2026-2027	450,000	34,000	484,000
		\$ 1,425,000	\$ 254,675	\$ 1,679,675
2016 COPs 2005 COP retirement- Police Station	2021	235,000	36,950	271,950
	2022	240,000	32,250	272,250
	2023	245,000	25,050	270,050
	2024	250,000	17,700	267,700
	2025	255,000	10,200	265,200
		\$ 1,225,000	\$ 122,150	\$ 1,347,150
<b>Excise Total</b>		<b>\$ 2,650,000</b>	<b>\$ 376,825</b>	<b>\$ 3,026,825</b>
<b>Affordable Housing Fund</b>				
2016 COPs Huron Landing Housing project	2021	325,000	256,000	581,000
	2022	335,000	249,500	584,500
	2023	345,000	239,450	584,450
	2024	355,000	229,100	584,100
	2025	365,000	218,450	583,450
	2026-2030	2,050,000	861,250	2,911,250
	2031-2035	2,525,000	391,250	2,916,250
2021 COPs Block 11 Apartments Project	2021	85,000	80,899	165,899
	2022	285,000	411,800	696,800
	2023	300,000	397,550	697,550
	2024	315,000	382,550	697,550
	2025	330,000	366,800	696,800
	2026-2030	1,930,000	1,568,000	3,498,000
	2031-2035	2,450,000	1,040,650	3,490,650
<b>Affordable Housing Total</b>		<b>\$ 11,995,000</b>	<b>\$ 6,693,249</b>	<b>\$ 18,688,249</b>
<b>Parking &amp; Transportation Fund</b>				
2020B COPs Gondola Parking Structure	2021	850,000	1,467,675	2,317,675
	2022	885,000	1,433,675	2,318,675
	2023	920,000	1,398,275	2,318,275
	2024	965,000	1,352,275	2,317,275
	2025	1,015,000	1,304,025	2,319,025
	2026-2030	5,685,000	5,903,000	11,588,000
	2031-2035	7,210,000	4,376,950	11,586,950
	2036-2040	8,820,000	2,767,800	11,587,800
	2041-2044	8,410,000	857,600	9,267,600
<b>Parking &amp; Transportation Total</b>		<b>\$ 34,760,000</b>	<b>\$ 20,861,275</b>	<b>\$ 55,621,275</b>
<b>GRAND TOTAL</b>		<b>\$ 106,709,189</b>	<b>\$ 40,903,384</b>	<b>\$ 147,612,573</b>

<b>Town of Breckenridge Staffing Summary</b>				
All Funds	<b>2020 ACTUAL FTE</b>	<b>2021 BUDGET FTE</b>	<b>2021 PROJECTED FTE (Yr End)</b>	<b>2022 PROPOSED FTE</b>
<i>(2022 FINAL FTE for Budget Book)</i>				
<b>TOTAL FTE</b>	252.51	253.59	263.10	284.08
Full Time Regular Staff	180.33	179.50	188.00	202.00
Part-Time/Seasonal Staff	72.18	74.09	75.10	82.08
<b>General Government FTE</b>	3.10	3.10	3.10	3.10
Full Time Regular Staff	1.10	1.10	1.10	1.10
Appointed & Elected Positions	2.00	2.00	2.00	2.00
<b>Administrative Management FTE</b>	3.00	3.00	4.00	4.00
Full Time Regular Staff	3.00	3.00	4.00	4.00
<b>Human Resources FTE</b>	4.00	4.00	4.00	5.00
Full Time Regular Staff	4.00	4.00	4.00	5.00
<b>Municipal Services FTE</b>	2.90	2.90	3.90	3.90
Full Time Regular Staff	2.90	2.90	3.90	3.90
<b>Finance FTE</b> <sup>1</sup>	7.75	7.75	7.75	7.75
Full Time Regular Staff	7.75	7.75	7.75	7.75
<b>Public Safety FTE</b> <sup>5</sup>	26.00	26.00	27.00	28.00
Full Time Regular Staff	26.00	26.00	27.00	28.00
<b>Community Development FTE</b> <sup>2,6</sup>	14.33	14.63	12.75	14.75
Full Time Regular Staff	12.20	12.50	11.00	13.00
Part-Time/Seasonal Staff	0.38	0.38	0.00	0.00
Appointed & Elected Positions	1.75	1.75	1.75	1.75
<b>Public Works FTE</b> <sup>3,7</sup>	43.84	47.66	48.35	48.35
Full Time Regular Staff	36.50	37.50	38.00	38.00
Part-Time/Seasonal Staff	7.34	10.16	10.35	10.35
<b>Recreation Division FTE</b> <sup>4,8</sup>	48.39	48.23	51.63	60.31
Full Time Regular Staff	23.28	24.95	25.55	26.55
Part-Time/Seasonal Staff	25.11	23.28	26.08	33.76
<b>Utility Fund FTE</b>	11.80	11.80	11.80	12.80
Full Time Regular Staff	11.00	11.00	11.00	12.00
Part-Time/Seasonal Staff	0.80	0.80	0.80	0.80
<b>Golf Fund FTE</b>	24.49	24.93	24.21	24.19
Full Time Regular Staff	5.00	5.00	5.30	5.30
Part-Time/Seasonal Staff	19.49	19.93	18.91	18.89
<b>Affordable Housing Fund FTE</b>	2.25	2.45	4.45	4.45
Full Time Regular Staff	2.25	2.45	4.45	4.45
<b>Open Space FTE</b>	8.49	8.97	9.11	10.40
Full Time Regular Staff	2.05	2.05	3.15	4.15
Part-Time/Seasonal Staff	4.69	5.17	4.21	4.50
Appointed & Elected Positions	1.75	1.75	1.75	1.75
<b>Garage Fund FTE</b>	7.00	7.00	7.00	7.00
Full Time Regular Staff	7.00	7.00	7.00	7.00
<b>Information Technology Fund FTE</b>	3.25	3.25	3.25	3.25
Full Time Regular Staff	3.25	3.25	3.25	3.25

<b>Town of Breckenridge Staffing Summary</b>					
All Funds	2020 ACTUAL FTE	2021 BUDGET FTE	2021 PROJECTED FTE (Yr End)	2022 PROPOSED FTE	
<i>(2022 FINAL FTE for Budget Book)</i>					
<b>Marijuana Fund FTE</b>	1.00	1.00	1.00	1.00	1.00
Full Time Regular Staff	1.00	1.00	1.00	1.00	1.00
<b>Child Care Fund FTE</b>	0.55	0.55	0.55	0.55	0.55
Full Time Regular Staff	0.55	0.55	0.55	0.55	0.55
<b>Parking &amp; Transportation Fund FTE</b> <sup>5,9</sup>	40.37	36.37	39.25	45.28	
Full Time Regular Staff	31.50	27.50	30.00	37.00	
Part-Time/Seasonal Staff	8.87	8.87	9.25	8.28	

*FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)*

*ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.*

**2021-2022 Key Changes**

Town Attorney added to cost center 001-0431

Community Development: Sustainability division moved to Mobility Department at end of 2021; One additional planner added for 2022

Police: One CSO added in 2021

Public Works: Second Assistant Director eliminated; One additional Sr Park Operator added for 2022; One Additional Water Operator added to 002-1531

Recreation: Reorganization Fitness moved to Operations (0853) & Aquatics moved to Programs (0852); Director of Golf renamed to Director of Golf & Nordic Operations - Position split 30% to 001-0855 & 70% 005-2321; New position of Golf & Nordic Operations Coordinator - position split 40% 001-0855 & 60% 005-2321; Assistant Golf Professional eliminated; OST Manager - Split eliminated; One Additional GS Lead for 2022

Open Space Fund: OST Manager no longer split in 2022; OST Lead reclassified to FTYR vs PTYR

Affordable Housing Fund: Three additional housing position added for 2021/2022; Planer II position eliminated

Mobility Fund: New Department created - New Assistant Dir of Mobility replaced second PW Asst Dir; Sustainability moved from CD to Mobility - One additional sustainability position added in 2021.

Positions unfrozen for 2021/2022 in the following departments: Human Resources, Municipal Services, Police, Rec-OST, PW-Parks, PW-Facilities, PW-Transit

**2020-2021 Key Changes**

Positions frozen for 2020/2021 in the following departments: Human Resources, Municipal Services, Police, CD, Rec-OST, Rec-Ops, PW-Parks, PW-Facilities, PW-Transit = 11.67 FTYR FTE

Community Development: One Building Inspector position frozen for 2020, .5 FTE added in 2021; PTYR Admin Asst frozen for 2020/2021

Public Works: Streets:Removed SS Streets Tech position; Parks: One Sr Operator frozen for 2020/2021; Facilities: One Sr Operator frozen for 2020, filling in 2021; Engineering: Seasonal Intern frozen; Transit: Transit & Parking Mgr frozen for 2020/2021, Senior Operators down by 2 FTE in 2020 and down by 6 in 2021 - filling with seasonal Operators

Recreation: OST Coordinator frozen for 2020/2021; Operations: Rec Lead not filled for 2020; Nordic: Seasonal Nordic Attendant position added; Ice: Ice Lead not filled for 2020



## General Government: Cost Centers 001-0411 & 001-0421

LAW & POLICY MAKING Cost Center: 001-0411 (2022 FINAL FTE for Budget Book)	2020 ACTUAL FTE	2021 BUDGET FTE	2021 PROJECTED FTE (Yr End)	2022 PROPOSED FTE
<b>STAFFING PLAN</b>				
Mayor <sup>1</sup>	0.25	0.25	0.25	0.25
Town Council <sup>1</sup>	1.50	1.50	1.50	1.50
APPOINTED & ELECTED POSITIONS <sup>1</sup>	1.75	1.75	1.75	1.75
<b>TOTAL FTE<sup>1</sup></b>	<b>1.75</b>	<b>1.75</b>	<b>1.75</b>	<b>1.75</b>

<sup>1</sup> Edited to reflect .25 FTE per each elected or appointed official.

MUNICIPAL COURT Cost Center: 001-0421	2020 ACTUAL FTE	2021 BUDGET FTE	2021 PROJECTED FTE (Yr End)	2022 PROPOSED FTE
<b>STAFFING PLAN</b>				
Municipal Clerk <sup>1</sup>	0.10	0.10	0.10	0.10
Municipal Court Administrator	1.00	1.00	1.00	1.00
Municipal Judge <sup>2</sup>	0.25	0.25	0.25	0.25
APPOINTED & ELECTED POSITIONS <sup>2</sup>	0.25	0.25	0.25	0.25
FULL TIME REGULAR STAFF	1.10	1.10	1.10	1.10
<b>TOTAL FTE</b>	<b>1.35</b>	<b>1.35</b>	<b>1.35</b>	<b>1.35</b>

<sup>1</sup> Municipal Clerk wages are split 90% to 001-0451 & 10% to 001-0421.

<sup>2</sup> Edited to reflect .25 FTE per each elected or appointed official.

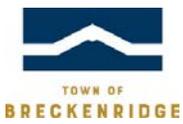
<b>GENERAL GOV'T TOTAL STAFFING</b>				
APPOINTED & ELECTED POSITIONS <sup>1</sup>	2.00	2.00	2.00	2.00
FULL TIME REGULAR STAFF	1.10	1.10	1.10	1.10

<sup>1</sup> Edited to reflect .25 FTE per each elected or appointed official.

**FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)**

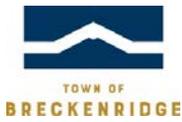
*ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.*

*Regular positions are counted as one (1) FTE*



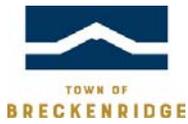
## Administrative Management: Cost Centers 001-0442 & 001-0431

ADMINISTRATIVE MANAGEMENT Cost Centers: 001-0442 & 001-0431 (2022 FINAL FTE for Budget Book)	2020 ACTUAL FTE	2021 BUDGET FTE	2021 PROJECTED FTE (Yr End)	2022 PROPOSED FTE
<b>STAFFING PLAN</b>				
Town Manager	1.00	1.00	1.00	1.00
Assistant Town Manager	1.00	1.00	1.00	1.00
Executive Administrative Assistant	1.00	1.00	1.00	1.00
Town Attorney (0431) <sup>1</sup>	0.00	0.00	1.00	1.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	3.00	3.00	4.00	4.00
<b>TOTAL FTE</b>	3.00	3.00	4.00	4.00
<sup>1</sup> Town Attorney added under cost center 001-0431				
<b>ADMINISTRATIVE MANAGEMENT TOTAL STAFFING</b>				
FULL TIME REGULAR STAFF (FTE positions budgeted)	3.00	3.00	4.00	4.00
<p><i>FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)</i></p> <p><i>ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.</i></p> <p><i>Regular positions are counted as one (1) FTE</i></p>				



## Human Resources: Cost Center 001-0443

HUMAN RESOURCES Cost Center: 001-0443 (2022 FINAL FTE for Budget Book)	2020 ACTUAL FTE	2021 BUDGET FTE	2021 PROJECTED FTE (Yr End)	2022 PROPOSED FTE
<b>STAFFING PLAN</b>				
Human Resources Director	1.00	1.00	1.00	1.00
Sr. HR Generalist	1.00	1.00	1.00	1.00
Human Resources Generalist I, II, or III	2.00	2.00	2.00	3.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	4.00	4.00	4.00	5.00
<b>TOTAL FTE</b>	4.00	4.00	4.00	5.00
<b>HUMAN RESOURCES TOTAL STAFFING</b>				
FULL TIME REGULAR STAFF (FTE positions budgeted)	4.00	4.00	4.00	5.00
<p><i>FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)</i></p> <p><i>ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.</i></p> <p><i>Regular positions are counted as one (1) FTE</i></p>				



## Municipal Services-Cost Center: 001-0451

CLERK & MUNI SERVICES ADMIN Cost Center: 001-0451 (2022 FINAL FTE for Budget Book)	2020 ACTUAL FTE	2021 BUDGET FTE	2021 PROJECTED FTE (Yr End)	2022 PROPOSED FTE
<b>STAFFING PLAN</b>				
Municipal Clerk <sup>1</sup>	0.90	0.90	0.90	0.90
Deputy Municipal Clerk	1.00	1.00	1.00	1.00
Communications & Marketing Coordinator	1.00	1.00	1.00	1.00
Administrative Specialist	0.00	0.00	1.00	1.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	2.90	2.90	3.90	3.90
<b>TOTAL FTE</b>	<b>2.90</b>	<b>2.90</b>	<b>3.90</b>	<b>3.90</b>
<sup>1</sup> Municipal Clerk wages are split 90% to 001-0451 & 10% to 001-0421				

### MUNICIPAL SERVICES TOTAL STAFFING

FULL TIME REGULAR STAFF (FTE positions budgeted)	2.90	2.90	3.90	3.90
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*FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)  
 ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.  
 Regular positions are counted as one (1) FTE*



## Finance-Cost Centers: 001-0461; 001-0462; 001-0463

FINANCE ADMIN	2020	2021	2021	2022
Cost Center: 001-0461 (2022 FINAL FTE for Budget Book)	ACTUAL	BUDGET	PROJECTED	PROPOSED
	FTE	FTE	FTE (Yr End)	FTE
<b>STAFFING PLAN</b>				
Financial Services & IT Director <sup>1</sup>	0.75	0.75	0.75	0.75
FULL TIME REGULAR STAFF (FTE positions budgeted)	0.75	0.75	0.75	0.75
<b>TOTAL FTE</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>

<sup>1</sup> Fin Svcs & IT Dir wage is split between 001-0461 (75%) & 011-1464 (25%)

ACCOUNTING	2020	2021	2021	2022
Cost Center: 001-0462	ACTUAL	BUDGET	PROJECTED	PROPOSED
	FTE	FTE	FTE (Yr End)	FTE
<b>STAFFING PLAN</b>				
Accounting Services Manager	1.00	1.00	1.00	1.00
Accounts Payable Coordinator	1.00	1.00	1.00	1.00
Accounts Receivable Coordinator	1.00	1.00	1.00	1.00
Accounting Coordinator-Revenue	1.00	1.00	1.00	1.00
Payroll Administrator	1.00	1.00	1.00	1.00
Revenue Services Administrator	1.00	1.00	1.00	1.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	6.00	6.00	6.00	6.00
<b>TOTAL FTE</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

ACCOMMODATIONS UNIT COMPLIANCE	2020	2021	2021	2022
Cost Center: 001-0463	ACTUAL	BUDGET	PROJECTED	PROPOSED
	FTE	FTE	FTE (Yr End)	FTE
<b>STAFFING PLAN</b>				
Accommodations Compliance Administrator	1.00	1.00	1.00	1.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	1.00	1.00	1.00	1.00

### FINANCE TOTAL STAFFING

FULL TIME REGULAR STAFF (FTE positions budgeted)	7.75	7.75	7.75	7.75
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*FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)  
 ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.  
 Regular positions are counted as one (1) FTE*



## PUBLIC SAFETY-POLICE: Cost Centers 001-0511; 001-0513; 001-0515

ADMIN & RECORDS	2020	2021	2021	2022
Cost Center: 001-0511 (2022 FINAL FTE for Budget Book)	ACTUAL FTE	BUDGET FTE	PROJECTED FTE (Yr End)	PROPOSED FTE
<b>STAFFING PLAN</b>				
Chief of Police	1.00	1.00	1.00	1.00
Assistant Chief of Police	1.00	1.00	1.00	1.00
Sergeant (Administrative)	1.00	1.00	1.00	1.00
Administrative Supervisor - Records	1.00	1.00	1.00	1.00
Administrative Specialist - Records	1.00	1.00	1.00	1.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	5.00	5.00	5.00	5.00
<b>TOTAL FTE</b>	5.00	5.00	5.00	5.00
PATROL SERVICES	2020	2021	2021	2022
Cost Center: 001-0513	ACTUAL FTE	BUDGET FTE	PROJECTED FTE (Yr End)	PROPOSED FTE
<b>STAFFING PLAN</b>				
Sergeant (Patrol)	4.00	4.00	4.00	4.00
Detective	1.00	1.00	1.00	1.00
Police Officer I or II	14.00	14.00	14.00	15.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	19.00	19.00	19.00	20.00
<b>TOTAL FTE</b>	19.00	19.00	19.00	20.00
COMMUNITY SERVICES	2020	2021	2021	2022
Cost Center: 001-0515	ACTUAL FTE	BUDGET FTE	PROJECTED FTE (Yr End)	PROPOSED FTE
<b>STAFFING PLAN</b>				
Community Service Officer	2.00	2.00	3.00	3.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	2.00	2.00	3.00	3.00
<b>TOTAL FTE</b>	2.00	2.00	3.00	3.00
One additional CSO added for 2021				
<b>PUBLIC SAFETY-POLICE TOTAL STAFFING</b>				
FULL TIME REGULAR STAFF (FTE positions budgeted)	26.00	26.00	27.00	28.00
<i>FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)            ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.            Regular positions are counted as one (1) FTE</i>				



## COMMUNITY DEVELOPMENT: Cost Centers 001-0611; 001-0621; 001-0631

PLANNING SERVICES	2020	2021	2021	2022
Cost Center: 001-0611 (2022 FINAL FTE for Budget Book)	ACTUAL	BUDGET	PROJECTED	PROPOSED
	FTE	FTE	FTE (Yr End)	FTE
<b>STAFFING PLAN</b>				
Dir. of Community Development	1.00	1.00	1.00	1.00
Assistant Director	1.00	1.00	1.00	1.00
Planning Manager	0.20	0.00	0.00	0.00
Senior Planner	1.00	1.00	1.00	1.00
Planner I or II	3.00	3.00	3.00	3.00
Planner III	0.00	0.00	0.00	1.00
Administrative Supervisor	1.00	1.00	1.00	1.00
Planning Commission <sup>1</sup>	1.75	1.75	1.75	1.75
APPOINTED & ELECTED POSITIONS <sup>1</sup>	1.75	1.75	1.75	1.75
FULL TIME REGULAR STAFF (FTE positions budgeted)	7.20	7.00	7.00	8.00
<b>TOTAL FTE</b>	<b>8.95</b>	<b>8.75</b>	<b>8.75</b>	<b>9.75</b>

One additional planner added for 2022

<sup>1</sup>Edited to reflect .25 FTE per each elected or appointed official.

BUILDING SERVICES	2020	2021	2021	2022
Cost Center: 001-0621	ACTUAL	BUDGET	PROJECTED	PROPOSED
	FTE	FTE	FTE (Yr End)	FTE
<b>STAFFING PLAN</b>				
Chief Building Official	1.00	1.00	0.00	1.00
Building Inspector I-III	1.00	1.50	2.00	2.00
Plans Examiner/Bldg. Inspector II-III	1.00	1.00	1.00	1.00
Permit Technician	1.00	1.00	1.00	1.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	4.00	4.50	4.00	5.00
<b>TOTAL FTE</b>	<b>4.00</b>	<b>4.50</b>	<b>4.00</b>	<b>5.00</b>

SUSTAINABILITY PROGRAMS	2020	2021	2021	2022
Cost Center: 001-0631 <sup>1</sup>	ACTUAL	BUDGET	PROJECTED	PROPOSED
	FTE	FTE	FTE (Yr End)	FTE
<b>STAFFING PLAN</b>				
Sustainability Coordinator	1.00	1.00	0.00	0.00
Sustainability Alt Transportation	0.00	0.00	0.00	0.00
Sustainability Intern (Seasonal) <sup>2</sup>	0.38	0.38	0.00	0.00
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	0.38	0.38	0.00	0.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	1.00	1.00	0.00	0.00
<b>TOTAL FTE</b>	<b>1.38</b>	<b>1.38</b>	<b>0.00</b>	<b>0.00</b>

<sup>1</sup>Sustainability reorganization in late 2021 moved under Mobility Dept

<sup>2</sup>New Sustainability Intern position created for 2020

### COMMUNITY DEVELOPMENT TOTAL STAFFING

APPOINTED & ELECTED POSITIONS <sup>1</sup>	1.75	1.75	1.75	1.75
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	0.38	0.38	0.00	0.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	12.20	12.50	11.00	13.00

<sup>1</sup> Edited to reflect .25 FTE per each elected or appointed official.

**FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)**

ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs. Page 224

Regular positions are counted as one (1) FTE



**PUBLIC WORKS: Cost Centers 001-0701; 001-0711; 001-0721; 001-0731;  
001-0481; 001-0482; 001-0801**

<b>PUBLIC WORKS ADMIN</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>
Cost Center: 001-0701	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>PROPOSED</b>
(2022 FINAL FTE for Budget Book)	<b>FTE</b>	<b>FTE</b>	<b>FTE (Yr End)</b>	<b>FTE</b>
<b>STAFFING PLAN</b>				
Director of Public Works <sup>1</sup>	0.80	0.80	0.80	0.80
Assistant Directors of Public Works <sup>2</sup>	1.50	1.50	1.00	1.00
Administrative Services Manager	1.00	1.00	1.00	1.00
Administrative Specialist <sup>3</sup>	0.20	0.20	0.20	0.20
FULL TIME REGULAR STAFF (FTE positions budgeted)	3.50	3.50	3.00	3.00
<b>TOTAL FTE</b>	<b>3.50</b>	<b>3.50</b>	<b>3.00</b>	<b>3.00</b>
<sup>1</sup> Wages for PW Director are split 20% to 002-1531 & 80% to 001-0701.				
<sup>2</sup> Second Asst Director of PW eliminated in 2021.				
<sup>3</sup> Admin Specialist position allocated 80% to 002-1531 & 20% to 001-0701				
<b>STREET MAINTENANCE</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>
Cost Center: 001-0711	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>PROPOSED</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE (Yr End)</b>	<b>FTE</b>
<b>STAFFING PLAN</b>				
Streets & Parks Manager	1.00	1.00	1.00	1.00
Streets Assistant Manager	1.00	1.00	1.00	1.00
Streets Supervisor	1.00	1.00	1.00	1.00
Construction Inspector <sup>1</sup>	0.50	0.50	0.50	0.50
Streets Senior Operator	7.00	7.00	7.00	7.00
Streets Operator (Winter Seasonal)	3.23	3.23	3.23	3.23
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	3.23	3.23	3.23	3.23
FULL TIME REGULAR STAFF (FTE positions budgeted)	10.50	10.50	10.50	10.50
<b>TOTAL FTE</b>	<b>13.73</b>	<b>13.73</b>	<b>13.73</b>	<b>13.73</b>
<sup>1</sup> Construction Inspector position will be split 50% to 001-0711 & 50% to 001-0801. Incumbent will work in a Sr Streets Operator role for the Winter season & Engineering in the Summer.				
<b>PARKS MAINTENANCE</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>
Cost Center: 001-0721	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>PROPOSED</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE (Yr End)</b>	<b>FTE</b>
<b>STAFFING PLAN</b>				
Parks Assistant Manager	1.00	1.00	1.00	1.00
Parks Supervisor	1.00	1.00	1.00	1.00
Senior Parks Operator	7.00	7.00	8.00	8.00
Parks Maintenance Crew (SS)	3.04	5.10	5.05	5.05
Parks Snow Technician (WS) <sup>1</sup>	0.00	0.38	0.38	0.38
Parks Technician (SS & WS)	1.07	1.45	1.46	1.46
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	4.11	6.93	6.89	6.89
FULL TIME REGULAR STAFF (FTE positions budgeted)	9.00	9.00	10.00	10.00
<b>TOTAL FTE</b>	<b>13.11</b>	<b>15.93</b>	<b>16.89</b>	<b>16.89</b>
One addition Sr Parks Operator added for 2022				
<sup>1</sup> New WS position added for 2021				

<b>FACILITIES MAINTENANCE</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>
Cost Center: 001-0731	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>PROPOSED</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE (Yr End)</b>	<b>FTE</b>
<b>STAFFING PLAN</b>				
Fac. Maintenance Manager	1.00	1.00	1.00	1.00
Fac. Assistant Manager	1.00	1.00	1.00	1.00
Fac. Maintenance Supvr.	1.00	1.00	1.00	1.00
Fac. Maintenance Op.	6.00	7.00	7.00	7.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	9.00	10.00	10.00	10.00
<b>TOTAL FTE</b>	<b>9.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>
<b>ENGINEERING</b>				
Cost Center: 001-0801	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>2022</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE (Yr End)</b>	<b>PROPOSED</b>
				<b>FTE</b>
<b>STAFFING PLAN</b>				
Town Engineer	1.00	1.00	1.00	1.00
Construction Inspector <sup>1</sup>	0.50	0.50	0.50	0.50
GIS Analyst	1.00	1.00	1.00	1.00
Civil Engineer I	1.00	1.00	1.00	1.00
Civil Engineer IV	1.00	1.00	1.00	1.00
Engineering Interns (Seasonal)	0.00	0.00	0.23	0.23
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	0.00	0.00	0.23	0.23
FULL TIME REGULAR STAFF (FTE positions budgeted)	4.50	4.50	4.50	4.50
<b>TOTAL FTE</b>	<b>4.50</b>	<b>4.50</b>	<b>4.73</b>	<b>4.73</b>
<sup>1</sup> Construction Inspector position will be split 50% to 001-0711 & 50% to 001-0801. Incumbent will work in a Sr Streets Operator role for the Winter season & Engineering in the Summer.				
<b>PUBLIC WORKS TOTAL STAFFING</b>				
PART TIME & SEASONAL FTE Count (FTE Hours budgeted)	7.34	10.16	10.35	10.35
FULL TIME REGULAR STAFF (FTE positions budgeted)	36.50	37.50	38.00	38.00
<i>FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52) ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs. Regular positions are counted as one (1) FTE</i>				



**RECREATION : Cost Centers 001-0851; 001-0852; 001-0853; 001-0854; 001-0855; 001-0856**

RECREATION ADMINISTRATION	2020	2021	2021	2022
Cost Center: 001-0851 (2022 FINAL FTE for Budget Book)	ACTUAL	BUDGET	PROJECTED	PROPOSED
	FTE	FTE	FTE (Yr End)	FTE
<b>STAFFING PLAN</b>				
Director of Recreation <sup>1</sup>	0.85	0.85	0.85	0.85
Assistant Director of Recreation <sup>2</sup>	0.30	0.30	0.30	0.30
Administrative Services Manager	1.00	1.00	1.00	1.00
Administrative Services Supervisor	1.00	1.00	1.00	1.00
Marketing & Admin Coordinator	1.00	1.00	1.00	1.00
Administrative Specialist	1.00	1.00	1.00	1.00
<b>FULL TIME REGULAR STAFF (FTE positions budgeted)</b>	<b>5.15</b>	<b>5.15</b>	<b>5.15</b>	<b>5.15</b>
<b>TOTAL FTE</b>	<b>5.15</b>	<b>5.15</b>	<b>5.15</b>	<b>5.15</b>
<sup>1</sup> Recreation Director wages split between 001-0851 (85%) & 008-0935 (15%)				
<sup>2</sup> Wages for position are split between (50%) in 001-0853, (30%) in 001-0851 & (20%) in 001-0852				
RECREATION PROGRAMS	2020	2021	2021	2022
Cost Center: 001-0852	ACTUAL	BUDGET	PROJECTED	PROPOSED
	FTE	FTE	FTE (Yr End)	FTE
<b>STAFFING PLAN</b>				
Assistant Director of Recreation <sup>1</sup>	0.20	0.20	0.20	0.20
Programs Manager	1.00	1.00	1.00	1.00
Aquatics Coordinator	0.00	0.00	1.00	1.00
Fitness Coordinator	1.00	1.00	0.00	0.00
Ice Programs Coordinator	1.00	1.00	1.00	1.00
Outdoor Rec Coordinator	1.00	1.00	1.00	1.00
Sports & Special Events Coordinator	1.00	1.00	1.00	1.00
Aquatics Lead	0.00	0.00	2.00	2.00
Aquatics Supervisor	0.00	0.00	1.00	1.00
Youth Coordinator	1.00	1.00	1.00	1.00
Ice Officials (Non-Certified)	0.04	0.04	0.04	0.04
Group Hockey Instructors (Non-Certified)	0.01	0.02	0.01	0.01
Ice Officials (Certified)	0.29	0.58	0.29	0.80
Group Instructors	0.10	0.23	0.27	0.27
Private Skating Instructor	0.14	0.18	0.14	0.18
Ice Programs Lead (PTYR)	0.12	0.12	0.12	0.32
Outdoor Recreation Instructors (Seasonal & PTYR)	1.21	1.20	1.20	3.29
Programs Intern (Seasonal)	0.24	0.24	0.24	0.48
Sports Instructors	0.37	0.05	0.48	0.37
Sports Officials	0.11	0.10	0.10	0.19
Sports and Events Lead (PTYR)	0.00	0.00	0.00	0.25
Personal Trainers	1.20	0.96	1.20	0.00
Fitness Instructors-Spec I (Seasonal & PTYR)	0.46	0.46	0.46	0.00
Fitness Instructors-Spec II (Seasonal & PTYR)	0.48	0.48	0.48	0.00
Lifeguards	0.00	0.00	0.00	4.64
Aquatics Instructors	0.00	0.00	0.00	0.38
Youth-Therapeutic Rec Aide (PTYR)	0.23	0.48	0.23	0.79
Youth Lead (Seasonal & PTYR)	0.73	0.73	0.51	1.00
Youth Attendants (Seasonal & PTYR)	4.59	2.89	2.40	4.59
<b>PART TIME &amp; SEASONAL FTE COUNT (FTE Hours budgeted)</b>	<b>10.32</b>	<b>8.76</b>	<b>8.17</b>	<b>17.60</b>
<b>FULL TIME REGULAR STAFF (FTE positions budgeted)</b>	<b>6.20</b>	<b>6.20</b>	<b>9.20</b>	<b>9.20</b>
<b>TOTAL FTE</b>	<b>16.52</b>	<b>14.96</b>	<b>17.37</b>	<b>26.80</b>
<sup>1</sup> Wages for position are split between (50%) in 001-0853, (30%) in 001-0851 & (20%) in 001-0852				
Reorganization of Fitness to Operations & Aquatics to Programs in 2021				

<b>RECREATION CENTER OPERATIONS</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>
Cost Center: 001-0853	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>PROPOSED</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE (Yr End)</b>	<b>FTE</b>
<b>STAFFING PLAN</b>				
Assistant Director of Recreation <sup>1</sup>	0.50	0.50	0.50	0.50
Aquatics Coordinator	1.00	1.00	0.00	0.00
Fitness Coordinator	0.00	0.00	1.00	1.00
Rec Operations Manager <sup>2</sup>	0.60	0.60	0.60	0.60
RC Guest Services Coordinator	1.00	1.00	1.00	1.00
Aquatics Lead	3.00	3.00	0.00	0.00
RC Guest Services Lead	1.58	3.00	3.00	3.00
Personal Trainers	0.00	0.00	0.00	1.20
Fitness Instructors-Spec I (Seasonal & PTYR)	0.00	0.00	0.00	0.46
Fitness Instructors-Spec II (Seasonal & PTYR)	0.00	0.00	0.00	1.10
Lifeguards	2.88	2.88	4.64	0.00
Aquatics Instructors	0.33	0.29	0.38	0.00
Facility Supervisor	0.65	0.76	0.76	0.76
Rec Guest Services Attendant	3.11	2.13	3.52	3.52
RC Guest Services Lead (PTYR/Seasonal)	0.92	0.50	0.50	0.50
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	7.89	6.56	9.80	7.54
FULL TIME REGULAR STAFF (FTE positions budgeted)	7.68	9.10	6.10	6.10
<b>TOTAL FTE</b>	<b>15.57</b>	<b>15.66</b>	<b>15.90</b>	<b>13.64</b>
<sup>1</sup> Wages for position are split between (50%) in 001-0853, (30%) in 001-0851 & (20%) in 001-0852				
<sup>2</sup> Wages for Rec Ops Mgr split between 001-0853 (60%) & 001-0856 (40%)				
Reorganization of Fitness to Operations & Aquatics to Programs in 2021				
<b>TENNIS</b>				
Cost Center: 001-0854	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>PROPOSED</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE (Yr End)</b>	<b>FTE</b>
<b>STAFFING PLAN</b>				
Tennis Coordinator	1.00	1.00	1.00	1.00
Tennis Instructors	0.85	0.95	1.28	1.28
Tennis Attendant	0.80	0.85	1.09	1.09
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	1.65	1.80	2.37	2.37
FULL TIME REGULAR STAFF (FTE positions budgeted)	1.00	1.00	1.00	1.00
<b>TOTAL FTE</b>	<b>2.65</b>	<b>2.80</b>	<b>3.37</b>	<b>3.37</b>
<b>NORDIC OPERATIONS</b>				
Cost Center: 001-0855	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>PROPOSED</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE (Yr End)</b>	<b>FTE</b>
<b>STAFFING PLAN</b>				
Director of Golf & Nordic Operations	0.00	0.00	0.30	0.30
Golf & Nordic Operations Coordinator	0.00	0.00	0.40	0.40
Open Space & Trails Manager <sup>1</sup>	0.10	0.10	0.00	0.00
Open Space and Trails Coordinator <sup>2</sup>	0.00	0.00	0.00	0.00
Nordic Attendants	0.14	0.46	0.46	0.46
Nordic Instructors	0.67	1.20	1.20	1.20
Nordic Lead	0.32	0.42	0.00	0.00
Nordic Supervisor	0.39	0.42	0.42	0.42
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	1.52	2.50	2.08	2.08
FULL TIME REGULAR STAFF (FTE positions budgeted)	0.10	0.10	0.7	0.70
<b>TOTAL FTE</b>	<b>1.62</b>	<b>2.60</b>	<b>2.78</b>	<b>2.78</b>
Golf & Nordic Operations Coordinator added in 2021 - Position split 40% 001-0855 & 60% 005-2321				
<sup>1</sup> Position split between 008-0935(90%) & 001-0855 (10%) -Split removed in 2021				
<sup>2</sup> New position for 2020. Position frozen in 2020/2021 - Position moved to OST in 2021				

<b>ICE RINK OPERATIONS</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>
Cost Center: 001-0856	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>PROPOSED</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE (Yr End)</b>	<b>FTE</b>
<b>STAFFING PLAN</b>				
Rec Operations Manager <sup>1</sup>	0.40	0.40	0.40	0.40
Ice Facility Supervisor	1.00	1.00	1.00	1.00
Ice Guest Service Lead	0.75	1.00	1.00	2.00
Ice Operations Coordinator	1.00	1.00	1.00	1.00
Ice Guest Service Lead (PTYR)	0.46	0.25	0.25	0.25
Ice Guest Services Attendants (PTYR & Seasonal)	2.93	3.10	3.10	3.58
Ice Technicians	0.34	0.31	0.31	0.34
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	3.73	3.66	3.66	4.17
FULL TIME REGULAR STAFF (FTE positions budgeted)	3.15	3.40	3.40	4.40
<b>TOTAL FTE</b>	<b>6.88</b>	<b>7.06</b>	<b>7.06</b>	<b>8.57</b>
<sup>1</sup> Wages for Rec Ops Mgr split between 001-0853=60% & 001-0856= 40%				
<b>RECREATION DEPT TOTAL STAFFING</b>				
PART TIME & SEASONAL FTE Count (FTE Hours budgeted)	25.11	23.28	26.08	33.76
FULL TIME REGULAR STAFF (FTE positions budgeted)	23.28	24.95	25.55	26.55
<i>FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)</i>				
<i>ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.</i>				
<i>Regular positions are counted as one (1) FTE</i>				



## UTILITY FUND- Cost Center 002-1531

UTILITY FUND Cost Center: 002-1531 (2022 FINAL FTE for Budget Book)	2020 ACTUAL FTE	2021 BUDGET FTE	2021 PROJECTED FTE (Yr End)	2022 PROPOSED FTE
<b>STAFFING PLAN</b>				
Director of Public Works <sup>1</sup>	0.20	0.20	0.20	0.20
Water Manager	1.00	1.00	1.00	1.00
Water Asst. Manager	1.00	1.00	1.00	1.00
Water Operators <sup>3</sup>	7.00	7.00	7.00	8.00
Administrative Services Coordinator	1.00	1.00	1.00	1.00
Administrative Specialist <sup>2</sup>	0.80	0.80	0.80	0.80
Summer Seasonal Water Technician	0.80	0.80	0.80	0.80
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	0.80	0.80	0.80	0.80
FULL TIME REGULAR STAFF (FTE positions budgeted)	11.00	11.00	11.00	12.00
TOTAL FTE	11.80	11.80	11.80	12.80

<sup>1</sup> Wages for PW Director are split 20% to 002-1531 & 80% to 001-0701.

<sup>2</sup> Admin Specialist position allocated 80% to 002-1531 & 20% to 001-0701

<sup>3</sup> One additional water operator added for 2022.

### UTILITY FUND TOTAL STAFFING

PART TIME & SEASONAL FTE Count (FTE Hours budgeted)	0.80	0.80	0.80	0.80
FULL TIME REGULAR STAFF (FTE positions budgeted)	11.00	11.00	11.00	12.00

**FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)**

*ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.*

*Regular positions are counted as one (1) FTE*



## GOLF FUND-Cost Center 005-2311; 005-2312; 005-2313; 005-2321

<b>ADMIN</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>
Cost Center: 005-2311 (2022 FINAL FTE for Budget Book)	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>PROPOSED</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE (Yr End)</b>	<b>FTE</b>
<b>STAFFING PLAN</b>				
Superintendent	1.00	1.00	1.00	1.00
Administrative Assistant (PTYR)	0.52	0.50	0.53	0.53
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	0.52	0.50	0.53	0.53
FULL TIME REGULAR STAFF (FTE positions budgeted)	1.00	1.00	1.00	1.00
<b>TOTAL FTE</b>	<b>1.52</b>	<b>1.50</b>	<b>1.53</b>	<b>1.53</b>
<b>GOLF EQUIPMENT MAINTENANCE</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>
Cost Center: 005-2312	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>PROPOSED</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE (Yr End)</b>	<b>FTE</b>
<b>STAFFING PLAN</b>				
Golf Mechanic	1.00	1.00	1.00	1.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	1.00	1.00	1.00	1.00
<b>TOTAL FTE</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>GOLF COURSE MAINTENANCE</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>
Cost Center: 005-2313	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>PROPOSED</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE (Yr End)</b>	<b>FTE</b>
<b>STAFFING PLAN</b>				
Assistant Superintendent	1.00	1.00	1.00	1.00
2nd Assistant Superintendent	1.00	1.00	1.00	1.00
Irrigation Technician (Seasonal)	0.96	0.96	0.96	0.96
Application Tech. (Seasonal)	0.48	0.48	0.48	0.48
Lead Equip. Op. (Seasonal)	0.48	0.48	0.48	0.48
Lead Greens keeper (Seasonal)	1.14	1.37	1.37	1.37
Greens keeper (Seasonal)	7.50	7.50	7.50	7.50
Landscape Gardener (Seasonal)	0.42	0.48	0.48	0.48
Snow Technician (Seasonal)	0.52	0.69	0.74	0.72
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	11.50	11.96	12.01	11.99
FULL TIME REGULAR STAFF (FTE positions budgeted)	2.00	2.00	2.00	2.00
<b>TOTAL FTE</b>	<b>13.50</b>	<b>13.96</b>	<b>14.01</b>	<b>13.99</b>

<b>GOLF OPERATIONS/CUSTOMER SERVICE</b> Cost Center-005-2321	<b>2020</b> <b>ACTUAL</b> FTE	<b>2021</b> <b>BUDGET</b> FTE	<b>2021</b> <b>PROJECTED</b> FTE (Yr End)	<b>2022</b> <b>PROPOSED</b> FTE
<b>STAFFING PLAN</b>				
Director of Golf & Nordic Operations	1.00	1.00	0.70	0.70
Golf & Nordic Operations Coordinator	0.00	0.00	0.60	0.60
Player Assistant (Seasonal)	1.64	1.64	1.64	1.64
Lead Outside Services (Seasonal)	0.87	0.87	0.87	0.87
Outside Services (Seasonal)	1.47	1.47	1.47	1.47
Lead Pro Shop Attendant (Seasonal)	1.03	1.03	1.03	1.03
Pro Shop Attendant (Seasonal)	1.22	1.22	1.22	1.22
Golf Instructors (I & II)	0.14	0.14	0.14	0.14
Assistant Golf Professional (PTYR)	1.10	1.10	0.00	0.00
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	7.47	7.47	6.37	6.37
FULL TIME REGULAR STAFF (FTE positions budgeted)	1.00	1.00	1.30	1.30
<b>TOTAL FTE</b>	<b>8.47</b>	<b>8.47</b>	<b>7.67</b>	<b>7.67</b>
<p>Golf &amp; Nordic Operations Coordinator added in 2021 - Position split 40% 001-0855 &amp; 60% 005-2321  Assistant Golf Pro eliminated  Director of Golf renamed to Director of Golf &amp; Nordic Operations - Position split 30% to 001-0855 &amp; 70% 005-2321</p>				
<b>GOLF FUND TOTAL STAFFING</b>				
PART TIME & SEASONAL FTE Count (FTE Hours budgeted)	19.49	19.93	18.91	18.89
FULL TIME REGULAR STAFF (FTE positions budgeted)	5.00	5.00	5.30	5.30
<p><b>FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)</b>  ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.  Regular positions are counted as one (1) FTE</p>				



## AFFORDABLE HOUSING FUND: Cost Center 007-0928

AFFORDABLE HOUSING Cost Center: 007-0928 (2022 FINAL FTE for Budget Book)	2020 ACTUAL FTE	2021 BUDGET FTE	2021 PROJECTED FTE (Yr End)	2022 PROPOSED FTE
<b>STAFFING PLAN</b>				
Childcare & Housing Administrator <sup>1</sup>	0.50	0.50	0.50	0.50
Planning Manager <sup>2</sup>	0.75	0.95	0.95	0.95
Planner II (Long Range/Housing) <sup>3</sup>	1.00	1.00	0.00	0.00
Housing Project Manager <sup>3</sup>	0.00	0.00	1.00	1.00
Housing Program Manager <sup>3</sup>	0.00	0.00	1.00	1.00
Housing Compliance Administrator <sup>3</sup>	0.00	0.00	1.00	1.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	2.25	2.45	4.45	4.45
<b>TOTAL FTE</b>	<b>2.25</b>	<b>2.45</b>	<b>4.45</b>	<b>4.45</b>
<sup>1</sup> Childcare & Housing Administrator position split between 007-0928 (50%) & 016-0930 (50%)				
<sup>2</sup> Position was split between 007-0928 (75%) 001-0611 (20%) & 016-0930 (5%) for 2020. For 2021/2022 split between 007-0928 (95%) & 016-0930 (5%)				
<sup>3</sup> Three additional housing positions added for 2021/22. Planner II position eliminated.				
<b>AFFORDABLE HOUSING TOTAL STAFFING</b>				
FULL TIME REGULAR STAFF (FTE positions budgeted)	2.25	2.45	4.45	4.45
<b>FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)</b> ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs. Regular positions are counted as one (1) FTE				



## OPEN SPACE FUND: Cost Center 008-0935

OPEN SPACE Cost Center: 008-0935 (2022 FINAL FTE for Budget Book)	2020 ACTUAL FTE	2021 BUDGET FTE	2021 PROJECTED FTE (Yr End)	2022 PROPOSED FTE
<b>STAFFING PLAN</b>				
Director of Recreation <sup>1</sup>	0.15	0.15	0.15	0.15
Open Space and Trails Manager <sup>2</sup>	0.90	0.90	1.00	1.00
Open Space and Trails Coordinator <sup>3</sup>	0.00	0.00	1.00	1.00
Open Space and Trails Operations Supervisor <sup>4</sup>	1.00	1.00	1.00	1.00
Open Space and Trails Operations Lead <sup>4</sup>	0.71	0.71	0.71	1.00
Open Space and Trails Naturalist (Seasonal) <sup>5</sup>	0.48	0.96	1.00	1.00
Open Space and Trails Technician (Seasonal) <sup>3</sup>	3.50	3.50	2.50	3.50
BOSAC <sup>6</sup>	1.75	1.75	1.75	1.75
APPOINTED & ELECTED POSITIONS <sup>6</sup>	1.75	1.75	1.75	1.75
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	4.69	5.17	4.21	4.50
FULL TIME REGULAR STAFF (FTE positions budgeted)	2.05	2.05	3.15	4.15
<b>TOTAL FTE</b>	<b>8.49</b>	<b>8.97</b>	<b>9.11</b>	<b>10.40</b>

<sup>1</sup> Recreation Director wages split between 001-0851 (85%) & 008-0935 (15%)

<sup>2</sup> Open Space & Trails Mgr wages split between 008-0935 (90%) & 001-0855 (10%) - Split removed in 2022

<sup>3</sup> New position for 2020. Position frozen in 2020/2021

<sup>4</sup> Revised titles for OST positions - OST Lead position reclassified to FT/Reg

<sup>6</sup> Edited to reflect .25 FTE per each elected or appointed official.

### OPEN SPACE TOTAL STAFFING

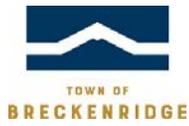
APPOINTED & ELECTED POSITIONS <sup>1</sup>	1.75	1.75	1.75	1.75
PART TIME & SEASONAL FTE Count (FTE Hours budgeted)	4.69	5.17	4.21	4.50
FULL TIME REGULAR STAFF (FTE positions budgeted)	2.05	2.05	3.15	4.15

<sup>1</sup> Edited to reflect .25 FTE per each elected or appointed official.

**FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)**

*ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.*

*Regular positions are counted as one (1) FTE*



## GARAGE FUND- Cost Center 010-1742

GARAGE FUND Cost Center: 010-1742 (2022 FINAL FTE for Budget Book)	2020 ACTUAL FTE	2021 BUDGET FTE	2021 PROJECTED FTE (Yr End)	2022 PROPOSED FTE
<b>STAFFING PLAN</b>				
Administrative Specialist	1.00	1.00	1.00	1.00
Fleet Manager	1.00	1.00	1.00	1.00
Fleet Supervisor	1.00	1.00	1.00	1.00
Fleet Mechanic	4.00	4.00	4.00	4.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	7.00	7.00	7.00	7.00
<b>TOTAL FTE</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

**GARAGE FUND TOTAL STAFFING**

FULL TIME REGULAR STAFF (FTE positions budgeted)	7.00	7.00	7.00	7.00
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*FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)  
 ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.  
 Regular positions are counted as one (1) FTE*



## IT FUND- Cost Center 011-1464

INFORMATION TECHNOLOGY Cost Center: 011-1464 (2022 FINAL FTE for Budget Book)	2020 ACTUAL FTE	2021 BUDGET FTE	2021 PROJECTED FTE (Yr End)	2022 PROPOSED FTE
<b>STAFFING PLAN</b>				
Financial Services & IT Director <sup>1</sup>	0.25	0.25	0.25	0.25
IT Manager	1.00	1.00	1.00	1.00
IT Coordinator	2.00	2.00	2.00	2.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	3.25	3.25	3.25	3.25
<b>TOTAL FTE</b>	<b>3.25</b>	<b>3.25</b>	<b>3.25</b>	<b>3.25</b>
<sup>1</sup> Fin Svcs & IT Dir wage is split between 001-0461 (75%) & 011-1464 (25%)				
<b>IT FUND TOTAL STAFFING</b>				
FULL TIME REGULAR STAFF (FTE positions budgeted)	3.25	3.25	3.25	3.25
<p><b>FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)</b></p> <p>ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.</p> <p>Regular positions are counted as one (1) FTE</p>				



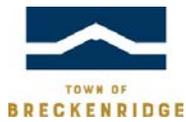
## MARIJUANA COMPLIANCE FUND- Cost Center 014-0420

MARIJUANA FUND Cost Center: 014-0420 (2022 FINAL FTE for Budget Book)	2020 ACTUAL FTE	2021 BUDGET FTE	2021 PROJECTED FTE (Yr End)	2022 PROPOSED FTE
<b>STAFFING PLAN</b>				
Detective of MJ Compliance	1.00	1.00	1.00	1.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	1.00	1.00	1.00	1.00
<b>TOTAL FTE</b>	1.00	1.00	1.00	1.00

### MARIJUANA COMPLIANCE TOTAL STAFFING

FULL TIME REGULAR STAFF (FTE positions budgeted)	1.00	1.00	1.00	1.00
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*FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)  
 ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.  
 Regular positions are counted as one (1) FTE*



## CHILD CARE FUND- Cost Center 016-0930

CHILD CARE Cost Center: 016-0930 (2022 FINAL FTE for Budget Book)	2020 ACTUAL FTE	2021 BUDGET FTE	2021 PROJECTED FTE (Yr End)	2022 PROPOSED FTE
<b>STAFFING PLAN</b>				
Childcare & Housing Administrator <sup>1</sup>	0.50	0.50	0.50	0.50
Planning Manager <sup>2,3</sup>	0.00	0.05	0.05	0.05
Senior Planner <sup>2</sup>	0.05	0.00	0.00	0.00
FULL TIME REGULAR STAFF (FTE positions budgeted)	0.55	0.55	0.55	0.55
<b>TOTAL FTE</b>	<b>0.55</b>	<b>0.55</b>	<b>0.55</b>	<b>0.55</b>
<sup>1</sup> Childcare & Housing Administrator position is split between 007-0928 (50%) & 016-0930 (50%)				
<sup>2</sup> Senior Planner reclassified to Planning Manager				
<sup>3</sup> Position is split between 007-0928 (75%) 001-0611 (20%) & 016-0930 (5%) for 2020. For 2021/2022 split between 007-0928 (95%) & 016-0930 (5%)				
<b>CHILD CARE TOTAL STAFFING</b>				
FULL TIME REGULAR STAFF (FTE positions budgeted)	0.55	0.55	0.55	0.55
<b>FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)</b> ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs. Regular positions are counted as one (1) FTE				



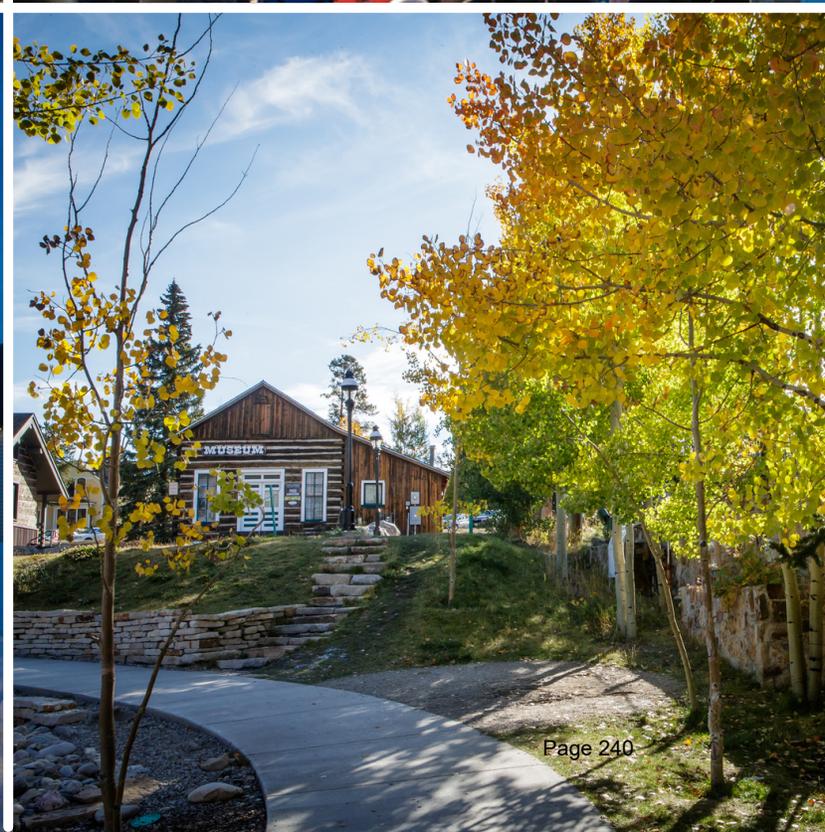
**MOBILITY FUND: Cost Centers 017-0481; 017-0482; 017-0515; 001-0631**

<b>TRANSIT MANAGEMENT</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>
Cost Centers: 017-0481 & 017-0482 (2022 FINAL FTE for Budget Book)	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>PROPOSED</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE (Yr End)</b>	<b>FTE</b>
<b>STAFFING PLAN</b>				
Assistant Director of Mobilty	0.00	0.00	1.00	1.00
Assistant Director of Public Works (0481) <sup>2</sup>	0.50	0.50	0.00	0.00
Transit Manager (0481)	0.00	0.00	0.00	1.00
Assistant Transit Manager (0481)	1.00	1.00	1.00	1.00
Transit Administrative Specialist (0481)	1.00	1.00	1.00	1.00
Transit Senior Operators	25.00	21.00	21.00	27.00
Transit Supervisors	4.00	4.00	4.00	4.00
Transit Operator (Seasonal )	8.87	8.87	8.87	7.90
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	8.87	8.87	8.87	7.90
FULL TIME REGULAR STAFF (FTE positions budgeted)	31.50	27.50	28.00	35.00
<b>TOTAL FTE</b>	<b>40.37</b>	<b>36.37</b>	<b>36.87</b>	<b>42.90</b>
1 Assistant Director of Mobilty Position Added in 2021 - New Mobility Department				
<sup>2</sup> Second Asst Director of PW position eliminated in 2021				
<b>PARKING MANAGEMENT</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>
Cost Center: 017-0515	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>PROPOSED</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE (Yr End)</b>	<b>FTE</b>
<b>STAFFING PLAN*</b>				
Sustainability & Parking Manager	0.00	0.00	0.50	0.50
Sustainability & Alt Transportation Administrator	0.00	0.00	0.50	0.50
FULL TIME REGULAR STAFF (FTE positions budgeted)	0.00	0.00	1.00	1.00
<b>TOTAL FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>
Sustainability moved from CD to Mobility in 2021 - One additional sustainability position added in 2021.				
<b>SUSTAINABILITY PROGRAMS</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>
Cost Center: 001-0631	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>PROPOSED</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE (Yr End)</b>	<b>FTE</b>
<b>STAFFING PLAN</b>				
Sustainability & Parking Manager	0.00	0.00	0.50	0.50
Sustainability & Alt Transportation Administrator	0.00	0.00	0.50	0.50
Sustainability Intern (Seasonal)	0.00	0.00	0.38	0.38
PART TIME & SEASONAL FTE COUNT (FTE Hours budgeted)	0.00	0.00	0.38	0.38
FULL TIME REGULAR STAFF (FTE positions budgeted)	0.00	0.00	1.00	1.00
<b>TOTAL FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>1.38</b>	<b>1.38</b>
Sustainability moved from CD to Mobility in 2021 - One additional sustainability position added in 2021.				
<b>PARKING &amp; TRANSPORTATION TOTAL STAFFING</b>				
PART TIME & SEASONAL FTE Count (FTE Hours budgeted)	8.87	8.87	9.25	8.28
FULL TIME REGULAR STAFF (FTE positions budgeted)	31.50	27.50	30.00	37.00
<b>FTE refers to a "Full Time Equivalent". One FTE represents 2080 staff hours in a year (40 hrs x 52)</b>				
<b>ONE (1) Part time or Seasonal FTE can be filled by several employees working "part-time" to perform 2080 hrs.</b>				
<b>Regular positions are counted as one (1) FTE</b>				



TOWN OF  
**BRECKENRIDGE**

# 2022 PAY PLAN



**Town of Breckenridge-2022 REGULAR PAY PLAN** Revised 10.23.21

Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
<b>50</b>			\$20.00	\$23.50	\$27.00	Hourly
			\$1,600.00	\$1,880.00	\$2,160.00	Bi-Weekly
			\$41,600.00	\$48,880.00	\$56,160.00	*If Annualized
	Aquatics-Lead	Non-Exempt				
	Ice Guest Service-Lead	Non-Exempt				
	Rec Guest Service-Lead	Non-Exempt				
Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
<b>55</b>			\$22.50	\$26.44	\$30.38	Hourly
			\$1,800.00	\$2,115.38	\$2,430.77	Bi-Weekly
			\$46,800.00	\$55,000.00	\$63,200.00	*If Annualized
		Administrative Specialist (MS)	Non-Exempt			
		Administrative Specialist (PW)	Non-Exempt			
		Administrative Specialist (Rec)	Non-Exempt			
		Aquatics Supervisor	Non-Exempt			
	Recreation Supervisor	Non-Exempt				
	Water Operator D & Trainee	Non-Exempt				
Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
<b>60</b>			\$23.50	\$28.63	\$33.75	Hourly
			\$1,880.00	\$2,290.00	\$2,700.00	Bi-Weekly
			\$48,880.00	\$59,540.00	\$70,200.00	*If Annualized
		Accounts Payable Coordinator	Non-Exempt			
		Accounts Receivable Coordinator	Non-Exempt			
		Administrative Specialist (PD)	Non-Exempt			
		Community Service Officer	Non-Exempt			
		Fitness Coordinator	Exempt			
		Golf & Nordic Coordinator	Exempt			
		Ice Operations Coordinator	Exempt			
		Ice Programs Coordinator	Exempt			
		Open Space & Trails Operations Lead	Non-Exempt			
		Outdoor Recreation Coordinator	Exempt			
		Rec Guest Service Coordinator	Exempt			
		Recreation Marketing Coordinator	Exempt			
		Revenue Accounting Coordinator	Non-Exempt			
		2nd Assistant Golf Course Superintendent	Exempt			
		Senior Parks Operator	Non-Exempt			
		Senior Streets Operator	Non-Exempt			
		Senior Transit Operator	Non-Exempt			
	Sports and Special Events Coordinator	Exempt				
	Tennis Coordinator	Exempt				
	Water Operator C	Non-Exempt				

**Town of Breckenridge-2022 REGULAR PAY PLAN** Revised 10.23.21

Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
<b>65</b>			\$26.44	\$32.12	\$37.80	Hourly
			\$2,115.38	\$2,569.69	\$3,024.00	Bi-Weekly
			\$55,000.00	\$66,812.00	\$78,624.00	*If Annualized
	Accommodations Compliance Administrator	Exempt				
	Administrative Services Coordinator (PW)	Exempt				
	Administrative Supervisor (Rec)	Exempt				
	Aquatics Coordinator	Exempt				
	Building Inspector I	Non-Exempt				
	Communication & Marketing Coordinator	Exempt				
	Child Care & Housing Administrator	Exempt				
	Construction Inspector	Non-Exempt				
	Deputy Municipal Clerk	Exempt				
	Executive Administrative Asst (Town Mgr)	Exempt				
	Facilities Operator	Non-Exempt				
	Fleet Mechanic	Non-Exempt				
	Golf Mechanic	Non-Exempt				
	Human Resources Analyst	Exempt				
	Human Resources Generalist I	Exempt				
	Municipal Court Administrator	Exempt				
	Open Space & Trails Coordinator	Exempt				
	Open Space & Trails Operations Supervisor	Non-Exempt				
Permit Technician	Non-Exempt					
Planner I	Exempt					
Police Officer Trainee	Exempt					
Water Operator B	Non-Exempt					
Youth Coordinator	Exempt					
Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
<b>70</b>			\$27.50	\$33.94	\$40.38	Hourly
			\$2,200.00	\$2,715.38	\$3,230.77	Bi-Weekly
			\$57,200.00	\$70,600.00	\$84,000.00	*If Annualized
	Administrative Supervisor (CD)	Exempt				
	Administrative Supervisor (PD)	Exempt				
	Assistant Golf Course Superintendent	Exempt				
	Civil Engineer I	Exempt				
	Facilities Supervisor	Non-Exempt				
	Fleet Supervisor	Non-Exempt				
	GIS Analyst	Non-Exempt				
	Human Resources Generalist II	Exempt				
	Parks Supervisor	Non-Exempt				
	Planner II	Exempt				
	Streets Supervisor	Non-Exempt				
Sustainability Administrator	Exempt					
Transit Supervisor	Non-Exempt					
Water Operator A	Non-Exempt					

**Town of Breckenridge-2022 REGULAR PAY PLAN** Revised 10.23.21

Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
75			\$30.50	\$36.60	\$42.70	Hourly
			\$2,440.00	\$2,928.00	\$3,416.00	Bi-Weekly
			\$63,440.00	\$76,128.00	\$88,816.00	*If Annualized
		Administrative Services Manager (PW)	Exempt			
		Administrative Services Manager (Rec)	Exempt			
		Building Inspector II	Non-Exempt			
		Building Plans Examiner/Inspector II	Non-Exempt			
		Facilities Assistant Manager	Exempt			
		IT Coordinator	Exempt			
		Parks Assistant Manager	Exempt			
		Payroll Administrator	Exempt			
		Police Officer I	Non-Exempt			
		Revenue Services Administrator	Exempt			
	Streets Assistant Manager	Exempt				
	Transit Assistant Manager	Exempt				
	Water Assistant Manager	Exempt				
Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
80			\$31.00	\$38.00	\$45.00	Hourly
			\$2,480.00	\$3,040.00	\$3,600.00	Bi-Weekly
			\$64,480.00	\$79,040.00	\$93,600.00	*If Annualized
		Building Inspector III	Non-Exempt			
		Building Plans Examiner/Inspector III	Non-Exempt			
		Civil Engineer II	Exempt			
		Golf Course Superintendent	Exempt			
		Housing Program Manager	Exempt			
		Human Resources Generalist III	Exempt			
		Planner III (Current Planning)	Exempt			
		Police Officer II	Non-Exempt			
		Sustainability Coordinator	Exempt			
	Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum
85			\$37.00	\$44.94	\$52.88	Hourly
			\$2,960.00	\$3,595.38	\$4,230.77	Bi-Weekly
			\$76,960.00	\$93,480.00	\$110,000.00	*If Annualized
		Accounting Services Manager	Exempt			
		Civil Engineer III	Exempt			
		Civil Engineer IV	Exempt			
		Facilities Manager	Exempt			
		Fleet Manager	Exempt			
		Housing Project Manager	Exempt			
		IT Manager	Exempt			
		Municipal Clerk	Exempt			
		Open Space & Trails Manager	Exempt			
		Parking & Sustainability Manager	Exempt			
		Recreation Manager - Operations	Exempt			
		Recreation Manager - Programs	Exempt			
		Sergeant	Non-Exempt			
		Senior Human Resources Generalist	Exempt			
		Senior Planner	Exempt			
		Streets & Parks Manager	Exempt			

**Town of Breckenridge-2022 REGULAR PAY PLAN** Revised 10.23.21

Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
<b>90</b>			\$3,361.54	\$4,084.62	\$4,807.69	Bi-Weekly
			\$87,400.00	\$106,200.00	\$125,000.00	*If Annualized
	Chief Building Official	Exempt				
	Planning Manager	Exempt				
	Water Manager	Exempt				
Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
<b>95</b>			\$4,038.46	\$4,865.38	\$5,692.31	Bi-Weekly
			\$105,000.00	\$126,500.00	\$148,000.00	*If Annualized
	Assistant Chief of Police	Exempt				
	Assistant Director of Community Development	Exempt				
	Assistant Director of Mobility	Exempt				
	Assistant Director of Public Works	Exempt				
	Assistant Director of Recreation	Exempt				
	Director of Golf	Exempt				
	Town Engineer	Exempt				
Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
<b>100</b>			\$4,423.08	\$5,418.27	\$6,413.46	Bi-Weekly
			\$115,000.00	\$140,875.00	\$166,750.00	*If Annualized
	Chief of Police	Exempt				
	Director of Community Development	Exempt				
	Director of Financial Services & IT	Exempt				
	Director of Human Resources	Exempt				
	Director of Mobility	Exempt				
	Director of Public Works	Exempt				
Director of Recreation	Exempt					
Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
<b>105</b>			\$4,807.69	\$6,057.69	\$7,307.69	Bi-Weekly
			\$125,000.00	\$157,500.00	\$190,000.00	*If Annualized
	Assistant Town Manager	Exempt				

The salary ranges above reflect general pay practices for Full Time / Regular positions. Positions that are Exempt are compensated on a biweekly basis. Positions that are Non-Exempt are compensated at an Hourly rate. Annualized amounts are rounded, and are shown only to approximate an employee working in a "full-time" status during a 12-month period might earn.

## Town of Breckenridge-2022 Part Time & Seasonal Pay Plan Revised 1.1.22

Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type	
1	Rec-GCO-Lead Outside Services (Tipped)	Non-Exempt	\$13.50	\$15.25	\$17.00	Hourly	
	Rec-GCO-Outside Services (Tipped)	Non-Exempt				Hourly	
			\$15.00	\$17.50	\$20.00	Hourly	
2	Rec-GCM-Greens Keeper	Non-Exempt				Hourly	
	Rec-GCO-Golf Attendant	Non-Exempt				Hourly	
	Rec-GCO-Guest Service Attend <i>(Nordic)</i>	Non-Exempt					
	Rec-GCO-Player Assistant	Non-Exempt				Hourly	
	Rec-Ops-Guest Service Attend <i>(Rec, Ice, Tennis)</i>	Non-Exempt				Hourly	
	Rec-Prog-Intern	Non-Exempt				Hourly	
	Rec-Prog-Youth Attendant	Non-Exempt				Hourly	
	PW-Parks-Maintenance Crew	Non-Exempt				Hourly	
			\$15.50	\$18.75	\$22.00	Hourly	
3	Rec-GCM-Administrative Assistant	Non-Exempt				Hourly	
	Rec-GCM-Gardener	Non-Exempt				Hourly	
	Rec-GCM-Lead Greens Keeper	Non-Exempt				Hourly	
	Rec-GCO-Admin Assistant	Non-Exempt				Hourly	
	Rec-GCO-Nordic Instructor	Non-Exempt				Hourly	
	Rec-Ops-Lifeguard	Non-Exempt				Hourly	
	Rec-OST-Naturalist	Non-Exempt				Hourly	
	Rec-Prog-Fitness Instructor (Non-Cert)	Non-Exempt				Hourly	
	Rec-Prog-Ice-Hockey Official (Non-Cert)	Non-Exempt				Hourly	
	Rec-Prog-Outdoor Rec Instructor	Non-Exempt				Hourly	
	Rec-Prog-Sports & Events Instructor	Non-Exempt				Hourly	
	Rec-Prog-Sports & Events Official	Non-Exempt				Hourly	
	Rec-Prog-Youth-Therapeutic Aide	Non-Exempt				Hourly	
	CD-Admin-Assistant	Non-Exempt				Hourly	
			\$17.00	\$20.00	\$23.00	Hourly	
4	Rec-GCM-Application Technician	Non-Exempt				Hourly	
	Rec-GCM-Irrigation Technician	Non-Exempt				Hourly	
	Rec-GCM-Snow Technician	Non-Exempt				Hourly	
	Rec-GCO-Assistant Pro	Non-Exempt				Hourly	
	Rec-GCO-Lead Golf Attendant	Non-Exempt				Hourly	
	Rec-GCO-Nordic Lead	Non-Exempt				Hourly	
	Rec-Ops-Aquatics Instructor	Non-Exempt				Hourly	
	Rec-Ops-Ice-Guest Service Lead	Non-Exempt				Hourly	
	Rec-Ops-Ice-Technician	Non-Exempt				Hourly	
	Rec-Ops-Rec-Guest Service Lead	Non-Exempt				Hourly	
	Rec-Prog-Ice Lead	Non-Exempt				Hourly	
	Rec-Prog-Sports & Events Lead	Non-Exempt				Hourly	
	Rec-Prog-Youth Lead	Non-Exempt				Hourly	
	PW-SP-Parks Technician	Non-Exempt				Hourly	
	PW-SP-Parks Snow Technician	Non-Exempt				Hourly	
	PW-SP-Streets Technician	Non-Exempt				Hourly	
	PW-Water-Technician	Non-Exempt				Hourly	
			\$19.00	\$22.50	\$26.00	Hourly	
5	Rec-GCM-Lead Operator	Non-Exempt				Hourly	
	Rec-OST-Technician	Non-Exempt				Hourly	
	Rec-Prog-Ice-Group Instructor	Non-Exempt				Hourly	
	CD-Sustainability Intern	Non-Exempt				Hourly	
	PW-Eng-Intern	Non-Exempt				Hourly	
	PW-SP-Streets Operator	Non-Exempt				Hourly	
	PW-Transit-Operator	Non-Exempt				Hourly	
			\$20.00	\$25.25	\$30.50	Hourly	
6	Rec-GCO-1st Asst Golf Pro	Non-Exempt				Hourly	
	Rec-GCO-Golf Instructor I	Non-Exempt				Hourly	
	Rec-GCO-Nordic Supervisor	Non-Exempt				Hourly	
	Rec-Ops-Facility Supervisor	Non-Exempt				Hourly	
	Rec-Ops-Tennis Instructor	Non-Exempt				Hourly	
	Rec-OST-Lead	Non-Exempt				Hourly	
	Rec-Prog-Outdoor Rec Instructor	Non-Exempt				Hourly	

Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
7			\$21.00	\$26.50	\$32.00	Hourly
	Rec-Prog-Fitness Instructor (Cert)	Non-Exempt				Hourly
	Rec-Prog-Fitness-Personal Trainer (Cert)	Non-Exempt				Hourly
	Rec-Prog-Ice-Hockey Official (Cert)	Non-Exempt				Hourly
Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
8			\$30.00	\$55.00	\$80.00	Hourly
	Rec-GCO-Golf Instructor II	Non-Exempt				Hourly
	Rec-Prog-Ice-FS Instructor (Private)	Non-Exempt				Hourly
	Rec-Prog-Ice-Hockey Instructor (Private)	Non-Exempt				Hourly
Pay Grade	Position Title	FLSA Status	Range Minimum	Range Midpoint	Range Maximum	Pay Type
T						Hourly
	Temporary Positions	Non-Exempt	\$13.00		\$80.00	Hourly
	Temporary Positions	Exempt	\$1,040.00		\$6,400.00	Bi-Weekly

Note: Information above reflects general hiring ranges within departments for various Seasonal & PTYR positions. Individual positions may have general hiring and placement practices within these hiring ranges.

# 2022 Town Fee Schedule



TOWN OF  
**BRECKENRIDGE**



## Planning Permit Application Fees

Fee	2021	2022
Class A Development	\$6,050 + \$115/SFE	6,730 + \$130/SFE
Class A Subdivision	6,050 + \$115/SFE	6,730 + \$130/SFE
Class B Major Development	3,140 + 115/SFE	3,490 + 130/SFE
Class B Minor Development	1,790 + 115/SFE	1,985 + 130/SFE
Class B Minor (Historic)	Now Class A	Now Class A
Class B Subdivision	3,140 + 115/SFE	3,490 + 130/SFE
Class C Major Development	1,790.00	1,985.00
Class C Minor Development	900.00	1,000.00
Class C Subdivision	1,790.00	1,985.00
Class D Major Development	1,790.00	1,985.00
Class D Minor Development	70.00	80.00
Individual Sign	70.00	80.00
Master Sign Plan	850.00	945.00
Annexation Fees (Vacant Land)	12,800 + 115/SFE	14,240 + 130/SFE
Annexation Fees (Subject to Election)	28,480 + 115/SFE	29,335 + 130/SFE
Worksessions	515.00	570.00
(50% of the fee may be credited to a development permit fee application)		
Subdivision Corrections	225.00	250.00
Parking In-Lieu Fee	23,136.67	23,136.67 + CPI <sup>1</sup>
Street Use Permits	1,740.00	N/A (repealed in 2017)
Street Use Permit Renewals	240.00	N/A (repealed in 2017)
Planning Re-Inspection Fees	70.00	75.00
Cash Deposit Agreement	70.00	75.00
Encroachment License Agreement	70.00	75.00

<sup>1</sup>Rate to be adjusted in early 2022 to reflect change in the Consumer Price Index, per section 9-3-12 A of the Town Code.



Recreation Center Fees & Rates

as of 9.14.21

Note: Resident resides in Summit County or works in Breckenridge.

Recreation Center Membership Passes		2020 Approved (Stayed the same for 2021)		2022 Proposed		
Daily Admission	Resident discount	Youth/Senior	\$ 5.00	\$ 5.00		
	Resident discount	Adult	10.00	10.00		
	Resident	Senior	<del>8.00</del>	<del>8.00</del>		
	Guest	Youth/Senior	7.50	9.00		
	Guest	Adult	15.00	18.00		
	Base	Senior	<del>12.00</del>	<del>14.00</del>		
	4 Person Family		38.00	Eliminate		
	6 Person Family		50.00	Eliminate		
6 Punch Guest Pass (transferable)		Youth/Senior	36.00	49.00		
		Adult	72.00	97.00		
		Senior	<del>58.00</del>	<del>65.00</del>		
15 Punch Guest Pass (transferable)		Youth/Senior	90.00	108.00		
		Adult	180.00	216.00		
		Senior	<del>144.00</del>	<del>172.00</del>		
One Month (Resident and Guest)		Youth/Senior	42.00	42.00		
		Adult	66.00	66.00		
		Senior	<del>54.00</del>	<del>54.00</del>		
Six Months	Resident discount	Youth/Senior	164.00	164.00		
		Adult	270.00	270.00		
		Senior	<del>216.00</del>	<del>216.00</del>		
		Base	Youth-	<del>196.00</del>	<del>235.00</del>	
			Adult	<del>326.00</del>	<del>391.00</del>	
			Senior	<del>260.00</del>	<del>312.00</del>	
Yearly	Resident discount	Youth/Senior	280.00	280.00		
		Adult	469.00	469.00		
		Senior	<del>377.00</del>	<del>377.00</del>		
		Base	Youth-	<del>325.00</del>	<del>402.00</del>	
			Adult	<del>564.00</del>	<del>677.00</del>	
			Senior	<del>453.00</del>	<del>544.00</del>	
25 Punch (non transferrable)	Resident discount	Youth/Senior	90.00	90.00		
		Adult	175.00	175.00		
		Senior	<del>140.00</del>	<del>140.00</del>		
		Guest	Youth/Senior	175.00	210.00	
			Adult	263.00	316.00	
			Senior	<del>210.00</del>	<del>252.00</del>	
<p>Couple/Family Pass Definition: Primary family member (must be an adult) pays full price, each additional member receives 25% off. Applies to monthly, 6 month and annual pass.</p>						
<b>Family Pass</b>						
<del>Joint Punch Passes</del>		<del>Youth (12-17)</del>	<del>0.00</del>	<del>0.00</del>		
<del>15 Punch/Joint Pass with Silverthorne</del>		<del>Adult (18+)</del>	<del>0.00</del>	<del>0.00</del>		
		<del>Child (2-11)</del>	<del>0.00</del>	<del>0.00</del>		
<b>Miscellaneous</b>						
Summer Splash Pass			0.00	0.00		
Last Hour Admission			5.00	6.00		
Towel Monthly Add-On			12.60	12.60		

Individual Towel			2.00	2.00
<del>Child Care Fee/hour/child-Member</del>			<del>8.00</del>	<del>8.00</del>
<del>Child Care Punch Pass (10 hrs)-Member</del>			<del>55.00</del>	<del>55.00</del>
<del>Child Care Fee/hour/child-Non-Member</del>			<del>10.00</del>	<del>10.00</del>
Child Care Punch Pass (10 hrs)-Non-Member			75.00	75.00
Shower Only			6.00	8.00
Racquetball Racquet Rental			1.00	1.00

Kingdom Park Ball Diamonds & Athletic Field Rental Rates		2020 Approved (Stayed the same for 2021)		2022 Proposed
<b>Ball Diamond per Hour</b>		Resident discount	\$ 68.00	\$ 68.00
		Guest	89.00	107.00
		Non-Profit	47.00	47.00
<b>Ball Diamond per Day</b>		Resident discount	546.00	546.00
		Guest	714.00	857.00
		Non-Profit	378.00	378.00
<b>Athletic Field per Hour</b>		Resident discount	68.00	68.00
<b>Soccer/Rugby Pitch</b>		Guest	89.00	107.00
		Non-Profit	47.00	47.00
<b>Athletic Field per Day</b>		Resident discount	546.00	546.00
<b>Soccer/Rugby Pitch</b>		Guest	714.00	857.00
		Non-Profit	378.00	378.00

Recreation Center and Ice Arena Community Rooms/Facilities Rental Rates.		2020 Approved (Stayed the same for 2021)		2022 Proposed
*Rates are per hour.				
<b>Half Room</b>		Resident discount	\$ 30.00	\$ 36.00
		Guest	40.00	48.00
		*Non-Profit	15.00	18.00
<b>Full Room</b>		Resident discount	50.00	60.00
		Guest	65.00	78.00
		*Non-Profit	25.00	30.00
<b>Ice Arena Meeting Room</b>	Per Hour	Resident discount	30.00	36.00
Ice Arena meeting room fees will be waived for patrons renting \$5000 or more in ice time during a calendar year.	Per Hour	Guest	40.00	48.00
	Per Hour	*Non-Profit	15.00	18.00
	Full Day	Resident discount	140.00	140.00
	Full Day	Guest	200.00	240.00
	Full Day	*Non-Profit	75.00	75.00
<b>Half Gym</b>		Resident discount	68.00	82.00
		Guest	105.00	126.00
		*Non-Profit	42.00	50.00
<b>Full Gym</b>		Resident discount	131.00	157.00
		Guest	210.00	252.00
		*Non-Profit	78.00	93.00
<b>Turf Gym</b>		Resident discount	68.00	82.00
		Guest	105.00	126.00
		*Non-Profit	42.00	50.00
<b>Lap Pool</b>		Resident discount	180.00	216.00
*Additional fees for lifeguards may apply		Guest	300.00	360.00
		*Non-Profit	150.00	180.00
<b>Leisure Pool</b>		Resident discount	180.00	216.00
*Additional fees for lifeguards may apply		Guest	300.00	360.00
		*Non-Profit	150.00	180.00
<b>Fitness/Dance Studio(s)</b>		Resident discount	78.00	94.00
		Guest	99.00	119.00

		*Non-Profit	39.00	47.00
Climbing Wall Rental	Per Hour	Resident discount	150.00	180.00
*Rate includes staffing	Per Hour	Guest	175.00	210.00
	Per Hour	*Non-Profit	125.00	150.00
After Hours Rental of Recreation Center		Resident discount	800.00	960.00
*fees subject to negotiation based upon		Guest	1,200.00	1,440.00
group needs, availability and staffing needs		*Non-Profit	600.00	720.00

Gold Run Nordic Center Pass Fees		2020 Approved (Stayed the same for 2021)		2022 Proposed
*In Season Rates listed below. Discounts may apply for early bird and pre-season.				
Adult Day Trail Pass (Ages 13 - 64)			\$ 25.00	\$ 27.00
Youth/Senior Day Trail Pass (Senior 65+)			20.00	22.00
Super Senior 70+ Day Pass (eliminate category)				
12 and Under Day Pass			Free	Free
10-Punch Pass		Adult	180.00	195.00
		Youth/Senior Only	145.00	155.00
6-Punch Pass		Adult	120.00	130.00
		Youth/Senior Only	90.00	100.00
3-Punch Pass		Adult	65.00	70.00
		Youth/Senior Only	50.00	55.00
Individual Season Pass Breck/Gold Run	Resident	Adult	250.00	265.00
		Senior	130.00	140.00
Individual Season Pass Breck/Gold Run	Non-Resident	Adult	270.00	285.00
		Senior	150.00	160.00
Individual Season Pass Joint	Resident	Adult	315.00	330.00
		Senior	195.00	205.00
Individual Season Pass Joint	Non-Resident	Adult	335.00	350.00
		Senior	215.00	225.00
Family Season Pass Breck/Gold Run*	Resident	Family	415.00	435.00
Family Season Pass Breck/Gold Run*	Non-Resident	Family	435.00	460.00
Family Season Pass* Joint	Resident	Family	480.00	505.00
Family Season Pass* Joint	Non-Resident	Family	500.00	525.00
Team Pass (Middle & High School) Joint		Youth	50.00	50.00
Rec Add-on Season pass Breck/Gold Run		All	150.00	160.00
Rec Add-on Season pass/Joint		All	205.00	215.00
Fat Bike Season Pass	GRNC Only		150.00	160.00
Corporate Season Pass* Breck/Gold Run	Resident		500.00	525.00
	Non-Resident		500.00	525.00
Corporate Season Pass* Joint	Resident		550.00	580.00
	Non-Resident		550.00	580.00
GR Nordic Clubhouse Lounge (only)	N/A			
GR Nordic Dining Room-Add On	N/A			

\*These are in-season rates. Discounts may apply for early bird and pre-season.

\*\* Some fees for Gold Run Nordic may change at a later date due to Nordic LOU.

Carter Park Rental Rates		2020 Approved (Stayed the same for 2021)		2022 Proposed
Pavilion	6 Hour Block	Resident/Non-Profit	\$ 126.00	\$ 164.00
		Guest	300.00	600.00
	Full Day	Resident/Non-Profit	242.00	315.00
		Guest	600.00	1200.00
Covered Patio	6 Hour Block	Resident/Non-Profit	84.00	110.00
		Guest	200.00	400.00
	Full Day	Resident/Non-Profit	158.00	205.00

		Guest	400.00	800.00
Entire Facility (Pavilion & Patios)	6 Hour Block	Resident/Non-Profit	210.00	273.00
		Guest	525.00	1050.00
	Full Day	Resident/Non-Profit	394.00	512.00
		Guest	1,000.00	2,000.00
Volleyball Courts	6 hour block	Resident/Non-Profit	23.00	30.00
		Guest	46.00	86.00
	Full Day	Resident/Non-Profit	46.00	59.00
		Guest	92.00	156.00
Playing Field		Resident/Non-Profit	25.00	32.00
		Guest	44.00	75.00

Tennis Court Rental Rates		2020 Approved (Stayed the same for 2021)		2022 Proposed
Indoor Courts-Year Round	Per hour/per court	Online	\$ 32.00	\$ 38.00
		In-person	36.00	43.00
Outdoor Courts-Summer-Hard Courts	Per hour/per court	Online	14.00	17.00
		In-person	20.00	24.00
Outdoor Courts-Summer-Clay Courts	Per hour/per court	Online	18.00	22.00
		In-person	24.00	29.00
Senior Tennis Drop-In Rate	Per person		15.00	18.00
Summer all inclusive outdoor court	per person		150.00	150.00
Mixed Doubles Drop-In Rate	Per person		15.00	18.00
Pickleball Drop-in Rate	Per person		5.00	6.00

Ice Arena Pass Fees		2020 Approved (Stayed the same for 2021)		2022 Proposed
General Admission		Adult	\$ 8.00	\$ 9.50
		Youth/Senior	6.00	7.25
		Family w/o skates	22.00	Eliminate
		Family w/skates	35.00	Eliminate
10 Punch Pass		Adult w/ skates	84.00	131.00
		Adult w/o Skates	56.00	85.50
		Youth/Senior w/o Skates	70.00	110.25
		Youth/Senior w/o Skates	42.00	65.25
		Hockey or Freestyle w/ skates	95.00	153.00
		Hockey or Freestyle w/o Skates	70.00	108.00
3 Punch Pass		Adult	29.00	Eliminate
		Adult w/o Skates	19.00	Eliminate
		Youth/Senior	24.00	Eliminate
		Youth/Senior w/o Skates	14.00	Eliminate
		Hockey or Freestyle	34.00	Eliminate
		Hockey or Freestyle w/o Skates	24.00	Eliminate
One Year Membership-Adult	Resident		365.00	365.00
	Base		400.00	480.00
One Year Membership-Youth/Senior	Resident		330.00	330.00
	Base		365.00	438.00
One Year Membership-Family	Resident		550.00	550.00
	Base		600.00	720.00
Drop-In Hockey (per visit)			10.00	12.00
Stick n Puck (per visit)			10.00	12.00
Free Style (per visit)			10.00	12.00
Skate Sharpening Pass		10 Punch	63.00	72.00
Misc. Fees		Skate Rental	4.00	5.00
		Helmet Rental	2.00	2.50
		Stick Rental	3.00	3.50
		Overnight Skate Sharpening	7.00	8.00
		On Demand skate sharpen	12.00	13.00
Ice Artificial Turf Rental	Per Hour	Resident discount	68.00	68.00
		Guest	89.00	107.00
		Non-Profit	47.00	47.00
Ice Rentals-Per Hour	Indoor	Non-Profit	228.00	228.00

		Adult Leagues/Teams	243.00	243.00
		Resident <b>discount</b>	243.00	243.00
		<b>Guest</b>	275.00	<b>330.00</b>
<b>Ice Rentals-Per Hour</b>	Outdoor	Non-Profit	125.00	125.00
		Adult Leagues/Teams	148.00	148.00
		Resident <b>discount</b>	148.00	148.00
		<b>Guest</b>	155.00	<b>186.00</b>
<b>Ice Arena Facility Rental* (per hour)</b>		Resident/Non-Profit	649.00	649.00
*rate includes all rooms, ice use, locker rooms and skate rentals		<b>Guest</b>	<b>1,082.00</b>	<b>2,000.00</b>



## Valley Brook Cemetery Fees

Cemetery Fee	2021	2022
Breckenridge Resident per space	500.00	500.00
In-County Resident per space	750.00	750.00
Out-of-County Resident per space	1,000.00	1,000.00
Casket (open/close)	1,225.00	1,290.00
Cremains (open/close)	700.00	740.00
Inspection Fee (self digging)*	200.00	210.00
Perpetual Care Fee Resident	800.00	840.00
Perpetual Care Fee Non-Resident	1,000.00	1,050.00
Emergency/After Hours Fee (outside of M-F, 8am-5pm)	200.00	210.00
Infant Burial (ages 2 years or younger)	-	-

\*Contractors must be licensed by the Town of Breckenridge

## Municipal Service Fees

Municipal Service Fees	2021	2022
Tobacco License Renewal Fee	\$ 100.00	\$ 100.00

## Finance Fees

Number of Late-Filed RETT Exemption Applications Submitted By Same Applicant, Business, or Title Company Within Consecutive Twelve Month Period	2021	2022
First	\$ 100.00	\$ 100.00
Second	200.00	\$ 200.00
Third	300.00	\$ 300.00
Fourth (and each subsequent)	600.00	\$ 600.00

Paper Filing Fees	2021	2022
Per Tax Return	\$ 5.00	\$ 5.00
Per Bag Fee	5.00	5.00

Accommodation Unit Administrative Fee	2021	2022 *
Studio Unit	\$ 25.00	\$ 50.00
One-Bedroom Unit	30.00	60.00
Two-Bedroom Unit	35.00	75.00
Three-Bedroom Unit	100.00	210.00
Four or more Bedroom Unit	150.00	315.00

\* - The Accommodation Unit Administrative fee increases reflect the addition of one staff to the program for code enforcement



**Water Rates**

		Budget Year	
		2021	2022
		Water Rate Increase	5%
		Gallon Allocation per Billing Period	10,000
Residential Water Rates (See Notes 1 and 2)	In-Town Base per Billing Period	10,000	43.97
	Out-of-Town Base per Billing Period (1.5 x in-town rate)	10,000	65.95
	In-Town Excess (Rate per 1,000 gallons over allocated gallons per billing period; See Note 3)	NA	6.70
	Out-of-Town Excess (Rate per 1,000 gallons over allocated gallons per billing period; See Note 3)	NA	10.05
In-Town Non Residential Water Rates (See Notes 1 and 4)	Less than 1 inch	13,000	50.36
	1 inch	20,000	75.54
	1 1/2 inch	35,000	131.83
	2 inch	54,000	207.58
	3 inch	105,000	399.13
	4 inch	162,000	616.99
	6 inch	318,000	1,212.26
	Excess (Rate per 1,000 gallons over allocated gallons per billing period; See Note 3)	NA	6.70
Out-of-Town Non Residential Water Rates (See Notes 1 and 4)	Less than 1 inch	13,000	75.53
	1 inch	20,000	113.31
	1 1/2 inch	35,000	197.73
	2 inch	54,000	311.37
	3 inch	105,000	598.69
	4 inch	162,000	925.48
	6 inch	318,000	1,818.40
	Excess (Rate per 1,000 gallons over allocated gallons per billing period; See Note 3)	NA	10.05
Bulk Water Rate	Rate per 1,000 gallons	NA	26.80
Water Billing Statement Fee (See Note 5)	All Customers receiving Paper Statements (Fee per Billing Period)	NA	15.00
New Account Setup Fee	All New Customers	NA	25.00
Service Line Inspection-In-Town	All Building Permits	NA	100.00
Service Line Inspection-Out-of-Town	All Building Permits	NA	150.00
WSMF/SFE	WSMF/SFE Rate Incl		0.00%
	All Customers (Fee per Billing Period)	NA	12.00
Plant Investment Fees (PIFs) (See Note 6)	PIF Rate Increase		10%
	In-Town (first 2,000 sf)	NA	12,303.76
	Out-of-Town (1-.25 x in-town PIF rates; first 2,000 sf)	NA	15,379.71
Note 1:	Effective in BYs 2015 and forward, water rates will increase by 5% per year unless determined otherwise.		
Note 2:	Effective in BY 2015, Baseline allocation reduced from 12,000 gal/SFE		
Note 3:	Effective in BY 2015, excess water use rates will increase to \$5/1,000 gallons above customer allocated amounts. Future increases will follow water rates percentage increase unless determined otherwise.		
Note 4:	Out-of-Town water rates = 1.5 x in-town water rates.		
Note 5:	Effective in BY 2015, water billing statement fees will increase from \$10 to \$15 per billing period.		
Note 6:	Effective in BYs 2015, 2016, and 2017, PIFs will increase by 10%. Effective in BYs 2018, PIFs will increase by 20%. Effective BY 2019 and forward, PIFs will resume 10% increase unless determined otherwise.		

**Public Works Fees**

Fee Description	2021	2022
Excavation & Encroachment Fee (encroachment only)	\$ 350.00	\$ 367.50
Excavation & Encroachment Fee (excavation only)	350.00	367.50
Excavation & Encroachment Fee (late)	350.00	400.00
Banner Hanging Fee	125.00	125.00
Memorial Bench & Plaque Fee	900.00	900.00
Shared Trash Enclosure Card Replacement Fee	25.00	25.00

**Engineering Plan Review Fees**

	2021	2022
<b>Residential Building Permit (Collected at Public Works w/Orange Sheet)</b>		
1 Unit (Single Family)	\$ 100.00	\$ 105.00
2-3 Units (Duplex / Triplex)	200.00	210.00
4-10 Units	500.00	525.00
11-20 Units	1,000.00	1,050.00
>20 Units	1,500.00	1,575.00
<b>Commercial Building Permit (Collected at Public Works w/Orange Sheet)</b>		
0-5,000 Square Feet	\$ 500.00	\$ 525.00
5,001-10,000 Square Feet	1,000.00	1,050.00
>10,000 Square Feet	1,500.00	1,575.00
<b>Engineering Development Plan Review (Collected at Community Development)</b>		
Class A Development Plan	\$ 250.00	\$ 262.50
Class A Subdivision	1,000.00	1,050.00
Class B Major Development Plan	100.00	105.00
Class B Minor Development Plan	100.00	105.00
Class B Subdivision	250.00	262.50
Class C Subdivision	100.00	105.00
<b>Subdivision Improvement Agreement (SIA) (Collected at Community Development)</b>		
Bonding Value 0-\$250,000	\$ 100.00	\$ 105.00
Bonding Value > \$250,000	250.00	262.50



## 2022 Golf Rate Schedule

	Low Season	Shoulder Season	High Season
Daily Green Fees	<b>Opening-June 10 and Sept. 24-Closing</b>	<b>June 11-19 and Sept. 15-23</b>	<b>June 20-Sept. 14</b>
18 Holes	80/67	140/89	155/117
9 Holes	45/35	65/45	90/59
Twilight (after 2:30pm includes Cart)	80/70	120/79	130/85
Happy Hour (after 4:30pm)	60/40	60/40	60/40
27 Holes with Cart	140/126	220/156	236/196
36 Holes with Cart	180/134	270/178	300/234
9 Hole Replay Rate*	55/40	75/40	100/40
18 Hole Replay Rate*	90/60	130/60	150/60
Internet 'Prepay' Discount, \$5 Low Season, \$10 Shoulder Season, \$10 High Season (on 18 holes+). Fee includes GF, Cart and Range Balls	95/79	150/99	165/125
*Valid for full rack rate customers, includes cart fee			

Cart Fees	Low Season	Shoulder Season	High Season
9 Holes / person	\$ 12.00	\$ 12.00	\$ 12.00
18 Holes / person	\$ 20.00	\$ 20.00	\$ 20.00
Single Rider 9-holes	\$ 16.00	\$ 16.00	\$ 16.00
Single Rider 18-holes	\$ 30.00	\$ 30.00	\$ 30.00
Pass Cards	Cost	# of Rounds	Cost/Round
Resident (Valid Breck. Residents Only)	450 (440)	10 Rounds	45 (44)
Summit/Park County (Resident of the Counties Only and Upper Blue Second Homeowners)	275 (265)	5 Rounds	55 (53)
Junior-Breck/ Summit County	230 (220)	10 Rounds	23 (22)
Junior Add On	140.00	After 4pm	N/A
Bring A Friend 9 Holes	40.00 Low(32) / 60.00 High (45)	Season	
Bring A Friend 18 Holes	70.00 Low (58) / 95.00 High (81)	Season	
Seasonal Renters - 10 Rounds Total (Valid for Persons with Minimum 14-day lease in Breckenridge/Upper Blue)	950 (850)	10 Rounds Includes Green-Fee and Cart Fee	

Group Outing Rates	Rate Determined by time of day, # of players, and Month	
High	165/125	Includes green fee, cart fee and range balls
Low	95/79	Includes green fee, cart fee and range balls
Shoulder	150/99	Includes green fee, cart fee and range balls
Charity	72/66	Includes green fee, cart fee and range balls
Other Specials		

A practice facility fee of \$3 was added in 2009 to all 18+ hole rounds at full fee (local rounds, twilight , and 9-hole rounds will not be charged the fee )

Monday - Thursday	Rate A	Rate G	Rate E	Rate B	Rate C	Rate D
Hours	Ridge Street, Lower Exchange, Tonopah, Ice House (10a-8p)	200 - 300 N. Main	100 N. Main - 400 S. Main (10a-8p)	Ridge St Alley, Lincoln, Ski Hill, Washington, Adams, Courthouse, Exchange - Upper/Outdoor, Barney Ford (10a-8p)	Flot 5p Nov-Apr 10a-3p Jun-Oct	Wellington 7a-3p Winter 10a-3p Summer Tiger Dredge 7a-3p Winter 10a-3p Summer
Fifteen Minutes	Free	Free	Free	Free	Not Available	Not Available
First Hour	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50
1st Additional Hour	\$0.50	\$1.00	\$1.50	\$0.50	\$1.00	\$0.50
2nd Additional Hour	\$0.50	\$1.00	\$2.00	\$0.50	\$1.00	\$0.50
3rd Additional Hour and Every Hour Thereafter	\$1.00	\$3.00	\$5.00	\$1.00	\$1.25	\$1.00
4 Hours Parking Total	\$2.50	\$5.50	\$9.00	\$2.50	\$3.75	\$2.50
5 Hours Parking Total	\$3.50	\$8.50	\$14.00	\$3.50	\$5.00	\$3.50
6 Hours Parking Total	\$4.50	\$11.50	\$19.00	\$4.50	\$6.25	\$4.50
All Day	\$8.50	\$23.50	\$39.00	\$8.50	\$8.75	\$6.50

**Friday - Sunday**

Hours	Ridge Street, Lower Exchange, Tonopah, Ice House (10a-8p)	200 - 300 N. Main	100 N. Main - 400 S. Main (10a-8p)	Ridge St. Alley, Lincoln, Ski Hill, Washington, Adams, Exchange - Upper/Outdoor Courthouse, Barney Ford (10a-8p)	Flot 5p Nov-Apr 10a-3p Jun-Oct	Wellington 10a-3p Summer Tiger Dredge 7a-3p Winter 8p Summer 10a-
Fifteen Minutes	Free	Free	Free	Free	Not Available	Not Available
First Hour	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50
1st Additional Hour	\$1.00	\$1.50	\$1.50	\$1.00	\$1.50	\$1.50
2nd Additional Hour	\$1.50	\$2.00	\$3.00	\$1.50	\$3.00	\$2.00
3rd Additional Hour and Every Hour Thereafter	\$2.00	\$5.00	\$6.00	\$2.00	\$5.00	\$4.00
4th Additional Hour						
5th Additional Hour						
4 Hours Parking Total	\$5.00	\$9.00	\$11.00	\$5.00	\$10.00	\$8.00
5 Hours Parking Total	\$7.00	\$14.00	\$17.00	\$7.00	\$15 (day max)	\$12 (day max)
6 Hours Parking Total	\$9.00	\$19.00	\$23.00	\$9.00		
All Day	\$17.00	\$39	\$47.00	\$17.00		

**Overnight Parking**

Hours	Ice Rink Mon-Thu	Ice Rink Fri-Sun	Satellite Mon-Thu	Satellite Fri-Sun
1 day (24 hours)	\$20.00	\$35.00	\$5.00	\$10.00
Max - 14 days	\$370.00		\$100.00	

Ice Rink - free day use parking - just need permit for 2am to 6am but can pay 24/7 - parking payment is valid for 24 hours from payment 24/7/365

Satellite Lot - permit required at all times / parking payment is valid for 24 hours 24/7/365

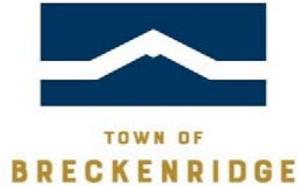
Streets (Main Street, Ridge Street, Lincoln, Ski Hill, Ridge St Alley, Adams, Washington) - no parking and no payment accepted 2am-6am, free parking 6am-10am, pay parking 10am-8pm (pre-purchase okay; free 15 minutes included with purchase), free parking 8pm-2am. 365 days a year

Small Lots (Tonopah, Courthouse, Exchange, Ice House, Barney Ford) - no parking 2am-6am (November - April), free parking 6am-10am, pay parking 10am-8pm (pre-purchase okay), free parking 8pm-2am. Daily except May (Free) and October 15 - November 15 FREE

Big Lots (Wellington, Tiger Dredge) - no parking 2am-6am year round except Wellington overnight okay May to Oct; WINTER Nov thru Apr - free parking 6am-7am, pay parking 7am-3pm (pre-purchase okay), free parking 3pm-2am. SUMMER Jun thru October - free parking 6am-10am, Wellington - pay parking 10am-3pm (pre-purchase okay), free parking 3pm-2am. Tiger Dredge - pay parking 10am-8pm (pre-purchase okay), free parking 8pm-2am. May - FREE. October 15- November 15 FREE

Big LotsA (FLOT) - no parking 2am-6am year round; WINTER Nov thru Apr - free parking 6am-7am, pay parking 7am-5pm (pre-purchase okay), free parking 5pm-2am. SUMMER Jun thru October - free parking 6am-10am, pay parking 10am-3pm (pre-purchase okay), free parking 3pm-2am. May - FREE. October 15- November 15 FREE

NOTE: for all zones - there is no prorated rate for the last hour.



## Special Event & Misc. Permit Fees

Permit Type	2021	2022
Event Permit	250.00	250.00
Non-Profit Event Permit	100.00	100.00
Film & Photo Shoot Permit	50.00/day	50.00/day
Late Event Permit	500.00	500.00
Late Non-Profit Permit	200.00	200.00
Late Film & Photo Shoot Permit	100.00/day	100.00/day
Road Closure Fee	500.00	500.00
Rental of Town Property	2021 Fee Per Day	2022 Fee Per Day
One Lot or Area - Non-Profit	\$ 265.00	\$ 265.00
One Lot or Area	610.00	610.00
Wellington & E. Sawmill Lots - Non-Profit	380.00	380.00
Wellington & E. Sawmill Lots	875.00	875.00
Kingdom Park Ballfields -Non-Profit		360/day
Kingdom Park Ballfields		680/day
Carter Park - Non Profit		420/day
Carter Park		1000/day
Special Event Camping	2021 Fee Per Day	2022 Fee Per Day
Non-Profit Camping	\$ 50.00	\$ 50.00
Late Non-Profit Camping	100.00	100.00
Camping	50.00	50.00
Camping	100.00	100.00
Drone Permits	2021	2022
One time	\$ 25.00	\$ 25.00
Annual	150.00	150.00

Breckenridge Tourism Office  
2022 Business Plan and Budget Request

Breckenridge came through the 20/21 pandemic crisis as well as, or better than many in our competitive set. While mountain communities in general fared better financially than metro areas in Colorado, our lodging, retail and especially real estate sectors saw growth in 2021. Restaurant, meeting & conventions, and events are still very much in recovery phase as of July 2021.

Our resident survey released in June, 2021, confirmed that the majority of our full and part-time residents, employees, and business owners continue being supportive of tourism, signature events and the overall direction our town is taking. The priorities set in our 2019 Community Destination Management Plan, still hold true today, especially our Vision: Harmony between the quality of life for residents and quality of place for visitors.

Given the increasing desire for many people to visit, and now live and/or work remotely, from Breckenridge and many other mountain and beach locations, our focus on managing this “harmony” and ensuring a strong balance of economic stability and quality of destination experience for both residents and visitors takes an even higher priority for BTO.

We have several goals along these lines:

- Maintaining the high level of community engagement that grew out of the pandemic
- Increasing our involvement with destination experience protection and improvements
- Maintain a strong brand and ethic for Breckenridge amplifying DEI and sustainability principles
- Ensure a strong, steady economy, focusing primarily on Summer and Fall seasons.
- Supporting the Town and partners with data and best practices to help inform decisions

We expect that 2021 visitor levels will be high due to pent up travel demand. What is unknown, is how long this may last, effects of Delta variant, and how visitor demand and expectations will change going forward.

### **Destination Management. *Quality of Life/Quality of Place.***

For the latter part of 2021 and into 2022, we are prepared to focus heavily on helping educate guests and new residents not only on the wonders, but the ethos of our community. Amplifying these messages in pre-arrival communication, on our website and other channels available to us will continue to be a priority and we will strive for continual improvement as we learn what methods resonate best with our audiences. The Welcome Center has been operating in high gear with increased communication in newsletters, direct business outreach and support. Our “B Like Breckenridge” responsible stewardship initiative is the cornerstone for all of this work, along with the Care for Colorado principles.

BTO will continue exploring initiatives to help disperse people during expected high volume time periods, especially around signature events (July 4<sup>th</sup> parade footprint; and new trial concepts for a smaller, ticketed Oktoberfest-type event being current examples).

BTO is evaluating new data sources and research options to ensure that we are providing the most accurate and most timely information possible, given our resources. This data is the basis for how we measure delivery on expectations, how we measure the level of success of our programs/initiatives, and how we provide data for community decision making.

## **Destination Marketing. *Economic Stability. Right guest. Right time.***

Our Marketing/PR team is prepared with three levels of plans and will be adjust across these levels as we see what is needed.

- Level 1.* Normal awareness/inspiration messaging w target segments and call to action, with some Stewardship messages woven in.
- Level 2.* Rebalance mix of above.
- Level 3.* All stewardship/branding messaging. No call to action.

While we believe *Level 3* will be unlikely, we are prepared to quickly move across these priorities as we see the market demand and local impacts changing.

We will also continue our new local marketing campaign which is entirely focused on stewardship messaging. This is intended to help everyone who is in Breckenridge and surrounding areas.

We will support the revenue goals for sales tax revenue as set by the Town, expecting 2-3% over 2021 actuals. Again, our focus is primarily summer and fall, with approximately 10% of our paid media on winter. Paid media targets remain domestic, out-of-state markets. The majority of our special event expense is also for winter.

Our 2022 budget request from the Town is \$4,368,000 which is 4% over our reduced spend from 2021. It is 8% less than our original Town allocation in 2020 and 2019. (BTO returned \$468,000 + \$328k in 2020). The 2022 budget assumes a regular Oktoberfest with appx. \$200k net revenue. We have decreased our sales budget to drive group lead generation and group service focus only, dropped the Gold Panning and Weather Summit events. The CEO Contingency budget is lowered by \$100k. Including *all* revenue sources our total budget for 2022 is 9.6% less than 2019.

In summary, the BTO is passionately committed to supporting the Town and all of our residents, businesses and visitors. In staying true to our Destination Management Plan we intend to deliver economic benefit from tourism in conjunction with Town revenue goals. We will help preserve the harmony of our *quality of life* and *quality of place* by helping identify and manage impacts before they arise.

Thank you for your continued confidence and trust in us to accomplish this important work.

BTO Board of Directors. Richard Sosville, Chairman of the Board  
BTO Management Team. Lucy Kay, CEO/President

# HIGHLIGHTS



## **Funding Request: \$2,050,000**

Plus a 3-year financial plan (approved annually) to support the cost of operating and servicing facilities as well as animating the Arts District Campus.

- 1. BCA's and Breck Music's program and development functions fully integrate to achieve shared goals at lesser cost.** BCA commits to fundraising moving forward and increasing sources of earned and contributed revenue.
- 2. Builds program support over the course of three years with a diminishing Town contribution.** The arts have benefited from government COVID relief programs and BCA will use its resulting cash reserve to moderate ToB funding.
- 3. The overall plan is ambitious.** There are a LOT of moving parts/unknowns. Budget assumes 80% of Breck Music donors are retained with an integrated program model, which requires a strong communications plan around what is privately funded (Festivals, AirStage + Education) and what is publicly funded (Facilities + ADC).

# PROGRAM PRIORITIES



## BRAND

- Precious Plastics Workspace (ADC)
- Breckenridge International Festival of Arts (BIFA) (ADC)
- Public Art Activation (ADC)

## ECONOMY

- AirStage Family Event Series (ADC)
- July 4<sup>th</sup>, Handmade Holiday, Día de los Muertos (ADC)
- Exhibitions (ADC)
- BCA Presents (ticketed concerts, performances, etc.)

## COMMUNITY

- Workshops and classes (ADC)
- AirStage Neighborhood Block Parties
- Partner Event Support/Facilities Management

## NOTES:

- ADC = Arts District Campus Activation
- BIFA is primarily funded by earned + contributed revenue.
- NRO becomes only orchestra festival. BMF small ensembles integrated into BIFA to expand diversity of music and cross disciplinary offerings.
- WAVE could be reintroduced in 2023 after staff stabilization in 2022 if aligned with ToB goals.



	<u>FY18</u> ACTUALS	<u>Changes</u>	<u>FY22</u> BASE CASE
<b><u>Facilities</u></b>			
Physical Assets	460,000	56,000	516,000
Services	66,000	40,000	106,000
Payroll Allocation	<u>349,000</u>	<u>85,000</u>	<u>434,000</u>
Cost Recovery (Rentals, Service Charges)	<u>(285,000)</u>	<u>16,000</u>	<u>(269,000)</u>
<b>NET FACILITIES</b>	<b>590,000</b>	<b>197,000</b>	<b>787,000</b>
<b><u>Programming</u></b>			
Artist Fees	583,000	42,000	625,000
Marketing/Production	<u>367,000</u>	<u>(107,000)</u>	<u>260,000</u>
Payroll Allocation	<u>524,000</u>	<u>116,000</u>	<u>640,000</u>
<b>Total Programming</b>	<b>1,474,000</b>	<b>51,000</b>	<b>1,525,000</b>
Cost Recovery			
Earned Revenue (Ticketing, Class registrations)	(100,000)	7,000	(93,000)
Contributed Revenue (Includes Breck Music offset)	(75,000)	(329,000)	(404,000)
<b>Subtotal Cost Recovery</b>	<b><u>(175,000)</u></b>	<b><u>(322,000)</u></b>	<b><u>(497,000)</u></b>
<b>NET PROGRAMMING</b>	<b>1,299,000</b>	<b>(271,000)</b>	<b>1,028,000</b>
<b><u>Administration</u></b>			
Administration Operations	286,000	(72,000)	214,000
Payroll Allocation	179,000	41,000	220,000
Cost Recovery (Contributed revenue)	<u>0</u>	<u>(104,000)</u>	<u>(104,000)</u>
<b>NET ADMINISTRATION</b>	<b>465,000</b>	<b>(135,000)</b>	<b>330,000</b>
<b>GRAND TOTAL EXPENSES</b>	<b><u>2,814,000</u></b>	<b><u>201,000</u></b>	<b><u>3,015,000</u></b>
<b>GRAND TOTAL COST RECOVERY</b>	<b><u>(460,000)</u></b>	<b><u>(410,000)</u></b>	<b><u>(870,000)</u></b>
<b>GRAND TOTAL NET (ToB SUBSIDY REQUEST)</b>	<b>2,354,000</b>	<b>(209,000)</b>	<b>2,145,000</b>

NOTE: ToB Actuals

2,324

# 2022 BUDGET

# BUDGET RAMP



## Potential 3-Year Budget Approach

	<b>FY18</b>	FY21	<b>FY22</b>	FY23	<b>FY24</b>
	<b><u>Budget</u></b>	<u>Budget</u>	<b><u>Budget</u></b>	<u>Budget</u>	<b><u>Budget</u></b>
ToB BCA Grant	<b>2,324,000</b>	1,700,000	<b>2,145,000</b>	2,145,000	<b>2,145,000</b>
Inflation				<u>40,000</u>	<b>80,000</b>
Total	<b>2,324,000</b>	1,700,000	<b>2,145,000</b>	2,185,000	<b>2,225,000</b>
Reduce to TOB Funding		(170,000)			
<b>Defer ADC animation development to 2023</b>			<b>(88,000)</b>		
Operational Cost Reductions (Benefits, Shared Services, Efficiencies)				(25,000)	<b>(50,000)</b>
Foundation + Government Grant Ramp Up				(25,000)	<b>(60,000)</b>
Contributed + Earned Income Ramp Up				(50,000)	<b>(75,000)</b>
Increase Facilities reimbursement rates to users				<u>(50,000)</u>	<b>(50,000)</b>
	<b>2,324,000</b>	1,530,000	<b>2,057,000</b>	2,035,000	<b>1,990,000</b>
Utilize government fund cash reserves to moderate TOB funding	<b>0</b>	(170,000)	<b>(7,000)</b>	(85,000)	<b>(90,000)</b>
Potential ToB Annual Grant*	<b><u>2,324,000</u></b>	<u>1,700,000</u>	<b><u>2,050,000</u></b>	<u>1,950,000</u>	<b><u>1,900,000</u></b>

\*2022 grant request is ~\$470,000 reduction from 2018 grant (2% adjustment for inflation)

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NOTE: ToB Actuals

2,324

# 2022 BUDGET



October 5, 2021

To: Breckenridge Town Council  
From: Larissa O'Neil  
Re: BHA Budget

### **2021 Budget Recap**

Capital budget: BHA did not request any new capital funding in 2021. Larger-scale projects, such as the Milne Park restoration, were shelved. Existing funds covered smaller projects and one-time repairs.

Operating budget: The Town approved \$526,000 for BHA operations, a 10% cut compared to the prior year's approved budget. In February 2021, BHA received a second PPP grant for \$90,000 and reduced the Town's 2021 contribution by the same amount. Year to date, outside revenue (donations, admission fees, operating grants) is on par with 2019 income. BHA has provided museums, tours and other programming seven days per week for all of 2021, minus one six-week closure to update museum exhibits and complete annual maintenance. On the expense side, BHA cut one admin staff position and made significant cuts to liability insurance (for capital projects), marketing and events.

### **2022 Proposed Budget**

Capital: BHA proposes \$1.33 million in 2022 capital funding, which is on par with the amount cut from capital spending in 2020. The bulk of requested funding (\$1.15 million) will go toward the Milne Park project, which has an estimated total cost of \$2.3 million. BHA has identified other funding opportunities and aims to raise the remaining \$1.15 million from outside sources. The Colorado Creative Industries (CCI) Revitalization grant program, a one-time American Rescue Plan funding mechanism, supports shovel-ready cultural and historic preservation capital projects that have a public benefit. Proof of community engagement and financial buy-in is required for applicants. BHA submitted a pre-application to CCI in September and has been invited to prepare a full grant request.

The Milne Park scope of work includes restoration of two town-owned historic buildings (Milne and Eberlein homes), ADA accessibility, a full basement under Milne House for collections care and a new mechanical system, rotating exhibit and public gathering spaces, and administrative work stations to keep the lights on without increasing overhead.

Other requested capital funds are earmarked for repairs at Washington Mine, which has experienced noticeable deterioration in the past two years, as well as Edwin Carter Museum upgrades. BHA's last capital request for the Carter Museum was in 2008, when the building went through a complete overhaul.

Operating: BHA's proposed 2022 operating budget is \$720,000, of which \$600,000 is requested from the Town -- 2.5% more than the 2020 Town contribution (before pandemic-related cuts were made). The 2022 request will allow us to add an administrative position and account for modest site operating increases and a larger liability insurance policy (to cover BHA capital projects).

	2019 actuals (not including in kind)	2020 budget (before cuts)	2021 Budget	2022 Proposed Budget	2022 Budget as % of 2019 Actuals	Notes
<b>Income</b>						
Grants	11,000	6,500	4,000	10,000	91%	
Town of Breckenridge	545,000	585,000	526,500	600,000	110%	
Other Donations	6,837	15,000	2,500	5,000	73%	
Misc. & Interest Income	753	2,000	300	500	66%	
Site Income - Year-Round	57,852	70,000	29,000	60,000	104%	
Merchandise Sales	5,802	5,500	2,500	4,000	69%	
Site Income - Seasonal	33,878	24,000	17,000	35,000	103%	
Special Event & Program Income	13,705	19,000	11,000	5,000	36%	
Membership	402	2,000	200	500	124%	
<b>Total</b>	<b>675,229</b>	<b>729,000</b>	<b>593,000</b>	<b>720,000</b>	<b>107%</b>	
<b>Expenses</b>						
General business expenses	58,679	50,000	32,150	53,500	91%	
Merchandise Expenses - New Inventory/BHA Publications	6,746	5,800	1,250	5,500	82%	Bill Fountain ghost towns book
Site Operations - Year Round (Rent, utilities, sewer, routine repairs, alarm, exhibit expenses, landscaping, snow removal, supplies)	59,470	62,200	62,900	68,700	116%	Static costs for Barney Ford Museum rent, facilities costs
Site Operations - Summer	8,615	11,000	9,000	10,200	118%	
Programs & Events	14,099	15,500	8,700	8,100	57%	Limited events; community 4th of July event; Barney Ford 200th
Administration - includes benefits, all payroll taxes, SUI, payroll fees, bookkeeping, admin support roles (blogging), etc.	356,993	373,000	348,500	435,000	122%	Adds one FTE to support day-to-day ops, events and projects
Special Projects - Oral Histories	0	12,000	2,500	0	#DIV/0!	
Tour Guides Year Round	116,611	125,500	91,500	98,500	84%	No ski museum, saves \$25,000
Tour Guides Seasonal - Summer	21,336	24,000	21,500	25,500	120%	
Advertising	41,439	50,000	15,000	15,000	36%	contract marketing work/very limited print advertising
<b>Total</b>	<b>683,988</b>	<b>729,000</b>	<b>593,000</b>	<b>720,000</b>	<b>105%</b>	
<b>Total Surplus</b>	<b>-8,759</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	

Project	Description	2021	2022	2023	2024	2025	Other projects: 2026-2030
Sallie Barber Mine Stabilization	Stabilize head frame to prevent eventual collapse and shore up ore bin. Replace missing sheave wheel at top of headframe. This is one of the most popular hike/ski to mine sites in the Breckenridge area and easy to access via Sallie Barber Road. 2020 planning/engineering; 2021 construction	85,000					
Milne Park Preservation/Adaptive Re-use	2022 reflects updated pricing to complete the entire project and open the site. The goal of this project is to restore the Milne and Eberlein houses, complete necessary site work/ADA improvements and use the buildings for exhibits, collections care, events, community uses and some office space. Later (2026-2030) placeholder is for Briggie House restoration and additional Milne Park interpretation/exhibits. Potential in-kind donations or support through DOLA.		1,150,000				750,000
Washington Mine Site Improvements	Reinforce deteriorating structures (shaft house limited foundation and potential adit rebuild), seal up buildings from pests, repair portions of shaft house metal roof, replace rotting stairwells, improve ADA access and add new interpretive signs. The Washington Mine interpretive site was completed in the mid 1980s. Buildings moved to the site and volunteer-built stairs/access are showing significant wear. Safety concerns need to be addressed to keep the site open.		100,000				
Edwin Carter Museum updates	Revamp and expand kids' exhibit room for hands-on experiences. Swap theater room with children's room for better use of museum space and improved flow. Update back/west side stoop for safety and access. Re-point stone foundation and fill in gaps. Replace some deteriorated wood shingles on the roof.		50,000				
Jessie Mill	To date, the Town has contributed \$78,000 toward stabilizing the Jessie Mill (additional \$7,500 from the County) for a total of \$85,500 spent between 2013 and 2017. 2022 planning/structural engineering; 2024 funds refer to the construction of a roof structure to prevent ongoing deterioration caused by snow and ice build up. Potential funding partnership with the County. This is the best example we have of a stamp mill. The Jessie is located in a popular, easily-accessed area on Gold Run Road.		10,000		200,000		
Lomax Mine Site Improvements	Evaluate three historic buildings (all moved to Lomax from other places) for structural improvements, roof repairs as well as sealing up/pest control issues. ADA updates needed. New exterior and interior exhibits and lighting.			60,000	25,000		
Railroad Park Museum Upgrades	Update exhibits in the Luethe Cabin at the High Line Railroad Park. Develop diorama displays for self-guided viewing experiences. Upgrade lighting. Create ADA threshold into building, evaluate bulging foundation and repair flashing.			50,000			
Modern Breckenridge	Welcome Center upstairs remodel with exhibits dedicated to Modern Breckenridge, including ski history, town culture/development, open space/restoration, etc. Interpretive design in progress (2021); future funds are for fabrication and installation.			300,000			
Augmented Reality Self-Guided Experiences	First augmented reality program complete. Future virtual reality experiences and digital content may reduce the need to update static museum displays as often and can be tailored for school groups and adult online learning.				50,000		
Museum Acquisitions/Displays	Funds to go toward artifact/archival acquisitions and new exhibits.	10,000	15,000	10,000	10,000	10,000	50,000
Interpretive Signs	Three phases completed in 2010, 2014 and 2016 with interpretive signs installed in French Gulch, on other town/county trails as well as in-town locations. Annual \$5k to go toward sign replacement and new interpretive signs. 31 potential new interpretive sign sites in historic resources mgmt plan.	5,000	5,000	5,000	5,000	5,000	25,000
Outdoor Artifact Displays	Install large artifacts (i.e. mining equipment) for display at selected outdoor locations in town. Sheave display installed at Prospector Park in 2015. Interpretive plaques will accompany displays.			15,000			
Reiling Dredge Interpretation/Additional Stabilization	Stabilized in 2018 for approximately \$350,000. Reiling Dredge put on Endangered Places list in 2015. 2022 placeholder refers to additional on-site interpretation and stabilization of the punt.					25,000	

Project	Description	2021	2022	2023	2024	2025	Other projects: 2026-2030
Archives Capital Funds	Funds dedicated to off-site digitization projects and/or archives capital needs.			10,000		15,000	30,000
Lincoln City stabilization	In partnership with the US Forest Service, preserve historically-relevant buildings in Lincoln City. Historic Structure Assessment (HSA) completed in 2015 and Archaeological Assessment in 2017 with funding from History Colorado. 2025 funds refer to additional preservation and interpretation recommended in the HSA report. Future funding from History Colorado is a strong possibility. They will cover up to 75% of project costs. \$18k Lincoln carryover amount from 2013 Town funding will be applied to future preservation.					200,000	
Klack Cabin	One of the oldest dwellings in Breckenridge, located on the Klack Placer. Stabilized in 2010. Long-term goal of considerable restoration, possible re-use.						300,000
Red White & Blue Fire Museum	Update and develop new exhibits in the RW&B Museum. Museum is owned by the RW&B Fire Dept. Possible funding partnership and/or grant opportunities.						200,000
High Line Railroad Park	Placeholder for future exhibit improvements to existing displays, additional animation. Other potential infrastructure needs, such as restrooms, are not included here.						100,000
Breckenridge Sawmill Museum	To date, \$210,000 in Town funding has been dedicated to the Sawmill Museum. BHA currently working on interior exhibits and the steam engine display. Long-range plans may include additional exhibit/interior museum space to house a larger exhibit (i.e. specialized woodworking, blacksmithing).						150,000
Mine Sites Inventory	Additional mapping/documentation of area mine sites as needed/those that have not yet be recorded.						20,000
Forest Service Sites	Sites listed in the Historic Resources Mgmt Plan that need some level of stabilization and/or interpretation including: Day Placer, Dyersville, Wapiti, Swandyke, Rexford, Section House, Hoosier Pass Stagecoach stop. Potential Historicorp projects.						200,000
Breckenridge Historic District	Additional building plaques, street sign topper replacement, and other ideas for historic district marketing.						10,000
Valley Brook Cemetery	All damaged monuments from 1997 "blowdown" event have been repaired; more than 160 monuments treated. Ongoing cemetery marker maintenance will appear in BHA's operating budget. A larger scale restoration (2026-2030) is suggested in the Robinson/Kokomo sections of the cemetery, including replacement of missing markers, re-aligning markers. Does not include erosion/sinkhole issues developing in the Robinson/Kokomo section.						25,000
		\$100,000	\$1,330,000	\$450,000	\$315,000	\$230,000	\$1,860,000

Total: All projects on list 4,285,000

## GLOSSARY

**Accrual Basis** - The basis of accounting under which revenues are recorded when earned and expenses are recorded at the time liabilities are incurred, notwithstanding that the receipt of revenue or the payment of the expense may take place in whole or in part, in another accounting period.

**Accommodation Tax** – a 3.4% tax collected on short-term (less than 30 days) rental of a hotel, motel, or any residential property. This tax is in addition to the Town’s 2.5% sales tax.

**Administrative Fees** – An umbrella term for all fees and charges assessed by Town operations for services provided. Fees and charges are reviewed each year by the departments. Revisions may be recommended based on Town Council guidance, cost of services and other factors.

**Adopted Budget** - Budget amounts as originally approved by the Town Council at the beginning of the year and also to the budget document which consolidates all beginning-of-the-year operating appropriations and new capital project appropriations.

**Amended Budget** - Budget which includes changes to the Adopted Budget that are approved by the Town Council and transfers within the authority of management.

**Appropriation** – an authorization made by the Town Council which permits the Town to incur obligations and to make expenditures of resources.

**Appropriation Resolution** – A resolution passed by the Town Council that authorizes an appropriation of funds.

**Assessment Rate** - The rate established by the State Legislature, based on a State Constitutional Provision, which, when applied

to the actual value of real and personal property, determines the assessed value of property. Residential assessment rates change every re-appraisal (odd) year to keep the residential property taxes generated statewide to 45% of all property taxes. The current residential assessment rate is set at 7.96%. All other properties (vacant land, commercial, agriculture, etc.) have a fixed 29% assessment rate.

**Assessed Valuation** - The total taxable value of all real and personal property in the Town which is used as a basis for levying taxes. Tax-exempt property is excluded from the assessable base.

**Assets** – Resources owned or held by a government which have monetary value.

**Audit** - The examination of documents, records, reports, systems of internal control, accounting and financial procedures, and other evidence.

**Authorized Position** - A position (job) authorized by the Town Council as part of the annual adopted budget.

**Balanced Budget** – A balanced budget according to State budget law is defined as one where expenditures are not in excess of available revenues plus beginning fund balances. A structurally balanced budget is one in which current ongoing expenditures do not exceed current ongoing revenues.

**Basis of Accounting** – A term used when revenues, expenditures, and transfers are recognized in the accounts and reported in the financial statements. Specifically, it relates to the timing and characterization of the measurements made, regardless of the nature of the measurement, on either the cash or accrual method.

**Bond** - A financial instrument issued by a government promising to return a previously determined interest rate at a specified date or dates in the future, and the amount of money (principal) borrowed.

**Breckenridge Grand Vacations Community Center (BGVCC)** – A historic building owned and renovated by the Town, with a January 2015 grand opening. The building houses the Summit County South Branch Library, the Speakeasy Movie Theatre, several non-profit offices, an archive room for the Breckenridge Heritage Alliance, as well as community rooms available for public use.

**Budget** - The financial plan for the operation of a program or organization for the year or for the completion of a project. The process of developing a budget can be defined as the allocation of scarce resources amongst competing needs.

**Budget Transfer** – A transfer of funds from one fund to another. Funds cannot be transferred between funds without the Town Council’s approval.

**Capital Budget** - The budget for capital outlay in the Capital Fund.

**Capital Expenditure** – An expenditure greater than \$5,000 for acquiring or constructing land, buildings, machinery, equipment, and improvements to these items with a useful life of greater than one (1) year, including all related costs to bring the item to a state of usefulness. In the case of improvements, the expenditure must extend the useful life of the item or significantly increase its value.

**Capital Improvements Plan (CIP)** - The annual capital budgeting process that develops a multi-year capital budget.

**Capital Outlay** – Use of funds for the purchase of capital assets.

**Capital Projects** - Major, non-recurring projects that have a purpose of acquiring, building or maintaining assets such as buildings, facilities, infrastructure and roadways.

**Cash Accounting** - a basis of accounting in which transactions are recorded when cash is either received or expended for goods and services.

**Cash Reserve** – An amount for use in natural catastrophes major economic events.

**Certificates of Participation (COP)** – an obligation that is backed by a proportionate share in the lease payments being made by the government. A COP transaction is a form of lease obligation in which a government enters into an agreement to pay a fixed amount annually to a third party, the lessor, in exchange for occupancy or use of a facility.

**Debt Service** – the Town’s obligation to pay the principal and interest of debt instruments according to a pre-determined payment schedule.

**Department** – a major administrative division of the Town which has overall management responsibility for an operation or a group of related operations within a functional area.

**Depreciation** – the process of estimating and recording the lost usefulness, expired useful life or diminution of service from a fixed asset that cannot or will not be restored by repair and will be replaced.

**Enterprise** – Defined by the Taxpayer’s Bill of Rights (TABOR Amendment) as “a government owned business authorized to issue its own revenue bonds and receiving under 10% of annual revenues in grants from all Colorado state and local governments combined.” An Enterprise is exempt from certain requirements of the TABOR Amendment.

**Enterprise Fund** - A fund established to finance and account for the acquisition, operation and maintenance of governmental facilities and services which are entirely or predominantly self supporting by user charges.

**Expenditure** – Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered, whether cash payments have been made or not. Where accounts are kept on a cash basis, expenditures are recognized only when the cash payments for the above purposes are made.

**Expenses** - Charges incurred, whether paid or unpaid, for operation, maintenance, interest and other charges which benefit the current fiscal period.

**Fees** - A general term used for any charge levied by government associated with providing a service, permitting an activity, or imposing a fine or penalty. Major types of fees include liquor licenses, user charges, and building permits.

**Fiscal Policy** - The Town's policies with respect to taxes, spending and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

**Fiscal Year Spending** - Defined by the Taxpayer's Bill of Rights (TABOR Amendment) as all district expenditures and reserve increases except, as to both, those for refunds made in the current or next fiscal year of those from gifts, federal funds, collections for another government, pension contributions by employees, and pension fund earnings, reserve transfers or expenditures, damage awards, or property sales.

**Fixed Asset** – Equipment, Computer Equipment, Computer Software, Vehicles and Furniture with

a unit cost of \$5,000 or more. Does not include capital projects. Fixed assets are depreciated.

**Fringe Benefits** - These include social security, retirement, group health, dental, life and disability insurance.

**Full-Time Equivalent Value (FTE)** – The FTE value is based on the number of hours per week an employee works. Generally an employee who works 40 hours per week is considered as one (1) FTE.

**Fund** - An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves and equities. Funds are segregated to their intended purpose and are used to aid management in demonstrating compliance with finance-related legal and contractual provisions.

**Fund Balance** - Fund balance is the excess of assets over liabilities. Fund balance is accumulated when revenues exceed expenditures and is decreased when revenues are less than expenditures.

**Funds Available For Appropriation** – Funds that are available for appropriation and expenditure by designated departments.

**GAAFR (Governmental Accounting, Auditing, and Financial Reporting)** - The "blue book" published by the Government Finance Officers Association to provide detailed guidance for the application of accounting principles for governments.

**GAAP (Generally Accepted Accounting Principles)** – Standards for financial accounting and reporting as primarily defined by the Government Accounting Standards Board.

**GASB (Governmental Accounting Standards Board)** - The authoritative accounting and financial reporting standard-setting body for governmental entities.

**General Fund** - A fund used to account for all transactions of a governmental unit, which are not required to be accounted for in another fund. The General Fund is used to account for the ordinary operations of a governmental unit which are financed from taxes and other general revenues.

**General Obligation Bond** – Bonds that finance a variety of public projects such as streets, building, and improvements; the repayment of these bonds is usually made from the General Fund. These bonds are issued upon direction of the Town Council and require approval in a Town election and so are backed by the full faith and credit of the issuing government.

**Geographical Information System (GIS)** – A computerized database of all land attributes within the Town. The “base map” contains the least amount of common data which is supplemented by attribute overlays.

**GFOA (Government Finance Officer Association)** - The GFOA, founded in 1906, represents public finance officials throughout the United States and Canada. The association's more than 20,000 members are federal, state/provincial, and local finance officials deeply involved in planning, financing, and implementing thousands of governmental operations in each of their jurisdictions. GFOA's mission is to advance excellence in public finance. GFOA established the Distinguished Budget Presentation Awards Program (Budget Awards Program) in 1984 to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting and then to recognize individual governments that succeed in achieving that goal.

**Goal** - A long-range desirable development attained by time-phased objectives designed to implement a strategy.

**Governmental Funds** – Funds used to account for sources and uses of spendable revenues and resources that are converted to cash or expended within one year. Government funds include the General Fund, special revenue funds, and capital project funds.

**Grant** - A contribution of assets (usually cash) by one government unit or other organization to another. The contribution is usually made to aid in the support of a specific function (for example, education), but can be for general purposes.

**Great Outdoors Colorado (GOCO)** – Through a constitutional amendment (Article XXVII of the Colorado Constitution), GOCO invests a portion of Colorado Lottery proceeds into a trust fund to help preserve and enhance the state's parks, trails, wildlife, rivers and open spaces. The Amendment also created the State Board of the Great Outdoors Colorado Trust Fund to distribute those funds.

**Health Reimbursement Account (HRA)** – An employer-funded group health plan from which employees are reimbursed tax-free for qualified medical expenses up to a fixed dollar amount per year. Unused amounts may be rolled over to be used in subsequent years. The employer funds and owns the account. Health Reimbursement Accounts are sometimes called Health Reimbursement Arrangements.

**Health Savings Account (HSA)** - A personal savings account available to taxpayers in the United States who are enrolled in a high-deductible health plan (HDHP). The employee owns the account and unspent funds are available in subsequent years, into retirement. The funds contributed to an account are not subject to federal income tax at the time of deposit.

**Highway User Tax Fund (HUTF)** - Revenue that is derived from the state gasoline tax, and restricted for Road and Bridge activities. The

State of Colorado allocates HUTF revenue to various local governments based on a formula established by law.

**Intergovernmental Revenues** - Revenue from other governments primarily Federal and State grants, but also payments from other local governments such as the County.

**Internal Service Funds** – Funds that account for goods or services provided to other Town departments or agencies with the intention of recovering the full cost of the service.

**Lease Purchase Agreements** – Contractual agreements which are termed “leases” but which in substance amount to purchase contracts for equipment, land or buildings.

**Level of Service** - Used to define the existing or current services, programs and facilities provided by government for its citizens. Level of service in any given activity may be increased, decreased or remain the same, depending upon needs, alternatives and available resources. To continue a given level of service into future years assumes that objectives, type and quality will remain unchanged. For example, as the number increases, it is necessary either to increase resources or to improve productivity in order to maintain the same level of service.

**Line Item Budget** - A traditional approach to budgeting which categorizes expenditures and revenues in detail itemized by object for items such as salaries, supplies and services.

**Long Term Debt** – Debt with a maturity of more than one year after the date of issuance.

**Mill Levy (Tax Rate)** - Rate applied to assessed valuation to determine property taxes. A mill is 1/10th of a penny or \$1.00 of tax for each \$1,000 of assessed valuation.

**Modified Accrual Basis** - The basis of accounting under which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received in cash, except for material and/or available revenues which should be accrued to reflect properly the taxes levied and the revenues earned.

**Net Budget** - The net budget eliminates double-counting in the budget, such as fund transfers, and thus represents the true level of programmed spending in the budget.

**Objective** - An objective is a clearly described target for achievement within a specified time and represents an interim step or measured progress toward a goal. There are three types of goals: regular or routine, problem solving and innovative or improvement objectives.

**Operating Budget** - A comprehensive plan, expressed in financial terms, by which an operating program is funded for a single fiscal year. It includes estimates of a) the services, activities and sub-activities comprising the Town's operation; b) the resultant expenditure requirements; and c) the resources available for their support.

**Operating Expense** - Those costs other than expenses for salaries, wages and fixed assets which are necessary to support the primary services of the organization. For example, telephone charges, printing, and office supplies are operating expenses.

**Program Budget** – The goals, objectives, significant changes, and expenditures of a program. They are presented in the document by department, with a department summary preceding all programs.

**Program** – The organizational level at which funds are budgeted. In many departments, the program is the lowest organizational level.

**Property Tax** - Taxes levied on all real and personal property according to the property's assessed valuation and tax rate, in compliance with state and local statutes.

**Proposed Budget** - The recommended Town budget submitted by the Finance Department to the Town Council by October 15th of each fiscal year.

**Proprietary Fund** – A fund to account for business type activities. The two types of proprietary funds are internal service funds and enterprise funds.

**Real Estate Transfer Tax (RETT)** - is a tax imposed on all transfers of property located within the Town, unless specifically exempted by the Town Code. The amount of tax that must be remitted to the Town is 1% of the Gross Consideration.

**Reservation/Reserved Fund Balance** – Portions of fund balance that are set aside because of an outside or external requirement, and are therefore not available for appropriation. These include TABOR requirements and debt service reserves.

**Resolution** - A special or temporary order of a legislative body requiring less legal formality than an ordinance or statute.

**Revenue** - Income received by the Town in support of the government's program of services to the community. It includes such items as Sales Tax, Accommodation Tax, Property Taxes, fees, user charges, grants and fines.

**Special Revenue Funds** – funds established to account for revenues received by the Town that are required by law, contract, or Town policy to be spent for a particular purpose.

**Supplemental Appropriation** -An appropriation by the Town Council when there is a need to transfer budgeted and appropriated monies

from one or more spending agencies in a fund to one or more spending agencies in another fund, or to transfer budgeted and appropriated monies between spending agencies within a fund, or if, during the fiscal year, the governing body or any spending agency of such local government received unanticipated revenue or revenues not assured at the time of the adoption of the budget.

**TABOR (Taxpayer's Bill of Rights)** – An amendment to the Colorado Constitution approved by the voters in November 1992. The Taxpayer's Bill of Rights has been incorporated in the State Constitution as Section 20 of Article X. The amendment limits growth in both state and local government revenue and expenditures, makes provision for annual elections, and requires voter approval for tax increases.

**TABOR Reserve** - Term applied to a reserve which is required by the TABOR Amendment. Starting in 1995 this reserve is 3% of "Fiscal Year Spending" excluding bonded debt service. This reserve is for use in declared emergencies only.

**Town Council** – Governing body of the Town of Breckenridge which includes seven elected members including the Mayor.

**Transfers** - The transfer of dollars from one fund to another. Treated for budget purposes as revenue in the receiving fund and as an expenditure from the originating fund. A transfer from a department to another department in the same fund or a program to another program in the same fund simply moves the appropriation, and does not require a revenue or expenditure to be recorded.

**Unappropriated Reserves** - Fund balances available at the close of the preceding year which are not appropriated in the annual budget.

**User Charges** - The amount the government receives for the provision of services and

commodities, or the performance of specific services benefiting the person charged. Citizens only pay user charges when a specific service is received.

ORDINANCE NO. 32

Series 2021

AN ORDINANCE SETTING THE MILL LEVY WITHIN THE TOWN OF BRECKENRIDGE FOR 2022

WHEREAS, the Town Council of the Town of Breckenridge has determined that a mill levy of 5.07 mills upon each dollar of the assessed valuation of all taxable property within the Town of Breckenridge is needed to balance the 2022 Town budget.

NOW, THEREFORE, BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF BRECKENRIDGE, COLORADO:

Section 1. For the purposes of defraying the expense of the General Fund of Breckenridge, Colorado for the fiscal year 2022, there is hereby levied a tax of 5.07 mills upon each dollar of assessed valuation for all taxable property within the Town of Breckenridge.

Section 2. The Town Clerk is authorized and directed, after adoption of the budget by the Town Council, to certify to the Board of County Commissioners of Summit County, Colorado, the tax levies for the Town of Breckenridge, Colorado as herein set forth.

Section 3. This ordinance shall be published and become effective as provided by Section 5.9 of the Breckenridge Town Charter.

INTRODUCED, READ ON FIRST READING, APPROVED AND ORDERED PUBLISHED IN FULL this 9th day of November, 2021.

This ordinance was published in full on the Town of Breckenridge website on November 14, November 15, November 16, November 17 and November 18, 2021.

A public hearing on this ordinance was held on November 23, 2021.

READ, ADOPTED ON SECOND READING AND ORDERED PUBLISHED IN FULL ON THE TOWN'S WEBSITE this 23rd day of November, 2021. A copy of this Ordinance is available for inspection in the office of the Town Clerk.

ATTEST:

TOWN OF BRECKENRIDGE



Helen Cospolich, CMC, Town Clerk



Eric S. Mamula, Mayor

APPROVED IN FORM

  
Town Attorney                      Date

This Ordinance was published on the Town of Breckenridge website on November 24, November 25, November 26, November 27 and November 28, 2021. This ordinance shall become effective on December 28, 2021.

RESOLUTION NO. 29

SERIES 2021

A RESOLUTION ADOPTING THE 2022 BUDGET  
AND MAKING APPROPRIATIONS THEREFOR; AND APPROVING THE 2022-2026  
CAPITAL IMPROVEMENT PLAN

WHEREAS, the Charter of the Town of Breckenridge requires that the Town Council adopt an operating budget for each fiscal year; and

WHEREAS, the Charter of the Town of Breckenridge requires that the Town Council adopt a five-year Capital Improvement Plan.

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

Section 1. The proposed operating budget for 2022 based on certain fee changes, as revised by Town Council and maintained on file by the Town Clerk, is adopted and appropriations are made to the various programs as shown therein.

Section 2. The 2022-2026 Capital Improvement Plan, as proposed by the Town Manager and as amended by the Town Council, is approved.

Section 3. All fees and charges contained in the 2022 operating budget are approved and adopted. Such fees shall become effective January 1, 2022. Further, the Town Manager may implement any of the other fees and charges contained in the 2022 operating budget prior to January 1, 2022 if the Town Manager determines, in his judgment, that such early implementation is necessary or appropriate.

Section 4. This Resolution is effective upon adoption.

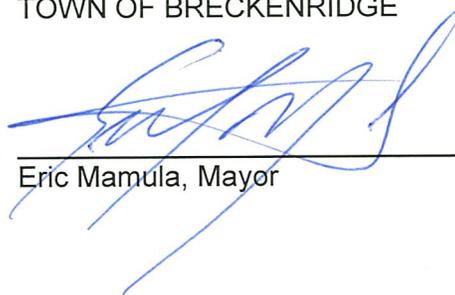
RESOLUTION ADOPTED AND APPROVED this 23rd day of November, 2021.

ATTEST:

TOWN OF BRECKENRIDGE



Helen Cospolich, Town Clerk



Eric Mamula, Mayor

APPROVED IN FORM



Town Attorney

12.2.21

Date



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Breckenridge  
Colorado**

For the Fiscal Year Beginning

**January 01, 2021**

*Christopher P. Morill*

Executive Director