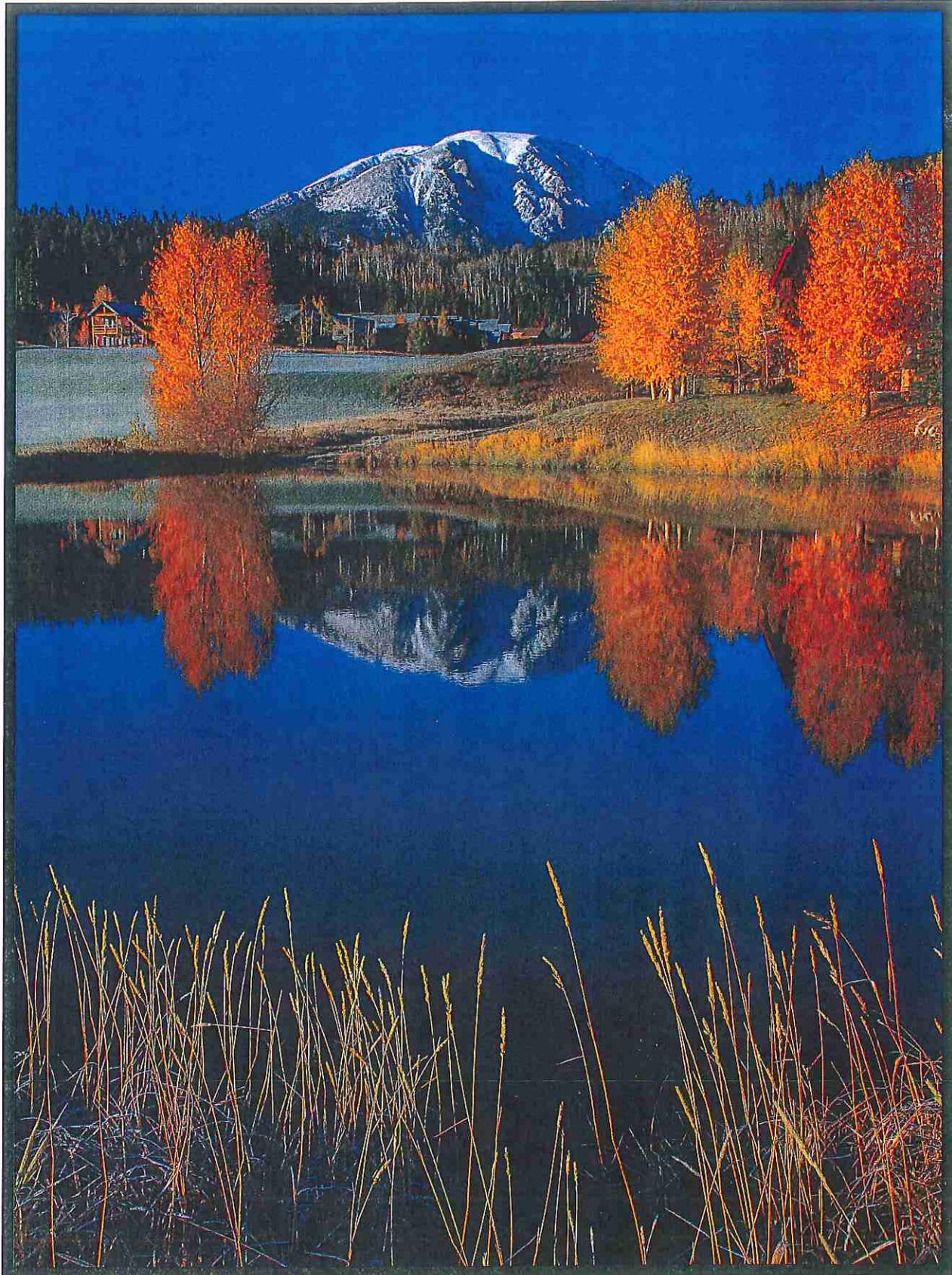


# TOWN OF SILVERTHORNE COLORADO



**2015 & 2016 BIENNIAL FINANCIAL**





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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Silverthorne  
Colorado**

For the Biennium Beginning

**January 1, 2013**

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the Town of Silverthorne for its biennial budget for the biennium beginning January 1, 2013.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operational guide, as a financial plan and as a communication device.

The award is valid for a period of two years only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



## ***Letter from the Town Manager***

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**December 15, 2014**

**Mayor Bruce Butler,  
Town Council,  
& Citizens of Silverthorne,**

The Town Manager, per the Home Rule Charter, presents the 2015 & 2016 Budget Document and Long Range Financial Plans for your review, discussion and approval. Our biennial budget focuses Staff and Council on long-range policies and service planning rather than incremental one-year needs. Even though the budget is being presented as a two-year budget, the budgets will be adopted on an annual basis in accordance with the Town Charter. The 2015 & 2016 Town of Silverthorne Budget and long-range plans are a blend of conservatism and tempered optimism.

The budget is the financial master plan for Town activities for 2015 and 2016. Like all plans, it is intended that this budget will change and develop as unforeseen circumstances arise. As events unfold over the next 24 months, Council will no doubt act to modify this plan as the facts of the present and perceptions of the future allow for greater clarity of judgment.

The primary challenge the Town faces, and into the future, is its dependency on sales tax revenues. The Town has a history of fluctuations in sales tax revenues. A fact to remember as you read through this budget is that **sales taxes make up 70% of the operations and capital improvement revenues** for the Town. Additionally, unlike many other governments, the Town has no property tax to contribute to the funding for Town services or capital projects.

The national, state and local economy began to experience a significant financial downturn in late 2008. The housing depression was felt strongly in Silverthorne where many of our citizens' businesses and jobs are directly or indirectly related to the construction and/or real estate industry. The economy in turn has an effect on tourism which our whole surrounding area depends on. The Town has seen increases

in General Fund revenues since 2009, when we saw our largest drop in revenues as a percentage. The General Fund revenues for 2013 finally reached 2007 revenue levels. We go into 2015 with optimism as to the growth and stability in our economy.

During 2009, the Town quickly addressed the economic downturn by not filling vacant positions, implementing a pay freeze, requiring furloughs, and limiting overtime, supplies, services and training for our Town staff. Through these budget reductions, no material service levels were lost. Fiscal years 2013 and 2014 have allowed the Town to bring back performance-based merit pay increases and gradual increases to program expenditures. Fiscal year 2015 is budgeting for us to restore positions and attempt to bring employee pay back within market levels. **The Town can proudly say we have not had to use prior year surpluses during the budget challenged years.** We've maintained a balanced budget and lived within our means.

Over the last seventeen years, the Town has experienced major changes in sales tax revenues. The relocation of the community grocery store to an adjacent community in 1998 resulted in a \$1 million sales tax shortfall (a loss of approximately 15% of general fund revenues). During late 1990's and early 2000's the Town added a building material store and a major office supply store. The local and national economy grew during this same period. This produced acceleration in the building industry that helped the Town's sales tax revenues grow.

During 2003, Target opened a 124,000 sq. ft. store. At the same time, the Outlet Stores (which at various times has accounted for close to 40% of the Town's total sales tax revenues) reached an all time high vacancy rate, with close to 25% of the store's vacant. Since that time, the Outlet stores have had exterior renovations and filled many of the vacancies with popular contemporary tenants. The renovations resulted in higher sales tax revenues. Currently, we are still seeing some store vacancies.

A very welcomed new building related sales tax generating store, Lowes, opened a 100,000 + sq. ft. facility in 2012 just as the economy was beginning to stabilize. Market studies over the years indicated that 75% of home improvement sales were occurring outside of Summit County. Market demand for this type of business was significant.

Budget years 2015 and 2016 anticipate sales tax revenues increasing at a rate of 2% respectively. There have been several new businesses and /or developments in discussion as of the time of this writing. None could be included in the 2015 and beyond budgets as there is no guarantee that the businesses will open and so were not included in the sales tax revenue budgets. We believe a flat 2% increase will be met with these budgets.

We are happy to see some positive news with our primary revenue source showing positive growth. Though, the fact remains that sales tax revenues are vulnerable to many different economic variables that the Town can't necessarily control. The current economy, while improving, is still somewhat volatile.

Overall, the Town projects the 2015 and 2016 total annual income from sales tax at \$9,529,809 and \$9,720,405 respectively, compared to 2014 projected sales tax of \$9,345,950. Again, it's important to remember that sales taxes make up 70% of the operations and capital improvement revenues for the Town. Due to the importance of sales tax to this community, this topic is discussed in further in the Budget Highlights section of the budget.

Town staff and community members have been focused on economic development efforts for many years. From 1980 through the present, several groups have addressed our community's identity and vision. The formal mission statement adopted by the Riverfront Development Committee (1988) led to the vision of creating a "downtown" concept involving the Blue River, which led to the development of the

Town Center. The late 1980s saw some economic development results with the appearance of new retail activity along the I-70 corridor (i.e., fast food establishments). The Outlet Stores began opening their doors in 1989, completing the third phase in 1994. The 2000's saw major growth in the building and retail trades, with the opening of Target in 2003 and Lowe's in 2012.

A Council goal in 2003 was "the establishment of a community based Economic Development Advisory Committee (EDAC) to address our economic situation, to define the issues, establish priorities and make recommendations regarding a long term strategy for Council's consideration." The committee members are from within the community in order to solicit the knowledge, skills and expertise in business affairs that exists in and around Silverthorne. The EDAC committee has been instrumental in improving business relations with the addition of: business grants, small business sales tax incentives, a Downtown Development Plan and Town subsidized advertising program. An economic development program was added to the General Fund budget in 2013 to account for economic development functions and programs.

A major economic development goal was met in 2013 when the Town activated the Silverthorne Urban Renewal Authority. Council believes this economic tool will help bring commercial redevelopment in many of the areas that are ripe for change. Further information on the URA can be found on page 128.

The remaining major undeveloped or not yet fully developed residential areas in Silverthorne include Three Peaks/Eagles Nest, Angler Mountain Ranch, South Maryland Creek Ranch (SMCR) and Smith Ranch. With the exception of Smith Ranch, which is slated for affordable housing, these areas are above market rate residential developments. These developments will continue to bring new primary and secondary homes to Silverthorne. New developments also bring additional demands on

Town services. The lack of a property tax in Silverthorne will continue to be a challenge for Town Council, as the infrastructure and homes from these developments come on line and add to existing demands for Town services. When annexed in 2005, SMCR addressed the fiscal impact of their development by creating a General Improvement District (see page 115) which reimburses the Town for any deficits that providing services to the district may cost the Town. Angler Mountain has a 1% real estate transfer assessment that helps cover the cost of Town services.

Affordable housing is an important issue as the average cost for a single family home in Summit County is \$751,240, making home ownership and affordable rentals hard to find for most employees. Addressing this issue continues to be a priority for the Town Council. The Town Council took significant steps in addressing affordable housing by purchasing 51 acres, known as Smith Ranch, for a future affordable housing development. While the property is not scheduled for development in the near future, Council reviews the needs and use of the Smith Ranch property at least annually.

As the Town continues to face change and challenges, the Town also must update its planning tools. The Town is fortunate to have many different plans that guide growth and desired aesthetics, and dictate where/when infrastructure improvements are needed. During 2014, the Town updated the Town's Comprehensive Plan. Part of the update included articulating a vision for the Town Core area and making the Plan more strategic in nature. Design standard that relate to the updated plan will be brought to Council in 2015. The Comprehensive Plan will play a major role in economic redevelopment.

Another Town plan that is equally important is the Parks, Open Space & Trails (POST) Master Plan. The POST plan was updated in 2014 and will prioritize goals/projects in 2015. The Town's SPORT Committee is charged with

recommending parks, trails and open space capital projects and programs from the POST plan. Completing the Town's trail system was a major portion of the prior POST plan. This trail system is an important connection to the County trail system as well as an amenity for the Town. Work continues on the trail system, also known as the "Blue River Experience" project. Segment 6 is scheduled to be constructed in 2016. Segment 6 is located north of Willow Grove Park and includes boardwalks continuing north along the Blue River crossing over to the west side of the river to the Blue River Run subdivision. The remaining sections are estimated to be constructed by 2019. The largest constraint for the POST plan will be the ability to financially plan for the implementation of projects.

In 2015, a new master/strategic plan will be developed. The Town Council recognizes that arts, of all types, need to be an element of the Town's offerings. A strategic plan will be developed and used to guide the Town as it moves into this new area.

An internal plan that is required by the Town is the Asset Management Plan (AMP). The AMP is needed to address the long-term needs for major maintenance or replacement of Town assets (the Recreation Center, Town Hall, streets, water and sewer infrastructure, etc.) in order to preserve their value and use. The Town maintains approximately \$69 million worth of assets. During the 2015/2016 budget process a review of facilities, equipment, infrastructure and parks was done. The Town has a 10-year plan that details major maintenance or replacements that will allow the Town to protect our assets, as well as ensure safety and efficiency for our citizens and employees as they use Town assets. The plan also charts out new infrastructure projects that are necessary to expand Town services as necessary. The Sales Tax Capital Improvement Fund (page 93) details the AMP plan.

The Town Center, located at 4<sup>th</sup> St. and Blue River Parkway, is a mixed-use project that began

with the Town constructing an enclosed Pavilion adjacent to the Blue River. The Pavilion serves as a community center for special events, concerts, and private functions with seating for up to 400 people. Additionally, the Pavilion is home to a fly-fishing shop that leases approximately 1,700 sq. ft. of retail space at the Pavilion. Surrounding the Pavilion is a grassy field area, pedestrian path, an outdoor fireplace and patio. Two pedestrian bridges are in place to take the public from the Town Center site to the east side of the Blue River. Outside of the Pavilion is a retail/residential center. The Town Center Project has been a vision for this community for quite some time and is considered to have set the stage for future development of the Town Core area.

The Town is currently debt free although there are plans for additional debt to pay for the next section of trail construction in 2016. Balancing our debt levels with our capital needs is important as it dictates available funding for capital projects. Additional detail on the Capital Improvement Project Fund is included in the Capital Projects Fund section of the budget. Further discussion on Town debt is available in the Financial Summary section of the budget.

The Town's Water & Sewer Funds uses a water consumption rate structure that encourages water conservation and places a greater emphasis on the fixed rate portion of the water rate charge. Growth management policies require growth to pay its own way through utility tap fees on new development. The Town does not intend to issue utilities debt in the future. Separating operations from new capital in our utility funds allows the Town to more realistically establish monthly service rates, tap fees and long-term funding.

The Town Council has set goals for 2015 & 2016 which have been incorporated within the appropriate department/program goals. The Council's goals and other future issues are discussed in the Budget Highlight section of the budget.

During the budget process, certain budgeting goals were given to Staff. The goals included maintain budget and operational focus on existing assets, both capital and employee, advance the development of the Town Core area, economic development, maintain momentum on existing projects, and to constantly review systems for efficiencies. As best we could, we believe these goals were met during the budget process. The Budget Highlights section goes into further details on the results of these goals.

***In summary***, the Town continues to face the many challenges presented by the economy and potential growth while trying to preserve a "mountain quality of life" for our citizens, as expressed in our mission statement. The 2015 & 2016 budget takes into consideration the uncertainty in sales tax revenues and development and the need to maintain the Town's assets. Additionally, the Town needs to continue to examine its sales tax base and search for diversity of revenues in order to bring balance. The optimism in our future is a result of our determination to work with the community, both residents and businesses, to maintain a high level and quality municipal services.

In closing, I would like to express my appreciation to the Town Council for their work in planning for the future of Silverthorne and to the Town Staff for their dedication to providing efficient, cost-effective, high quality services to the citizens of our community. I am confident that the Town Council and Town staff will be able to meet the challenges that will face us in the coming years.

**Sincerely,**



**Ryan Hyland  
Town Manager  
Silverthorne, Colorado**

# Town Overview

## **Introduction**

The Town of Silverthorne, incorporated in 1967, turned 47 years old on September 5, 2014. Of all the Towns in the State of Colorado, few have experienced such enormous change as Silverthorne has over the course of its brief existence. The Town of Silverthorne has gone from a makeshift construction camp for workers building the Dillon Dam, to a period where the most the Town had to offer was a convenient refueling stop along the Interstate, to a full-service, well-balanced community of 4,000 plus people and one of the largest municipalities in Summit County.

Located near a number of world-class resorts, Silverthorne offers amenities such as the Silverthorne Recreation Center, gold medal fishing on the Blue River and the Silverthorne Outlet Stores. The Town provides services and attractions for tourists while meeting the needs of its citizens and local population. Today, the evolution of the Town continues, as plans for the future of the Town are underway. In all likelihood, there will be as much change in the upcoming years as there has been in the past.

Of course with rapid change such as this, specific information about the current status of Silverthorne changes often, seemingly overnight. It is important to keep track of these physical, social, and economic factors in order to give a general indication of where the Town has been and where it is going. Information of this nature is helpful, not only for the Town government, but also for those thinking of starting a business here, relocating to the area, or for residents curious about their Town.

## **Setting**

The Town of Silverthorne is located in the Colorado Rocky Mountains, approximately 70 miles west of Denver, at an elevation of 8,730 feet (a little more than 1-1/2 miles above sea level). It is situated along the Lower Blue River

Valley below peaks of 12,000 and 13,000 feet and is surrounded on two sides by forest and Wilderness Area. The Town is considered by many to be the gateway to Summit County and much of Western Colorado, due largely to its excellent location as the first exit west of the Eisenhower Tunnel along I-70, at the intersection of Highway 9 and Highway 6. Denver International Airport is roughly 100 miles from Silverthorne (under a two-hour drive). There are five ski areas within a half-hour drive from the Town - Breckenridge, Copper Mountain, Keystone, A-Basin and Loveland - and a few others, including Vail and Beaver Creek, less than an hour away.

The Town's location along the busy I-70 corridor is such that, for many travelers, it is the first introduction to Summit County and the resort areas contained within. Because of this, the Town experiences a high number of visitors year round and the local business community has developed many facilities to accommodate them, including ten hotels and lodging properties within the town limits.

One thing most residents enjoy about living in Silverthorne is the easy access to numerous recreational amenities. Included among these is the Blue River, a Gold Medal trout stream that meanders through the heart of the community, making Silverthorne a popular fishing destination. The river also provides a scenic stretch of whitewater excitement for kayakers, canoeists, and rafters. The Blue River Trail bicycle/walking path runs along its banks and connects to a countywide bike path system. The 18-hole Raven at Three Peaks Golf Course on the north side of Town complements four parks including an 11,300 square foot skateboard park, sand volleyball courts and soccer field in Rainbow Park. The 62,000 square feet Recreation Center, with four swimming pools and a full selection of exercise equipment, is our most popular municipal amenity. Nearby Lake

Dillon also provides sailing, boating, fishing, biking and camping activities, while the National Forest surrounding the Town offers biking, hiking, camping and hunting opportunities for those looking for a wilderness experience.

For Shoppers, the Town offers 130 retail shops, including 80 spanning three phases of the Outlets at Silverthorne stores. The Summit Place Shopping Center also provides a wide variety of shops and restaurants. There are approximately 26 restaurants in Silverthorne ranging from fast food to unique, sit-down establishments. The Town is a desired location for many service commercial businesses and has three car dealerships, UPS, Federal Express, Target, Murdoch's, Sears, Lowes Home Improvement and many contractor trade headquarters. In fact, many county residents drive to Silverthorne just to take advantage of these unique services. With this going for it and more, Silverthorne has firmly established itself as a year-round community attractive to both the resident and visitor alike.

The Town also operates the Town Pavilion. The Pavilion is located adjacent to the Blue River in the center of Town on Blue River Parkway (Hwy 9). The Pavilion has proven to be a wonderful addition to the area for locals and tourist alike. Events have included comedy shows, concerts, weddings and community events.

**Topography and Climate**

Silverthorne is located in a scenic, high mountain valley carved by the Blue River at 8,730 feet above sea level, just north of Lake Dillon. It is nestled below Buffalo Mountain and Red Peak, both prominent features of the Gore Range to the west, and Ptarmigan Mountain and the Williams Fork Range to the east. Both sides of the valley are characterized by steep hillsides, large stands of lodge pole pine, aspen and blue spruce above 10,000 feet. The geographical size of Silverthorne is 3.28 square miles (approximately 2,100 acres). That compares to 599 square miles (383,260 acres) for Summit County as a whole. The following is a condensed

list of some of the more striking natural features and climate information about the area:

***Geographical Features***

Eagles Nest Wilderness Area:  
133,496 acres, established in 1976

Ptarmigan Wilderness Area:  
13,175 acres, established in 1993

Gore Range:  
Buffalo Mountain -12,777 ft.  
Red Peak - 13,111 ft.

White River National Forest:  
2,272,896 acres encompassing a large portion of Summit County

Blue River:  
Headwaters at Hoosier Pass; runs in and out of Dillon Reservoir, through the Town, then north into the Colorado River; total length - approximately 65 miles

Lake Dillon Reservoir:  
Completed December 17, 1963; surface area - 3,330 acres; volume of storage - 257,500 acre feet

***Climate Information***

Average Annual Snowfall:	139" (12')
Average Annual Precipitation:	14.03"
Ave. High/Low Temperature in July:	73°/38°
Ave. High/Low Temperature in January:	31°/ 1°
Highest/Lowest Temperatures Recorded:	89°/46°
Average Annual Humidity:	60% - 65%

**History**

Having only been incorporated as a Town since 1967, Silverthorne doesn't have quite the rich and storied past of some of the other Towns in Summit County; however, credit for establishing the Town site does go to one of the more colorful characters in the history of Summit County: Judge Marshall Silverthorn.

Known by most as "Judge" for his appointment as judge of the Miner's Court in Breckenridge, Silverthorn came to Breckenridge in 1859 just to regain his health. He ended up staying long enough to build and operate the Silverthorn Hotel and to provide many important services to the area. Silverthorn had a penchant for mining and its associated spoils. On January 18, 1881, he and some friends purchased 160 acres from

the US Government in the area between the Blue River and the Blue River Parkway in present day Silverthorne. Having visions of striking it rich in the gold that was in the area, Judge Silverthorn had become sole owner of the property by April 15, 1882, when he applied for a Mining Patent for the Silverthorn Placer. Unfortunately, not much wealth, if any, was ever taken from the site. Upon Silverthorn’s death in 1887, his daughters inherited the placer mine property. Locally, the “e” was added to the end of the name “Silverthorn” in the 1930’s when it was considered fashionable to do so.

The land saw little activity in the ensuing years, other than changes in ownership by various mining companies. In 1953, Clayton Hill purchased it and several other placer mines, including the Willow Creek and Arctic Placer, for \$18,500. Hill subdivided what are now the Buffalo, Silverthorne and Silverthorne Colorado Subdivisions on January 5, 1956. In 1957 Robert and Myrth Roush subdivided Ptarmigan Trail Estates Units I, II, and III. These subdivisions were home to the construction workers building the Dillon Dam, which began in the late 1950’s and was officially completed in December of 1963. When Silverthorne became an incorporated Town on September 5, 1967, it consisted of approximately 400 acres, and by 1970, boasted a population of 400.

**Population**

Due to the fact that most of the homes in Town are occupied year-round, Silverthorne is the second most populous municipality in Summit County. As of October 2013, Silverthorne’s resident population was approximately 4,010.

<b>2013 County Estimated Population*</b>	
Silverthorne	4,010
Dillon	914
Frisco	2,753
Breckenridge	4,763
Blue River	857
Unincorporated	15,273
Montezuma	67
<b>County Total</b>	<b>28,637</b>

\*State of Colorado Demography Office

More regionally, Silverthorne lies within the Western Slope, one of the fastest growing areas of the state. Growth throughout the Western Slope can be attributed to the construction boom in the resort areas that it encompasses: Keystone, Arapahoe, Breckenridge and Copper Mountain in Summit County; Vail and Beaver Creek in Eagle County; Aspen and Snowmass in Pitkin County; Steamboat Springs in Routt County; and Telluride in San Miguel County. This growth is expected to continue due to the growing number of tourist dollars as baby-boomers reach retirement; the desire of many small businesses to move to smaller areas; the increase of the number of retirees and the desire for second homes.

<b>Year</b>	<b>Silverthorne Population</b>	<b>Summit County</b>	<b>% Increase</b>
1990	1,768	12,881	-
1995	2,588	17,084	46%/33%
2000	3,319	25,709	28%/37%
2005	3,660	26,623	9%/50%
2010	3,904	28,073	7%/5%
2013	4,010	28,637	3%/2%
2014	4,110	28,975	2%/1%

**Demographics**

According to the 2010 US Census:

- The median age of Silverthorne residents is 37.1 years.
- The median age for Colorado as a whole is 36.1.
- The age group 25-44 represents the largest segment of the Town’s population at 33%.
- 30.2% of Summit County workers work in the arts, entertainment, recreation, accommodation and food service industry.
- The median family income for Summit County was \$60,087.
- Silverthorne has seen a 17% population growth from 2000 to 2010.
- Occupancy of housing stock in Silverthorne was 70.4% as compared to Breckenridge with 28%.

According to the Land Title Real Estate Transaction statistics and the Summit Combined Housing Authority:

- The average median family (4 persons) income for Summit County was \$90,800.
- The average 2014 cost of a single family home in Summit County was \$751,240.
- The average 2014 cost of a single family home in Silverthorne was \$691,129.
- The Fair Market Rent for a two-bedroom unit in Summit County is \$1,246 a month.

**Education**

Quality education has always been a top priority in Silverthorne and Summit County, and the community has historically been one of the most educated in the country. According to the American Community Survey for 2009-2013, 48% of the population in Summit County aged 25 years and older holds a Bachelor’s Degree or higher. In comparison, the State of Colorado has 37% and the United States has 28.8%.

As of October 2014, the Summit School District attendance was 3,352 students:

- High School: 788
- Middle School: 713
- Silverthorne Elementary: 320

The Silverthorne Elementary school is located on the north end of Hwy 9. The most recent capital expansion includes a Summit School District mill levy increase in November of 2004 to build an addition to the middle school and a vocational/technical addition to the High School.

With campuses in both Dillon and Breckenridge, Colorado Mountain College offers approximately 252 classes a semester. The College has 3,313 full and part time students with an average class size of 11 students. CMC offers Associate Degrees in Liberal Arts, Science, and General Studies as well as various Certificate Programs. CMC recently added Bachelor’s Degrees in

Business Administration and Sustainability Studies.

**Development & Economic Activity**

The current economic times have seen development increases after the 2009 recession which slowed development. Since 2013, the Town has experienced a higher rate of both commercial and residential development. The Town has also seen a continual increase in annual sales tax and retail sales, with Silverthorne being second only to Breckenridge in Summit County. Between 2010 and 2014, Silverthorne’s retail sales increased by 25%. However, the Town has experienced “boom” and “busts” with the additions of the Outlet Stores, Lowes and Target, and the departure of City Market Grocery. The addition of numerous building supply stores during high growth periods, such as Lowes, has helped contribute to the Town’s sales tax revenues. The building retail sector has been a major reason for the increase in the Town’s sales tax revenues; with sales tax revenues up 138% in this sector comparing 2010 to projected 2014.

From 1998 to 2008 there was an increase in single family residences and the development of a more diversified commercial sector. The 2009 recession brought residential development to just a few projects and commercial development remained stable with a few businesses closing.

Other development history includes:

Since the Town lost the grocery store in 1998, half of the remodeled vacant building was filled with an Office Max store; however, the other half remains vacant.

A major commercial addition came in 2003 with Target opening a 124,000 sq ft store. Target is a large sundries-type retailer that is popular with citizens from Summit County and the surrounding area.

The Outlets at Silverthorne stores consist of three phases or complexes of retail buildings.

The three phases of buildings were constructed in 1988, 1990 and 1993 respectively. As is typical for commercial properties, remodeling or redevelopment becomes necessary in order to maintain attractiveness to consumers. All three phases of Outlets had exterior upgrades done between 2005 and 2008. Several new tenants were added. However, since 2009 several stores have also closed. The Outlets are very important to the Town as the Outlets account for approximately 28% of the Town's total sales tax revenues.

A Lowe's Building Center retail development opened a 100,000 sq ft store in 2012. Major road improvements to Buffalo and Wilderness Road were completed as part of the construction.

A ranching type retail store, Murdoch's, opened in 2014. The store filled approximately 50,000 sq ft of a vacant retail commercial property.

The Town Pavilion is a core piece of the Town Center project which is to create a "Main Street", central-gathering place along the Blue River. Beyond the Pavilion there is a second phase which includes two buildings including retail shops and condo type residency above the retail shops. While the majority of spaces are occupied the retail center is still awaiting a core tenant, such as a restaurant.

The north end of Silverthorne includes the residential subdivision of Eagles Nest. The majority of this area was purchased by Intrawest Corp. in 1997 and re-master planned in 1999. The area known as Three Peaks includes 450 residential units. The residential construction began in 2000, and has become a popular place to build large high-end residential properties. There are approximately 100 undeveloped lots.

An additional residential development northeast of Town is Angler Mountain Ranch. This is a 192 acre site along the Blue River with property extending east up into the mountain. It will include a mixture of 250 single and multifamily units when completed. During the recession this

development continued to produce and continues to be a supplier of housing.

There are several contiguous large parcels of land in the center of Town. This area of land is known as the Smith Ranch and is located south of the Willowbrook neighborhood on Hwy 9. The western piece of the Smith Ranch is 51 acres and was purchased in late 2008 by the Town to be banked for a future affordable housing project. The eastern pieces, located on Hwy 9, are zoned commercial and currently do not have any pending projects. The Town purchased the commercial piece through the Urban Renewal Authority in 2013. It is believed that when the residential development portion of the Smith Ranch parcel is designed and built, the commercial parcel will be developed soon after.

South Maryland Creek Ranch, located at the far north end of Town, was annexed in late 2005. It was zoned for 84 large high-end residential units encompassing 355 acres including public parks and trails. Some infrastructure has been constructed. Due to the depressed housing market, the project had not progressed as originally planned. A General Improvement District (see page 115) has been formed in order to pay for Town services related to this development. During 2014, the developer has begun to reevaluate the project and is preparing a new submittal requesting to increase the number of residential units as well as the type of residents. We expect this project to take form in 2015. Adding new residential to the Town has become a concern financially as the Town does not have a property tax and funding Town services are addressed through annexations.

So what steps has the Town taken to continue into the future. First, the Town has updated and activated the Silverthorne Urban Renewal Authority (URA). This plan was updated in order to assist the Town in achieving the long-standing vision of fostering a vibrant and pedestrian-oriented Town Core. Although no specific project has yet been identified, the updated plan provides the guidance and

resources necessary should a project be identified. More information can be found on the URA on page 128.

In addition to the URA, the Town has installed a Business Improvement Grant Program and a “We are Silverthorne” marketing campaign. The Grant program is intended to award grants up to \$10,000 to be used towards site enhancement and capital investment for existing and new businesses. The goal is to bring façade improvements, architectural upgrades, add jobs to the local economy, unique amenity, regional draw and add vitality to the Town Core or other commercial district. The Town gives \$40,000 annually in grants. The Town of Silverthorne launched a new town-subsidized business marketing campaign. In partnership with the Summit Daily, a marketing campaign was created to help share the personality of the businesses in Silverthorne with the community.

Lastly, The Town did a significant expansion of the Town’s current Enhanced Sales Tax Incentive Program (ESTIP). The ESTIP program is a formal economic development program provided for in the Silverthorne Town Code. The program provides an opportunity for new or expanding businesses to share in enhanced sales tax dollars. Revisions introduced to the program include a lower minimum required threshold of enhanced sales taxes, and an expanded definition of public and public-related purposes for which enhanced sales taxes can be used. The ESTIP program has been used with projects as large as Target and Lowes and as small as Which Wich Sandwich and Bakery’s Brewery.

The attraction of the Silverthorne area to newcomers has also made any available land that has commercial potential a point of interest to large and small commercial developers. The Town expects a variety of retailers to consider Silverthorne as future sites for their businesses.

**Town Government**

The Town of Silverthorne is a home rule community consisting of a council-manager form

of government with power vested in an elected, seven-member Town Council. Town Council enacts local legislation, adopts budgets, determines policies and appoints a Town Manager to execute laws and administer Town government. The Council, which includes the Mayor and six council-members, is elected at-large for four-year, overlapping terms. Elected officials may only serve two terms by state law. The Council may take action through ordinances, resolutions and motions. The Home Rule Charter establishes procedures to promote the expeditious and efficient handling of Town matters as well as to encourage citizen participation.

Town Council appoints Planning Commission members. The Planning Commission is a volunteer position appointed to three-year, overlapping terms. The Commission’s primary responsibilities are to review new development in accordance with the long-range goals set forth in the Comprehensive Plan and the Three-Mile Plan.

Additionally, the Town has several other committees that require local volunteers. These committees include the Silverthorne Parks, Open Space, Recreation and Trails (SPORT) Committee, Silverthorne Economic Development Advisory Committee (EDAC) and the Police Advisory Committee.

The following are current Town Council and Planning Commissioners:

***Town Council***

Bruce Butler	Mayor
Ann-Marie Sandquist	Mayor Pro Tem
Jon Bird	Council Member
Russ Camp	Council Member
Derrick Fowler	Council Member
Peggy Long	Council Member
Stuart Richardson	Council Member

***Planning Commission***

Robert Kieber	Chairman
Stan Katz	Commissioner
Tom McDonald	Commissioner

## Town Overview

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Joanne Nadalin	Commissioner
Donna Pacetti	Commissioner
Tanya Shattuck	Commissioner
Brian Wray	Commissioner

### Employment

#### *In Silverthorne:*

Outlets at Silverthorne:	600-800
Target:	117
Colorado Mtn. Express:	68
Town of Silverthorne:	86-196
Lowe's Home Improvement:	138
Keystone Symposia	30-35
First Bank:	21
Murdochs	40

#### *In Summit County:*

Keystone Resort:	1,500-2,600
Breckenridge Ski Area:	200-1,500
Copper Mountain:	968-3,060
Summit County Govt.:	478
Summit School District:	550

#### *Labor Force / Summit Co. (4th Qtr 2013):*

Accommodation/Food Service	27%
Retail	12%
Government/Education	8%
Real Estate	8%
Recreation	7%
Construction	7%
Health Care	5%
Professional	6%
Other	20%

#### *Total Workforce / Summit Co.:*

1990	11,426
2001	23,024
2005	22,523
2010	22,193
2013	23,456
Unemployment rate for 2014 (Nov)	3.2%

### Recreation and Parks

#### *Silverthorne Recreation Center*

The Town's recreation center, located at 430 Rainbow Drive, opened in 1994. The 62,000 square foot center houses four pools (lap pool, deep pool, play pool and slide pool); spa and sauna; aerobics and weight rooms, consisting of both free weights and cardiovascular weights; two

racquetball courts; and an 8,106 square foot gymnasium with a 1/11 mile track around the top. In 2014, the cardio and racquetball courts were repurposed.

#### *Town Parks*

**Rainbow Park:** a 7-acre park (2.6-acres undeveloped) on Rainbow Drive that contains a nationally recognized skateboard park as a main attraction, as well as a multi-purpose field, two tennis courts, a basketball court, four sand volleyball courts, a children's playground, picnic shelters, and public restrooms. Its bowl-shaped field, which lies slightly below the rest of the park, also serves as an amphitheater for spectator events and community festivals. The playground equipment was replaced and updated in 2010. A new Tot Lot playground and restrooms was added in 2013 and 2014.

**Trent Park:** a 3.79-acre neighborhood park at the entrance to Willowbrook. It consists of a pavilion, a baseball field, two tennis courts, a children's playground, some picnic tables, and a small fishing pond for kids.

**Arctic Placer Park:** a small, .97-acre neighborhood park with a small covered picnic area and children's playground equipment. This park provides access to National Forest land just west of the Town via soft surface trails.

**Cottonwood Park:** a 10-acre parcel north of the Silverthorne Elementary school that remains undeveloped at this time but is included in the parks master plans as a multi-use park.

**North Pond Park:** a 5-acre park located directly south of the elementary school. This is a unique mountain wetland and pond area that is home to ice skating, nesting osprey and quality catch and release fishing. A small enclosed pavilion can be used for events or as a warming hut. Other amenities include restrooms, docks, trails, picnic areas and a paved parking lot.

**Willow Grove Open Space:** a 10.88 acre parcel located in the Willow Grove Subdivision. The site includes a small lake with walking path, public restrooms, paved parking, riverside

benches, and picnic tables. The Blue River Trail passes through the open space, which provides a pleasant stopping place for trail users. The open space is also adjacent to the Tammy Lynn Jamieson Memorial Bridge, which is a landmark feature of the Blue River Trail.

***Rivers Edge Park:*** a one acre parcel located between Blue River Parkway and the Blue River, north of Rainbow Drive. The park draws people to the Town Center and welcomes them to Silverthorne. The park includes a paved detached sidewalk, landscaping, gathering spaces and interpretive paths that provide access to the Blue River and public trail. Incorporated into the park are three potential sites that have been selected for locating public art.

***County Parks***

***Blue River Park:*** a 21-acre community park housing Spider Stephens Memorial Softball Complex located at the base of Dillon Dam adjacent to Town boundaries. It primarily consists of four softball fields, providing a venue for the Summit County Softball Leagues and youth soccer.

***The “Blue River”***

Considered by many residents to be the heart and soul of the community, the Blue River runs through the center of Town and is home to some of the best catch-and-release fly fishing in the state. The river is a Gold Medal Fishing Stream, which means that it has a higher percentage of fish 14" or longer than most rivers. There are several good access points along the river throughout Town and north of Town along Highway 9. Rafters and kayakers enjoy the high waters during spring runoff. The Blue River Trail runs along the Blue River, providing a scenic view of the river corridor.

Due to lower water flows, the overall health of the Blue River was beginning to deteriorate, jeopardizing its Gold Medal status. That was the impetus of the Blue River Restoration Project: a local partnership between Trout Unlimited, the

White River National Forest, Summit County, the Town of Silverthorne, the Colorado Division of Wildlife, the Denver Water Board, the Colorado River District, the Middlepark Water Conservancy District and the NW Colorado Council of Governments with the purpose of managing recreational access to the river and protecting its Gold Medal Trout Stream status. Since 2002 several restoration projects have taken place with approximately \$235,000 of grants and Town funding.

The Town has hosted fund raising events in past years to assist with the Blue River restoration. Currently there is \$268,500 in funds raised that can be used for river related projects.

***Town Trails***

The Town’s Blue River Trail begins (or ends) just north of the Silverthorne Elementary school and North Pond Park, and then follows the river south to the Blue River Run residential subdivision. Just past Blue River Run, the trail leads to the Tammy Jamieson Memorial Bridge to Willow Grove Park. From here the trail leads to Rainbow Dr. and a temporary street route travels south to just north of Town Hall. Back on the trail along the river, it follows the river south to Phase III of the Outlets at Silverthorne, passes underneath the Blue River Parkway at Rainbow Drive, winds through Phase II of the Outlets to a connection with Wildernd Road, and continues along the river to Phase I of the Outlets and on to the base of Dillon Dam. The Town Trails Plan also envisions the Trail extended north along the river to the future site of Cottonwood Park. The Summit County trail system, with paths leading to Dillon, Keystone, Frisco, Copper Mountain and Breckenridge, may be accessed behind Phase I of the Outlets at Silverthorne and also to the east of Summit Place Shopping Center.

Silverthorne’s Trails Master Plan envisions a complete trail system that continues north from Town Hall along the Blue River and ends at the Blue River Wastewater Treatment plant north of the Silverthorne Elementary. The trail portion

along the Blue River, just north of Willow Grove Park, is scheduled for construction in 2016.

The Town greatly wants to see this trail system completed, but lacks the immediate funds to fully construct it. The Town and the SPORT committee continue to submit grant requests to Great Outdoors Colorado (GOCO). GOCO is funded by Colorado lottery proceeds. In 2005, the Town was awarded \$1.67 million in funding from GOCO for purchasing open space for our trail system and constructing the improvements at North Pond Park. Summit County Open Space has also committed funds to assist in land purchases. The Town completed the purchase of two major parcels of land in 2006. These parcels were used to construct the portion of trail from Blue River Run subdivision to Willow Grove Park in 2009. This also included the Tammy Lynn Jamieson Memorial Bridge, Willow Grove Park bathrooms and parking lot.

Through 2019 the Town has budgeted to fund a section of the trail for design, engineering and construction. The Blue River Trail will take bike/pedestrian traffic off Hwy 9 and other main streets and provide a safe route to the Silverthorne Elementary school, Town parks, and other public and commercial destinations.

### ***The Great Outdoors***

The offerings of outdoor activities are nearly endless as there are miles and miles of opportunities within minutes of Silverthorne. Hiking and horseback riding trailheads for the 133,496 acre Eagles Nest Wilderness Area may be accessed either at the top of Ryan Gulch Road in Wilderndest or in Mesa Cortina. Ptarmigan Trail, accessed via the trailhead on County Road #2021 above the Day's Inn or by the Angler

Mountain trailhead located off of Bald Eagle Road provides stunning views of the Gore Range. Several guidebooks are available to help locate the numerous backcountry trails Summit County has to offer. For winter, the Town offers several free activities including ice skating on North Pond and cross country skiing/snowshoeing at the Raven at Three Peaks golf course.

### ***Skiing/Snowboarding***

Skiing and snowboarding is the mainstay of the economy in Summit County and the primary reason most people come to visit or live here. Winter sport visits have steadily increased over the years, making the Summit County resorts the top winter destinations in the country, if not the world. Arapahoe Basin (a.k.a. The Legend), the first ski area to open in the County, opened in 1949. Breckenridge Ski Area opened with skiing on Peak 8 in 1961. However, skiing during the 1960's remained a fairly small local industry as transportation logistics prevented the introduction of skiing to a mass market. The 1965-66 season enjoyed a relatively small 172,000 skier visits. With the completion of the first bore of the Eisenhower Tunnel on I-70 in 1973, it was no longer necessary to go over Loveland Pass to get to Summit County, and the drive time from Denver was reduced to about an hour. This monumental change, coupled with the opening of Keystone in 1970 and Copper Mountain in 1972, served to put Summit County on the skiing map. By the 1979-80 season, the second bore of the tunnel had opened, and skier visits at the four Summit resorts topped 2 million. Today a typical winter season attracts well over 4 million visitors to the Summit County area and now includes both skiers and snowboarders.

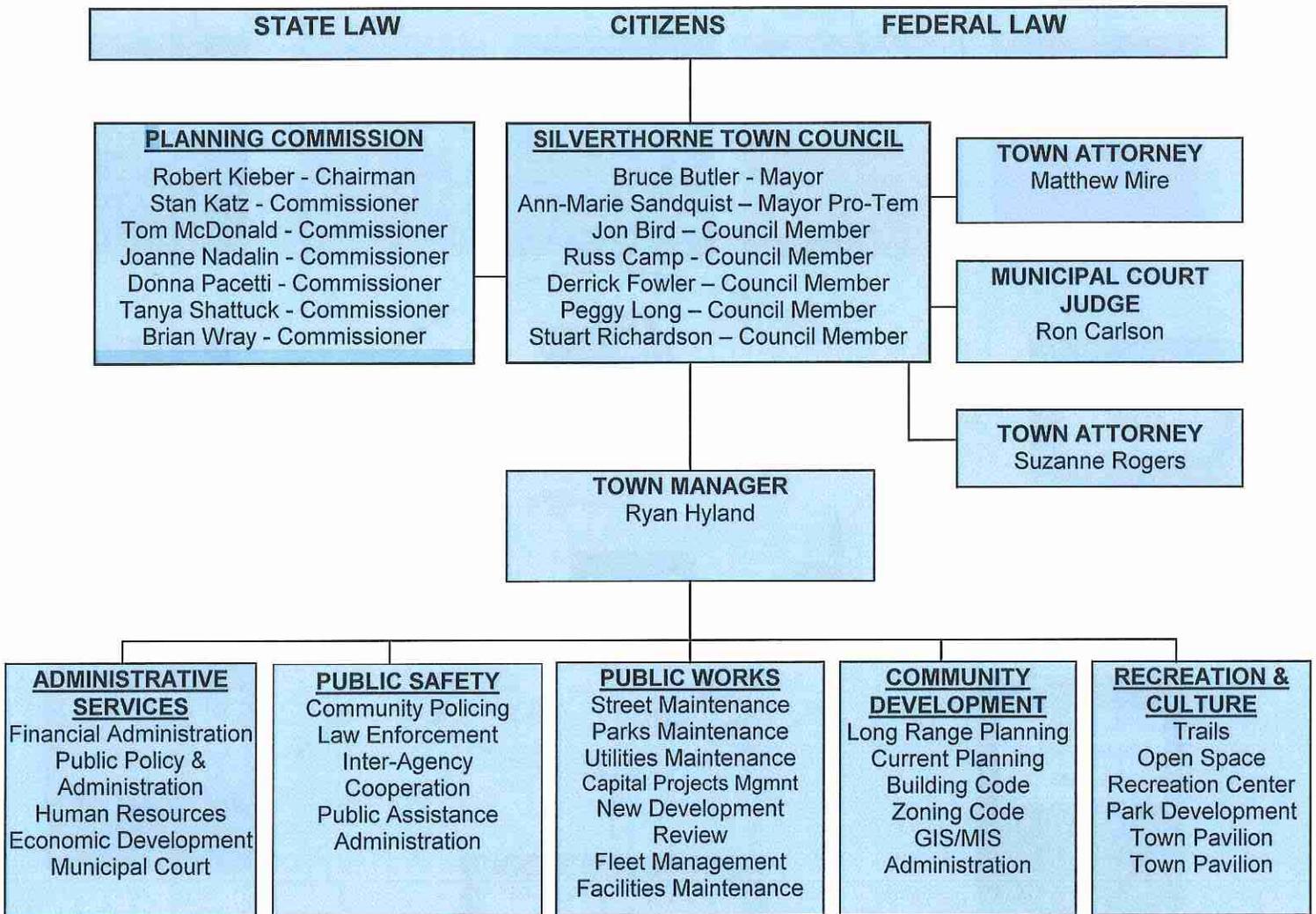
### Community Facilities

<p>Silverthorne Town Hall          601 Center Circle          Mail: P.O. Box 1309          Silverthorne, CO 80498          (970) 262-7300</p>	<p>Lake Dillon Fire Protection          401 Blue River Parkway          Mail: P.O. Box 4428          Silverthorne, CO 80498          (970) 468-2823</p>
<p>Silverthorne Police Dept.          601 Center Circle          Mail: P.O. Box 1167          Silverthorne, CO 80498          (970) 262-7320</p>	<p>North Branch Library          651 Center Circle          Mail: P.O. Box 1248          Silverthorne, CO 80498          (970) 468-5887</p>
<p>Public Works/Maint. Center.          264 Brian Avenue          Mail: P.O. Box 1309          Silverthorne, CO 80498          (970) 262-7340</p>	<p>U.S. Post Office          390 Brian Avenue          Silverthorne, CO 80498          (800) 275-8777</p>
<p>Silverthorne Recreation Center          430 Rainbow Drive          Mail: P.O. Box 1309          Silverthorne, CO 80498          (970) 262-7370</p>	<p>U.S. Forest Service          680 Blue River Parkway          Mail: P.O. Box 620          Silverthorne, CO 80498          (970) 468-5400</p>
<p>Town Pavilion          400 Blue River Pkwy          Mail: P.O. Box 1309          Silverthorne, CO 80498          (970)262-7390</p>	<p>Summit County Commons          0037 County Rd 1005          Mail: P.O. Box 5660          Frisco, CO 80443          (970) 453-2561</p>
<p>Silverthorne Elementary          101 Hamilton Creek Drive          Mail: P.O. Box 1039          Silverthorne, CO. 80498          (970) 468-6700</p>	<p>Summit County Govt.          208 East Lincoln Avenue          Mail: P.O. Box 68          Breckenridge, CO 80424          (970) 453-2561</p>

# Town of Silverthorne Organizational Chart

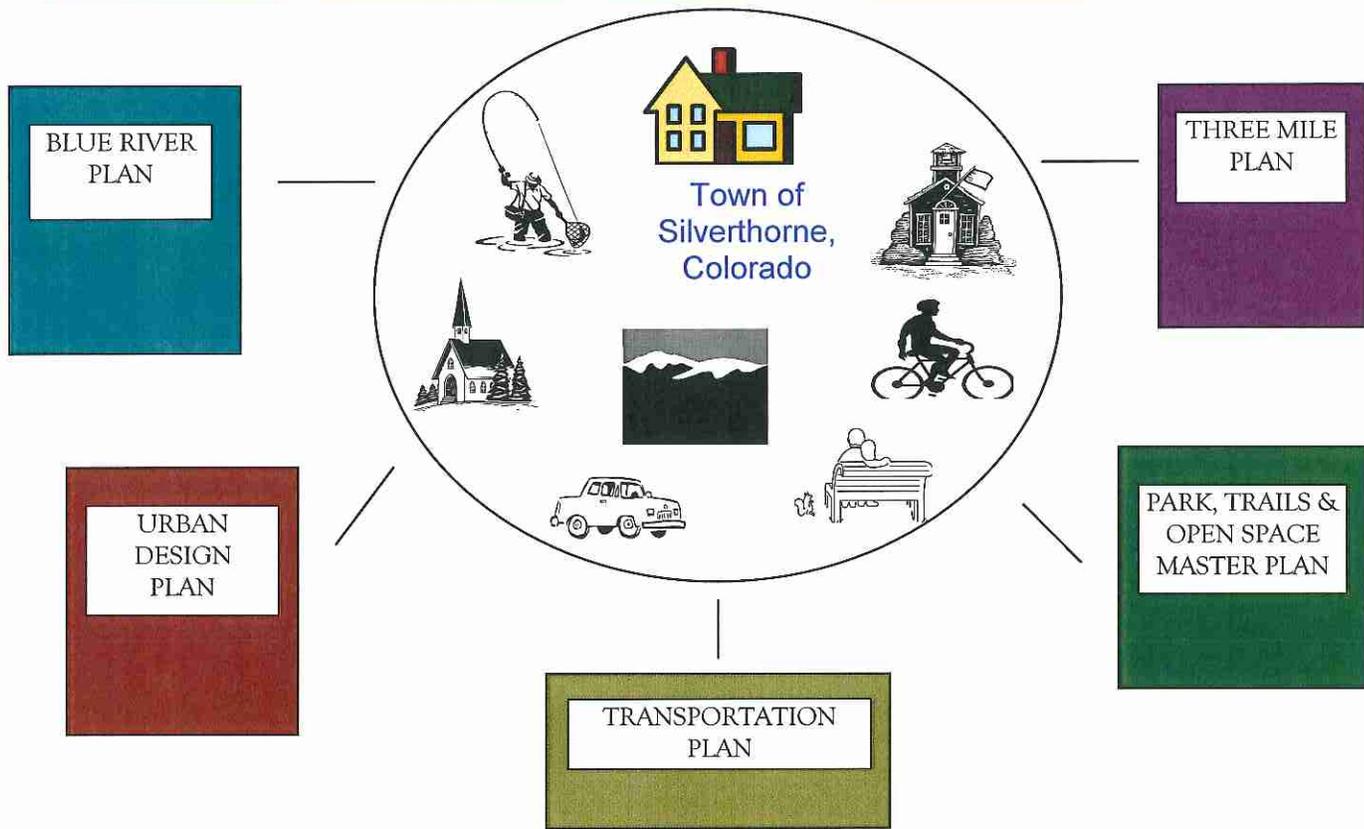
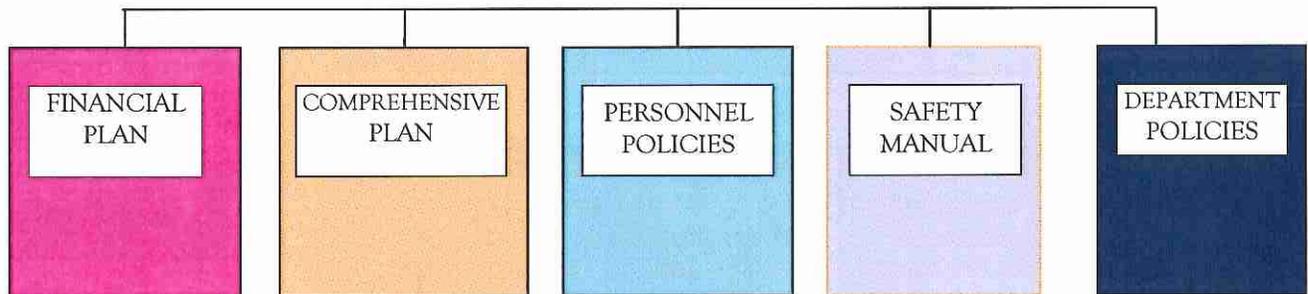
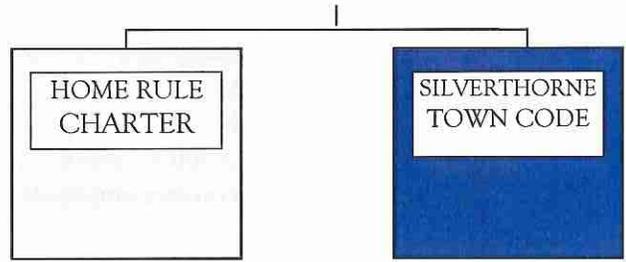
The Town of Silverthorne’s form of municipal government is known as the council-manager government per the Home Rule Charter. The Town Council shall “enact local legislation, adopt budgets, determine policies and appoint the Town Manager who shall execute the laws and administer the Town government.” The following organizational charts reflect the Town Council as elected by the citizens of Silverthorne

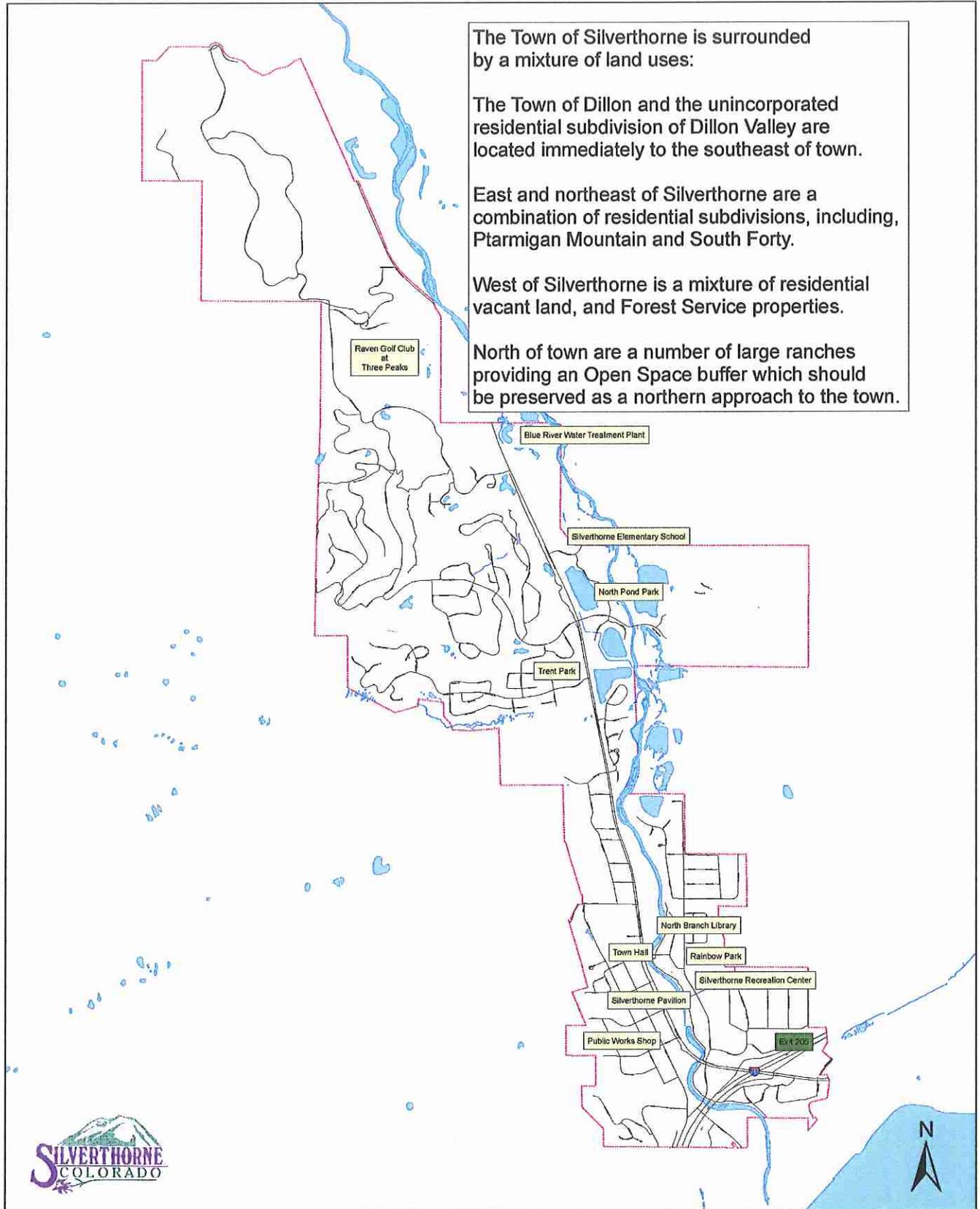
and complying with federal and state law. The Home Rule Charter provides for boards as appointed by the Council, who has a six member Planning Commission, responsible for long range community planning (Comprehensive Plan implementation). The second chart highlights the key policy documents the Town has adopted, to follow when making operational and long-term community decisions.



# Town of Silverthorne Key Policy Documents

**CITIZENS**  
Mission Statement:  
To provide a year-round, family community with economic, recreational and social opportunities for all citizens to have a mountain quality of life.





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# Budget Document Highlights

This budget document is designed to be used by a wide range of participants including interested citizens, financial organizations, Town Council, Town Planning officials and Town staff. The Budget Document consists of four sections: Introduction, Fund/Department Detail, Financial Summary and several Appendixes.

The **Introduction** includes the Manager's letter, the Community Profile, this Introduction and Budget Highlights. Budget Highlights include financial information as related to cash, revenues, personnel, and expenditures. Also included are brief discussions regarding future issues for the Town in 2015 and 2016.

The **Funds** sections include information organized by fund type: General Fund, Capital Projects and Special Revenue Funds, Enterprise Funds and Other Funds. All documented Funds have been appropriated by Council. The General Fund section includes Revenue Detail, Operating Department Detail, (including policies, services provided to the community, accomplishments, goals, service indicators and expenditures). Per recommended Governmental Accounting Guidelines and the Town of Silverthorne Financial Policies, this section is organized in the same format and order as the Annual Financial Statements. This design is intended to make it easier for the average user to compare the Financial Plan to the results of operations as reported in the Annual Financial Statements. The Operating Department Narratives begin with policy statements as approved by the Council on a biennial basis. Programs are implemented in order to provide services to the citizens. Therefore, Department programs, goals, accomplishments and service indicators are identified in this section as well. The Department Narrative gives the Department Director the opportunity to highlight key issues for the Council. At the 2015/2016 budget retreat, Council reviewed department policies, which

identify legitimate activities and service levels and discuss projects or issues in general. The policies as approved by the Council and service indicators identified by the Department Directors are the driving forces behind the annual budget preparation. The Department Detail section is designed to provide the most detailed information and should be used to answer questions about a specific Department.

This Document includes the following Funds:

- General
- Sales Tax Capital Improvement
- Lodging Tax Special Revenue Capital
- Excise Tax Special Revenue Capital
- 5A Housing Special Revenue Capital
- Conservation Trust Special Revenue
- Water & Sewer Enterprise Funds
- Joint Sewer Authority Agency Fund
- South Maryland Creek Ranch GID
- Internal Service Funds
- Urban Renewal Authority

Information in the **Financial Summary** section is prepared to assess the financial condition of the Town and to answer common questions about the annual budget. The Financial Summary sections include the "Financial Condition of the Town" and the "Budget Resolution" approving the annual budget, both of which provide the big picture. Several summaries are included to identify issues such as expenditures by category (personnel, supplies, contributions, debt, and transfers), which provide a different analysis of the same information identified in the Department Detail section.

The **Appendixes** include the 2015-2016 Financial Policies, Salary Information, Organizational Charts and Glossary of Terms. This information is included to provide background information that may be useful in understanding this document.

# Budget Overview

## **CHANGE IN BUDGET PROCEDURES**

### **The Two-Year Budget**

The Town's fiscal year starts on January 1st and ends on December 31st of each year. Although the Town legally appropriates its budget on an annual basis, a two-year budget process with five- or ten-year financial projections has been developed.

The genesis of this process stemmed from the enormous amount of staff time and resources required to produce the annual budget at the level of quality and detail necessary to determine the most effective allocation of available resources.

Some of the results of producing a two-year budget include:

- The second, or "off" year allows time to concentrate on long-term policies versus incremental service needs.
- Staff time is saved in the second year process, resulting in resource savings.
- The two-year budget plan coincides with Council's Policy Agenda. Council can see a clearer relationship between the Town's financial plan and their agenda.
- There is more reactive time in order to respond to economic changes that might affect the second year budget plan.
- Long range planning is emphasized.

In general, detail line-item budget requests are prepared in alternative years. Each department submits requests for the current year revised, the next year proposed budget and a second year proposed budget. During the "off" year, only revisions due to unforeseen events, pay plan modifications, and program and operational changes that affect the current and subsequent years will be reviewed.

## **BUDGET OVERVIEW**

### **Policies**

The Town of Silverthorne plans for the future and manages its day-to-day operations via the policies approved by the Town Council. Every two years a work session is dedicated to a review of the different Plans and Policies. This step is the most important contributing factor to the development of the budget. Discussions determine if policies in place promote the mission statement of the Town. Programs are identified that meet the objectives of the policies. Based on these decisions, the budget is formulated by the Town Council.

### **Budget Process**

The Town's Charter (Article VIII) requires that "the budget shall provide a complete financial plan of all Town funds and departments for the ensuing fiscal year, and that the total of proposed expenditures and provision for contingencies shall not exceed the total of estimated revenues and reserves." The Town of Silverthorne includes discussions regarding long range financial planning in its annual budget process. Therefore, five-year projections for all funds are included in this document. The Department Directors and the Administrative Services Department assume the major role for preparing both the budget and the long-range financial plan. Budget policies provide the framework for the process and include some of the following:

- Balanced Budget**
- Efficient Town Operations**
- Promote Investment in Our Future**
- Share Resources / Services Throughout the Town**
- Identify Funding for New Service Levels**
- Prepare an Asset Management Plan**
- Include Employee Programs**

Detailed documentation for revenues, personnel expenditures, and supplies and services expenditures are prepared by the Departments based on the line-item budgeting method. Service levels and demand indicators, as approved by the Town Council, assist the Department Directors in

determining the projected expenditures. As indicated above, service levels are approved by the Town Council at a policy workshop conducted by the Department Director. This workshop provides the opportunity for dialogue on existing and future services and programs. Budget retreats may be scheduled at the Director's level to discuss proposed capital projects and the proposed operations budget. Directors are asked to concentrate on future projections as the Town has placed a great deal of emphasis on the next 24 months.

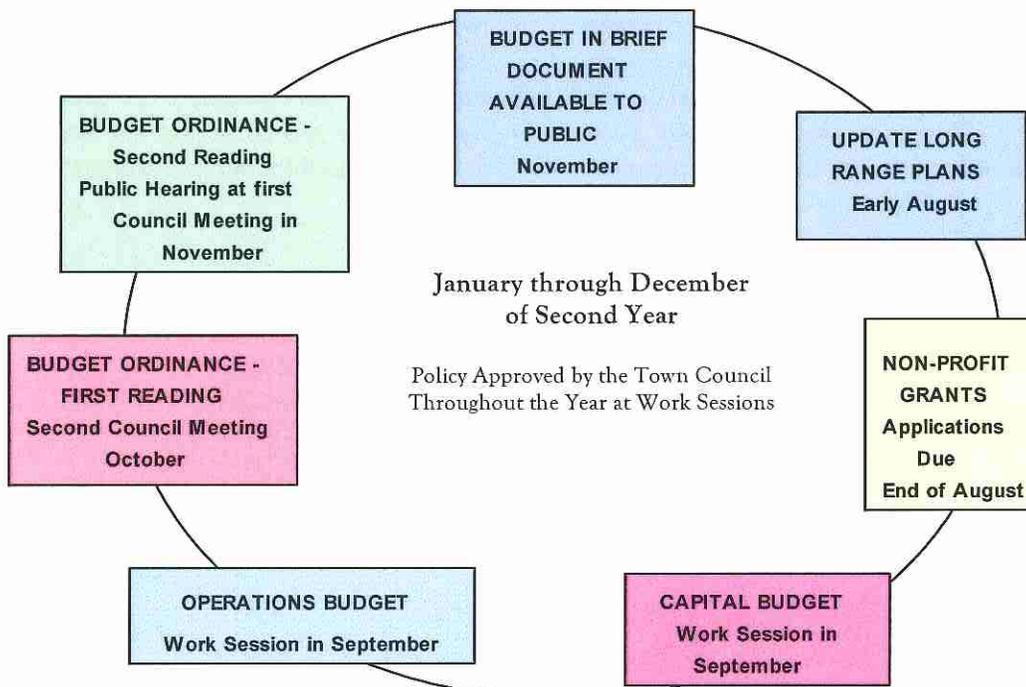
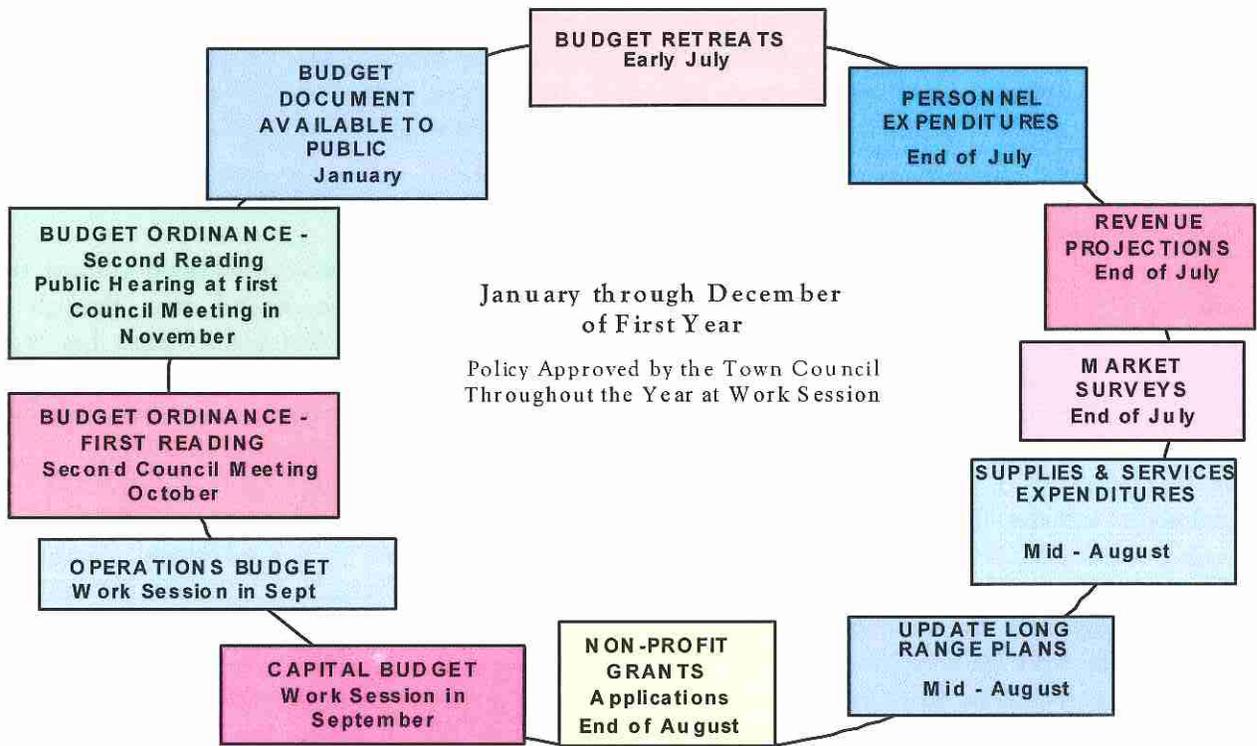
In order to present a balanced budget, Departments reached consensus on funding levels for programs or projects without sacrificing service levels as approved by the Council. The Town's philosophy includes "Do not start a program or project unless it can be funded in the future." The Town Manager approves the final plan: both the Capital Budget and the Operations Budget are presented at work sessions in September and October. Per the Home Rule Charter, the budget must be approved by ordinance. Introduction of the ordinance was October 22nd and the public hearing was November 12<sup>th</sup>. The Town encourages citizen participation at both work sessions and the public hearing by publishing notices in local newspapers. Copies of the budget document are also available for citizen review. The budgeting process is continuous over the entire year. Once the document has been approved, the Administrative Services Department

is responsible for monitoring the activity. The Town's accounting software, financial policies and procedures provide multiple controls on expenditures of funds. It should also be stated that the Home Rule Charter authorizes the increase or reduction of budgeted amounts through the appropriations process. The Town, in most recent years, has limited this to three supplemental appropriations ordinances per year.

When producing a two-year budget document, the Council adopts the second year through a resolution after the first year's budget has been approved through the ordinance process. With this document, the two-year budget was adopted at the November 12<sup>th</sup> Council meeting.

Preparation for the second year of the two-year budget is limited to any substantial changes in policies and projects. A request to all Departments will be issued in August for any revisions due to unforeseen events, pay plan modifications, and program and operational changes which affect the second year and subsequent years. Presentations of the second year of the two-year budget will be conducted at the September work session for the Operation, Capital and Enterprise Budgets. As in the first year of the two-year budget, the same procedures, as per the Home Rule Charter, are followed for approving the second year Budget. A short document reviewing the second year of the two-year budget will be produced for public distribution.

## TWO-YEAR BUDGETING PROCESS



### **Budget Basis**

The Town's annual budgets for governmental funds, enterprise funds and the agency funds are prepared using the modified accrual basis of accounting. Under the modified accrual basis of accounting, Governmental Funds are accounted by focusing on current financial resources measurement. 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. While the annual budgets for the proprietary (enterprise) funds are prepared using the modified accrual basis of accounting, when preparing the annual financial statements for the enterprise funds we convert to the full accrual basis meaning that revenues and expenses are recognized when they are

earned and incurred. Depreciation is not included as a budget item in enterprise funds.

### **Financial Reporting**

The Town of Silverthorne has become consistent in its financial reporting in accordance with GAAP (Generally Accepted Accounting Principles) and in respect to requirements per the Government Finance Officers Association (GFOA). Financial Statements are drafted by the Administrative Services Department and audited by the certified public accounting firm of Swanhorst & Company, LLC. The Town received the "Certificate of Achievement" award for its 2013 Comprehensive Annual Financial Report. The Town acknowledges the importance of such GFOA programs and the need for providing its citizens such financial information. These standards have also benefited the Town in its efforts to issue bonds and reviewing the Town's bond rating, as credit agencies look favorably upon governmental entities that provide this detailed information.

## **FINANCIAL OVERVIEW**

### **Cash / Fund Balances**

The Town of Silverthorne maintains the following operating funds:

- General Fund that allows for the recording of the traditional municipal activities taking place in Administrative Services (Town Council, Town Manager, Finance, Human Resources, Town Clerk, Municipal Court), Public Safety, Public Works, Community Development (Planning, Building Inspections and MIS/GIS) and Recreation & Culture.
- Sales Tax Capital Improvement Fund and Special Revenue Funds that allows for the recording of sales, lodging, development excise tax, housing sales tax, conservation trust revenues and capital improvement expenditures.
- Water and Sewer Fund that allows for the recording of transactions of services operating as a business.

The Town's Financial Policies require the Town "to establish and maintain a target reserve to pay for needs caused by unforeseen emergencies."

**General Fund** - Fund balances are projected to increase annually between \$9,156 and \$34,755 for 2015-2019. The long-range plans reflect a projected fund balance of approximately \$5.4M and \$5.5M in 2015 and 2016. The Town's goal of maintaining

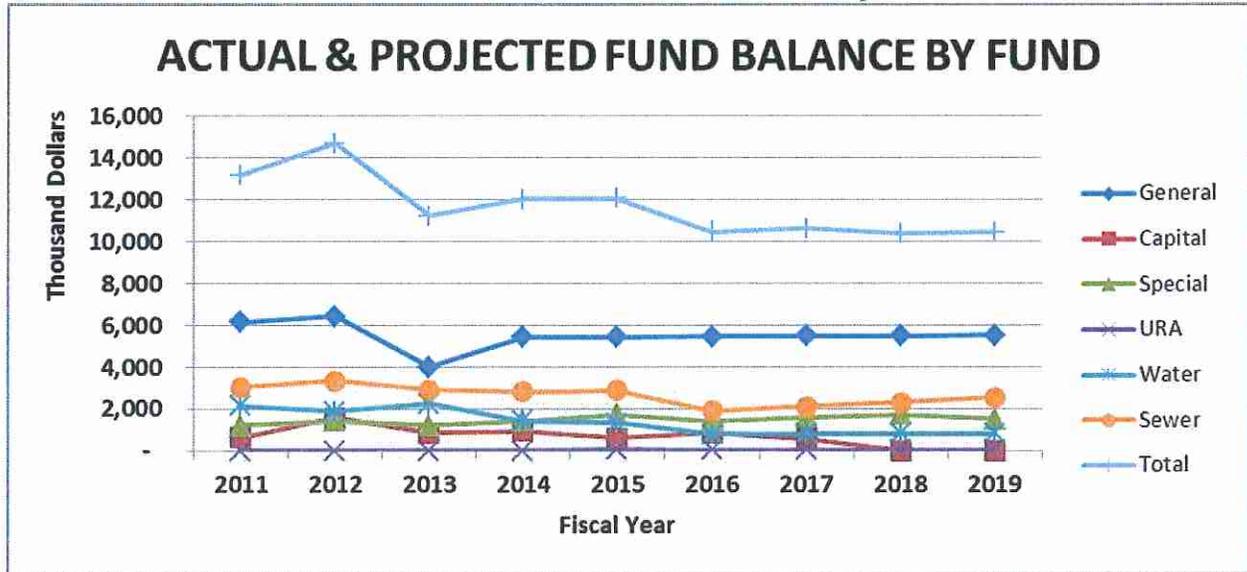
fund reserves has proven to be fiscally responsible in light of the current economic instability and projected increases of sales tax revenues the Town is expected to experience. Over the short life of the Town, the General Fund has seen mostly growth from one year to the next. Our local economy and the General Fund experienced exceptional growth in 2004 - 2007; with 2007 seeing revenues grow materially. 2008 - 2010 saw local, state and nation economies go through a recession and experience decreases to our revenues like we've never seen. A recovery began in 2010 and is expected to continue into 2015 and 2016. By 2013 we've returned to the same revenue levels as 2007.

**Sales Tax Capital Project Fund** - Available fund balances are small in 2015 & 2016 after backing out reserves. Financial policies require this fund to reserve funds for Capital Replacements (also known as an Asset Management Plan, (AMP)). The plan, in raw form, was based on a percentage of replacement cost of buildings and assets within the buildings. In 2007, the Town implemented the AMP system and Council has since lowered the reserve for AMP to \$500,000.

**Financial Overview**

**Special Revenue Funds** - Fund balances are reserved for approved projects relating to the goal of the Fund and are carried forward each year until appropriated.

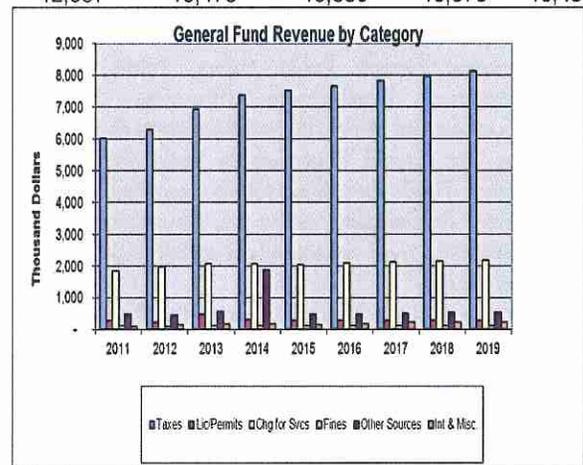
**Water and Sewer Fund** - Fund balances remain healthy and show decreases over the next five years. There are several one-time capital projects that will have to be paid for from fund balances.



	2011	2012	2013	2014 Proj	2015 Bud	2016 Bud	2017	2018	2019
(in Thousands)									
General Fund	6,148	6,448	4,005	5,418	5,427	5,462	5,487	5,498	5,531
Capital Fund *	636	1,585	853	935	610	855	572	-	-
Special Rev. Funds	1,211	1,413	1,206	1,419	1,736	1,417	1,607	1,719	1,522
URA Fund	-	-	-	-	54	36	32	29	25
Water Fund	2,157	1,896	2,245	1,437	1,344	786	819	806	821
Sewer Fund	3,027	3,336	2,924	2,811	2,886	1,920	2,113	2,318	2,536
<b>Total</b>	<b>13,179</b>	<b>14,678</b>	<b>11,233</b>	<b>12,050</b>	<b>12,057</b>	<b>10,476</b>	<b>10,630</b>	<b>10,370</b>	<b>10,435</b>

**Revenues**

The Town generally considers revenues in three categories, each with different purposes: **Taxes** are imposed for the purpose of generating revenues, **Charges for Service/ Licenses and Permits** recover costs from those benefiting from the service, and **Fines** are assessed with the purpose of changing behavior or impacting social decisions. The following bar graph identifies “Revenues by Category” as identified on the General Fund Long Range Plans and includes a comparison of historical and future year collections. Taxes far exceed any other revenue category, making the Town especially reliant upon as well as vulnerable to sales tax revenues.



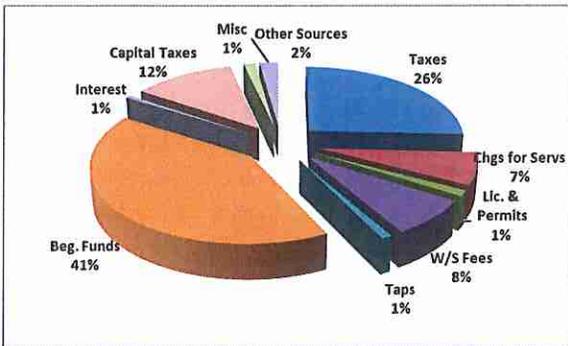
**Financial Overview**

The Town’s revenue position can also be analyzed by comparing revenue sources from all funds. The following table and pie charts provide this presentation. Revenue sources in 2015 and 2016 reflect very little variance from one year to the other. In a constant economy, taxes and other stable revenue sources will reflect small amounts of growth. Building related revenues (i.e., permits & taps) will adjust up when development occurs and decrease as land inventory is depleted and when the economy is in a down turn.

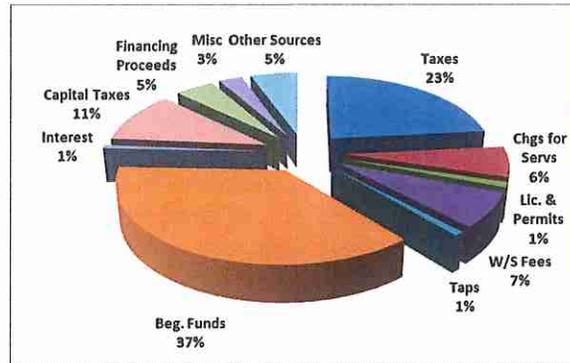
Total Revenue Sources		
	2015 Bud	2016 Bud
Taxes	\$ 7,522,949	\$ 7,666,814
Fines	\$ 125,000	\$ 125,000
Charges for Services	\$ 2,023,910	\$ 2,079,794
Licenses and Permits	\$ 359,533	\$ 359,533
Capital Project Taxes	\$ 3,468,999	\$ 3,535,167
Water/Sewer Fees	\$ 2,245,831	\$ 2,342,576
Utility Taps	\$ 286,000	\$ 294,800
Interest	\$ 180,314	\$ 240,078
Miscellaneous	\$ 282,000	\$ 781,000
Financing Proceeds	\$ -	\$ 1,500,000
Other Financing Sources	\$ 653,054	\$ 1,808,136
Beginning Funds	\$12,019,206	\$12,056,897

General Fund, Capital Improvement Project Fund, Special Revenue Funds, Water and Sewer Funds are combined to provide the breakdown percentage of revenues in each category.

**2015 Sources for All Funds  
\$29,166,796**



**2016 Sources for All Funds  
\$32,789,795**



Again, the intent of this section is to answer the question of “How big is our budget?” In many ways the Town’s budget is set by what operating revenues are in any given year. The Town’s total revenue sources (all Town funds, not including beginning fund balances) are approximately \$21,331,807 in 2014 projected as compared to approximately \$17,147,590 in 2015 and \$20,732,898 in 2016. This comparison indicates that the Town must use a conservative approach in budgeting expenditures and revenues for 2015 and 2016, because of the uncertainty of the collection of sales tax revenue and the fluctuation of growth related revenues (i.e., permits & taps).

A great deal of time and effort goes into the Town’s sales tax and revenue projections. Most importantly, these projections are in compliance with the Town’s financial policies, whereby the Town must consider the regional economic activity, past history and its impact on the Town’s resources. The General Fund section of this document shows five years of revenues by category. The numbers reflect some variance from year to year. Because many of our revenues are subject to many risky variables (economy, weather, skier days, and tourism for example), it’s important to be conservative with our revenue projections.

### Personnel

The number of employees is directly related to services offered, regulations enforced, amount of growth and activity both inside and outside the Town. Silverthorne, Summit County, and Colorado are currently experiencing growth in population, building construction and in traffic. Within Silverthorne itself, the potential growth in residential on the north end of Town will have an impact on the services staff will be required to provide if we continue to provide the same service levels currently in place.

The 2015 & 2016 budget assumes the following wages and benefit policies /procedures:

- The Town will conduct salary market surveys every two years to establish salary ranges and will use the state CPI average to increase ranges in alternate years. The Town conducted a survey in July of 2014. The market survey reflected a 4.8% average increase to “top of the range” for full-time positions. Salary ranges are being increased based on the survey results. Employees are being given up to a 4% market adjustment at the first of 2015 based on the market survey. The bottom of the salary range is 75% of the top of the range.
- Annual hourly/salary merit increases will be based on the market and the Town’s ability to pay. The 2015-2016 budgets include an average annual wage increase of 3% and 3.5% merit increases respectively. If given, pay increases are performance-based and issued at individual annual performance reviews.
- Bonuses will be considered in years where no salary increases are budgeted or when surpluses in a given year allow for possible bonuses.
- The Town’s benefit program encompasses mandatory and optional flexible benefits. Mandatory benefits include 401(a) (full-time employees pay 7.5%; the Town pays 10.5%) that replaces Social Security, health insurance (employee pays 20% of premium), long-term disability, group life insurance, and the employee assistance/substance abuse programs. The optional flexible benefits portion provides employees with \$2,700 (pro-rated over the year) to select from an assortment of benefits

including: dental, vision, short-term disability, additional life, medical and dependent care flex spending accounts, supplemental accident & cancer insurance, recreation center pass, fitness, Roth IRA, housing/rental assistance and a deferred compensation plan.

- The Town’s health insurance is a partially self-funded plan (the Town covers the first \$65,000 of claims per person). In the past, health insurance rates have increased by as much as 16.5%. Some minor plan changes were required to help keep increases under control. There were no increases in health insurance rates in 2011-2013 due to lower than expected claim history. For 2014 we raised premiums by 5%. Budget years 2015 – 2019 are budgeted for 5% rate increases. The Affordable Health Care Act (AHCA) is evolving and has had a minor effect on the plan structure in 2014 and beyond. The Town has had to include AHCA fees in the premium base which is expected to cost the Town up to \$15,000.
- The employment market, as of this writing, is moving towards being employee driven. The 2014 State unemployment rate decreased to 4.1% from 6.8% in 2013. Summit County’s unemployment rate saw a decrease during this timeframe; 5.8% in 2013 to 3.2% in 2014. Compare these recent unemployment numbers to 2010 when the unemployment rate was 8.9% state-wide and 7.9% in Summit County. Turnover in the Town was 8% in 2013 and in 2014.
- The Town conducted an Employee Opinion Survey in 2013, receiving a very positive rating from its employees. The Town normally administers this survey every two years. It is budgeted again for 2015.

### Department Personnel Changes:

Within the General Fund, the Town had eliminated ten full-time positions during 2002 - 2004. The reductions had been realized through attrition and reorganization. From 2005 to 2008, ten full time positions were added but not necessarily the same positions that were eliminated. In 2009, we eliminated five full-time positions. Only one, a building inspector, was an actual lay-off. Since that time, four positions have been

## ***Financial Overview***

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brought back. 2014 and 2015 have brought several personal changes.

The **Administrative Services** Department: The department has not had any additional positions added since 2008. However, there was a shifting of the Assistant Town Manager position and change in title. The title changed to Assistant Town Manager of Development Services & URA Executive Director. The position was filled with the Community Development Director in 2014 and was taken from that department's budget. In 2015, the position shifts back Administrative Service. The position has added supervising the Public Works department.

The **Public Safety** Department: In 2012 the Town received a Federal COPS grant that will pay for a new officer for three years. The Town must retain the officer position for at least one year following the end of the grant. The grant ends in 2015. In 2015, the Community Service Officer position was moved to the Community Development department and made a part-time position.

The Town continues to add additional miles of streets, trails & sidewalks. This new infrastructure adds to the workload of the **Public Works** Department. An additional equipment operator was added in 2014. A seasonal winter employee is being added in 2015 to assist with plowing and other winter duties.

The **Community Development** Department is one of the Town's smallest (7 positions) departments. The department's activities fluxuate based on the economy, development and building activity. In 2009, a planner position was left vacant and our building inspector was laid off. Building inspections are now contracted out to the Summit County building inspection department. The Town plans to continue this practice until the time when building activity is deemed to be at a level where an inspector position is necessary. In 2014, the department Director was promoted to the Assistant Town Manager/URA Executive Director. A part-time Planner II was also added and will be made a full-time position in 2015. The Community Service Officer position was moved to

the department from the Public Safety department and made a part-time position. Lastly, the Director position was eliminated and a Planning Manager position was added

The **Recreation & Culture Department** has been tremendously successful at attracting residents, neighbors and visitors to participate in programs and use the recreation facility as a part of the community's recreational lifestyle in the mountains. The need to maintain the aging facility, to keep the facility clean throughout the day and to provide quality customer service remains a priority of the staff. In 2015, an additional custodian was added and the part-time Gymnastic Coach position was increased to a  $\frac{3}{4}$ time position.

The Recreation & Culture department also oversees the Pavilion program. The Pavilion program is charged with the operations and maintenance of the Town's Pavilion. When opened in 2001, staff consisted of two full-time and part-time positions. Today it's a program of four full-time positions. No positions were added in 2015.

The **Water and Sewer Funds** have been able to maintain service levels with the small staff of four. A new water operator position will be added in 2015.

Please see the staffing summaries in the Appendix section for additional information.

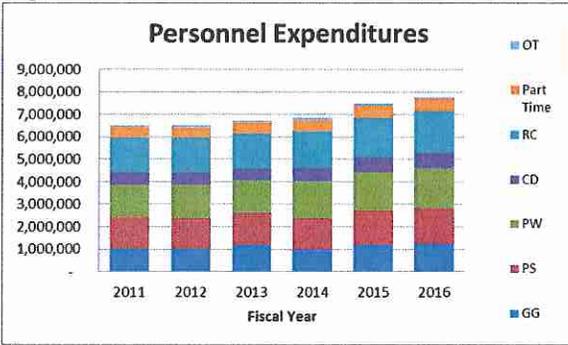
The Town continues to convene a Personnel Committee that reviews the Personnel Policies and other issues as identified by the Town Manager, Employees and Council. The employee Safety Committee has taken a more active role in recent years by organizing safety training classes, analyzing accidents, updating the safety policies, and scheduling flu shots. The Town has received awards from the Town's property and workers compensation insurance company for our excellent loss prevention and safety programs. Additionally, the Town received the State workers compensation cost containment certification.

The Town's 2015-2016 personnel expenditures make-up 71%-74% of the General Funds total

**Financial Overview**

expenditures. The number of full-time employees for the Town for 2015 and 2016 will see an increase of four positions as noted above.

The following chart illustrates a year-to-year comparison of total personnel expenditures by department for the General Fund.



(PT= part-time employee; OT=overtime)

**Expenditures / Operations**

Expenditures and operations relate to the ongoing day-to-day expenses required to provide basic services and to maintain our infrastructure. The Town examines workload indicators, past expenditures and approved service levels when projecting its future expenditures. The challenge of being able to stay within budget, continue to provide existing and increased services levels and an increase in the cost of natural resources were major factors in estimating expenditures in 2015 and 2016.

The current employment market, especially with local governments, is seeing salary increases after seeing small to no increases to, in some cases, decreases to employee salaries and/or benefits. Historically no salary increases were given to Town employees in 2010 and 2011 when it became apparent that the Town could not stay within budget nor support future budgets if we continued giving pay increases. A small cost of living increase of 1% was given in 2012. For 2013 and 2014 merit increases of 3% we given. With the market becoming more competitive and the ability of the budget to give merit increases, the 2015 budget includes a 3% merit plus on an up to 4% market increase. The market increase is based on individual position market survey results. For 2016, the budget includes a 3.5% merit pool.

The 2015 and 2016 expenditure budgets for all funds reflect a 17% decrease and 30% increase respectively in comparison to the prior year. The 17% decrease in 2015 is mostly due to 2014 one-time capital projects including the Urban Renewal Authority’s purchase of commercial property and the recreation center repurposing construction project. 2016 is projected to be 30% over 2015 expenditures due to the construction of the Cottonwood Utility/Public Works Shop and construction of Segment 6 of the Blue River Trail. The General Fund section highlights expenditures by category over five years. Each Department Director was challenged to keep their wages/benefits, supplies and service expenditures increases reasonable; taking into account higher costs and providing the same or increased service levels. In summary, areas that were impacted are:

- ⇒ Four new full-time positions in 2015. Up to 3% and 3.5% performance based pay increases in 2015 and 2016, 5% increase in health insurance and worker compensation premiums year.
- ⇒ Strategic plans for Public Works, Public Safety and community arts programs.
- ⇒ Increase service levels in public works, parks and buildings.
- ⇒ Several large and expensive capital projects, including asset replacement projects in 2015 and 2016. This is made possible because capital funds can only be used for capital projects. The Town must be careful not to add new capital projects that would require increased levels of services unless we can afford to pay for the continual operation and maintenance.

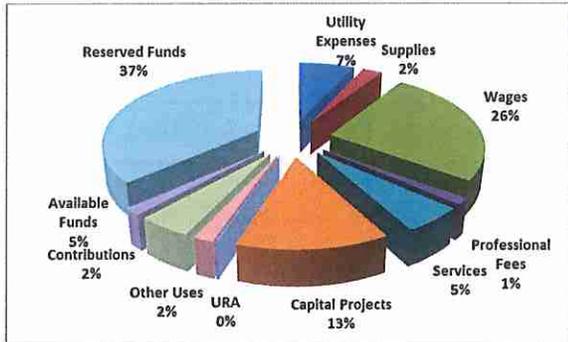
The pie chart and table show the breakdown of total uses of funds.

**Total Expenditure Uses for All Funds**

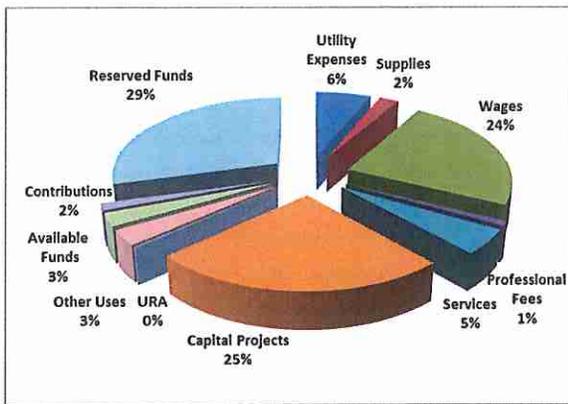
	2015 Bud	2016 Bud
Wages	\$ 7,487,112	\$ 7,783,746
Professional Fees	\$ 390,550	\$ 283,550
Services	\$ 1,610,003	\$ 1,662,010
Supplies	\$ 712,900	\$ 736,006
Contributions	\$ 457,103	\$ 463,315
Capital Projects	\$ 3,882,150	\$ 8,263,272
Utility Operations	\$ 2,013,132	\$ 2,063,454
Urban Renewal Authority	\$ 49,300	50,700
Other Uses	\$ 507,649	\$ 1,008,201
Available Funds	\$ 1,384,381	\$ 871,266
Reserved Funds	\$ 10,672,516	\$ 9,604,275

**Financial Overview**

**2015 Uses for All Funds \$29,166,796**



**2016 Uses for All Funds \$32,789,795**



When comparing the ratio of expenditures to revenues, the Town’s goal is a 90% ratio. However, in 2015 and 2016, the Town’s ratio is budgeted at 100% for each year. Because the Town consistently

budgets conservatively for revenue and expenditures, actual year results generally prove to show higher revenues and lower expenditures compared to budget. Fiscal year 2014 is an example of a lower ratio year (82%), where the General Fund increased by \$1,413,591. The original 2014 budget was anticipating a \$1,150,331 fund increase. The difference between the 2014 budget and projected is due to anticipated expenditure savings. Maintaining this expenditure to revenue ratio is a contributing factor to maintaining the Town’s strong financial condition.

In summary, 2015 General Fund operational expenditures (including professional services, supplies, services and contributions) is anticipated to increase by 2% over 2014 projected expenditures. 2016 General Fund expenditures are estimated to be 1% higher, or \$137,090, than 2015. If in future years residential growth occurs with no new retail commercial to help fund existing services, the Town will need to find new funding alternatives or eliminate/cut back current service and staffing levels.

The following table shows a summary of General Fund information. The future projections reflected do not meet the expenditure to revenue ratio goal mentioned earlier. Long-range projections are important in providing this information so that enough time is allowed to resolve the issues.

**Summary of General Fund Revenues, Expenditures and Fund Balance**

GENERAL FUND	2012 Act	2013 Act	2014 Proj.	2015 Bud	2016 Bud	2017	2018	2019
<b>Revenues</b>								
Actual/Projections	\$ 9,166,643	\$10,333,214	\$11,891,621	\$10,556,712	\$10,784,815	\$11,041,368	\$11,243,234	\$11,448,804
Diff prior year	\$ 314,315	\$1,166,571	\$1,558,407	(\$1,334,909)	\$ 228,103	\$ 256,553	\$ 201,866	\$ 205,570
% difference	4%	13%	15%	(11%)	2%	2%	2%	2%
<b>Operational Expenditures</b>								
Actual/Projections	\$ 8,614,034	\$ 9,325,157	\$ 9,727,477	\$10,535,556	\$10,750,060	\$11,015,559	\$11,233,040	\$11,415,132
Diff prior year	\$ 11,225	\$ 711,123	\$ 402,320	\$ 808,079	\$ 214,504	\$ 265,499	\$ 217,481	\$ 182,092
% difference	0%	8%	4%	8%	2%	2%	2%	2%
<b>Fund Balance</b>								
Actual/Projections	\$ 6,447,607	\$ 4,004,681	\$ 5,417,711	\$ 5,426,867	\$ 5,461,622	\$ 5,487,431	\$ 5,497,625	\$ 5,531,297
Diff prior year	\$ 299,721	(\$2,442,926)	\$1,413,030	\$ 9,156	\$ 34,755	\$ 25,809	\$ 10,194	\$ 33,672
% difference	5%	-38%	35%	0%	1%	0%	0%	1%
Op. Exp. To Revenue %	94%	90%	82%	100%	100%	100%	100%	100%

**FUTURE ISSUES**

The Town Council reviews goals during their annual retreat. This forum presents an opportunity to continue to identify the challenges facing the Town over the next 12 to 24 months. The issues have not necessarily changed from prior years. The most recent retreat (June 2014) generated the following Council issues/goals:

**COUNCIL GOALS:**

***A. Maintain budget and operational focus on existing assets, both capital and employee:***

**Employees:** It's an appropriate time, after weathering the economic downturn without reducing services, to assess and refocus on our core competencies of service delivery. Quality service delivery can only be accomplished with a quality workforce. Existing employees are the number one asset for the Town and allow the Town to provide each of our services to the community. The Town's budget policy specifies that this asset should be funded appropriately. Succession planning is also necessary for departments with employees who are nearing retirement.

**Capital:** Maintenance of existing infrastructure (water, sewer, streets, buildings, parks etc.) remains a top priority for the Town. This includes adequate funding for staff and equipment, as well as the Asset Management Plan for all infrastructure. Maintenance budgets need to keep up as our infrastructure continues to grow and to age, and wherever possible preventive maintenance opportunities should be pursued. Failure to adequately maintain our infrastructure reduces the service life and increases the long term costs of providing services to our customers

***B. Advance the development of the Town Center Core:***

- Relate the development to the recently updated comprehensive plan
- Town should become more involved in the land development/business development
- Incentivize the businesses that the Town desires
- Look for blocker to private development
- Explore adding a cultural arts facility as an anchor
- Review Market studies and engage Stakeholders early
- Initiate conversations with Colorado Department of Transportation.

***C. Job/Economic Development:***

- Pursue public/private Urban Renewal opportunities for key properties
- Alternatives to encourage job creation and development
- Diversify the economic base

- Look to what is appropriate and legal to create incentives

***D. Advance Affordable Housing Goals:***

- Consider workforce housing options in conjunction with economic development and as opportunities arise
- Look at opportunities outside of direct construction such as loan programs and rehabilitation.
- Review, at least annually, the Smith Ranch site

***E. Develop a Schedule for Improving/Expanding the Town's Parks, Open Space and Trails:***

- Review the Parks, Open Space and Trails Plan for capital projects and priority of the capital projects
- Include projects in the long-term budget plans
- Include the public in the design of projects

***F. Maintain momentum on existing projects:***

- Blue River Trail System
- Cottonwood Utility and Public Works Shop
- Review the Town fee and tax structures

Staff and Council are currently working on these goals but in many cases, the goals will take many years to achieve or the goals will shift depending on the issues that face the Town at given times.

In addition, the Town expects to be working on the following issues during the next two years:

**RESIDENTIAL & COMMERCIAL DEVELOPMENT**

There are still about 80 developable lots at the northwest end of Town known to most as Three Peaks. Residential units (mostly single family) and recreational (golf) are the primary uses of this area.

The land on the northeast section of Town is part of the Eagles Nest subdivision. This area is known as Angler Mountain Ranch. This residential development will include a mixture of 232 single & multifamily units. 81 units have already been constructed.

In 2005, the South Maryland Creek Ranch (SMCR) annexation was approved. The 355 acre parcel of land north of Silverthorne began constructing infrastructure in 2006. An additional 40 acres of open space was annexed in 2007. Under the annexation, the SMCR project would

## ***Future Issues***

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bring 82 new single-family homes and approximately 3.65 miles of new roads to the Town. A seven-acre park and trails were also included with this development. The economy is caused the delay of the project. A new submittal was submitted in late 2014 which looked to change the development to 240 residential units. Much work will be done on this project in 2015. The developer wishes to begin construction in late 2015.

Many of the residential developments noted above are expected to be homes of 2,500 square feet or higher. The prices for these homes are expected to be valued at \$700,000 and greater. The trend for sales of homes in the Summit County and Silverthorne area has been for second home owners, part-time residences and/or higher income buyers. Like many mountain communities across Colorado, the availability of affordable housing for the lower to middle income person/family is hard to find. In the past this issue has had economic ramifications as the pool of available employees is related to available housing.

In November of 2006, voters in Summit County approved Housing Measure 5A. This measure includes two taxes (.125% sales tax and an impact tax on new construction) that will be collected and administered in each local jurisdiction for the purpose of creating affordable housing. In 2008, the Council approved an affordable housing strategy that gives directions for a variety of options for the Town to create affordable housing including down payment assistance, rental and owner construction, Town-related housing cost reduction and land purchase. In late 2008, the Town purchased the 51 acres, Smith Ranch parcel. The parcel is located in the center of Town. In 2009, the property was annexed into Town and officially zoned residential. Council purchased this property with the intention of using the property for affordable housing. It has yet to be determined what kind of mix of housing this development will be. The project is reviewed every six-months to decide if it's an appropriate time to develop.

The question with any new residential growth is "How can the Town afford to maintain their current service levels with the additional demand

for service with our current revenue base?" Reviewing development for operational and capital demands through impact analysis is a top priority of staff as these projects are being planned. The Town must determine how it will pay for these new expenditures before residential development can occur. One method that has been added to new annexations is real estate transfer fees that are applied to any real estate sales that would occur in the annexed development or voluntarily by the developer. Additionally, general improvement districts (GID) are considered in order to pay for Town services that would be provided to newly annexed areas. The SMCR annexation created a GID to address the fiscal concerns of the Town. See page 115 for details.

In April of 2000, Silverthorne citizens approved a Development Excise Tax that assesses \$2 per sq. ft. on new residential permits. These funds are specifically used towards growth-related capital and, if needed, towards the operations of Public Works and Public Safety (if current funds will not cover the needs of the new growth). This funding source is not continual and is only collected at the time a building permit is issued. It cannot be relied upon as a stable revenue source to provide services.

Sales tax related commercial development is essential for the Town as sales tax revenues is what pay for Town services. There are only a few undeveloped large parcels of property left in Town. In August of 2012, a Lowes Home Improvement Center opened a 100,000 Sq Ft business. Lowes is a great addition to the segment of the community who had been driving to Denver or Eagle County to shop at other home improvement centers. Economically, it's a financial benefit to the Town bringing sales tax revenues which will assist with paying for Town services and providing funds for capital projects. The area of the Lowes building, Wilderness and Buffalo Rd, includes a greatly improved infrastructure system, including a new stop light, better traffic flow and land/streetscaping.

In 2013, the Town's Urban Renewal Authority purchased the Smith Ranch Commercial Site located at Hwy 9 and Ruby Ranch Road. The property consists of an 11 acre site zoned Planned

Unit Development for commercial uses. At 11 acres in size, the Smith Ranch Commercial Site is one of the few remaining large parcels of land zoned for commercial development in Silverthorne, and is an important property for the Town's ongoing economic development efforts.

Redevelopment of existing commercial properties is expected to occur in the long-term as many business uses and structures are and will be changing.

### **TRANSPORTATION**

Transportation issues in the State of Colorado remain of great concern. Silverthorne remains interested in decisions made at the state level and the impacts from the resort communities in Summit County. The Town is actively involved with Summit County Transit Authority Board (Summit Stage), and meets on a regular basis with Colorado Department of Transportation (CDOT).

The Town and Summit Stage continue to look at changes that would move locals around the county in a timely manner. The Town has a public transit station and parking lot located at Adams and 4<sup>th</sup> Street. The Town has assisted in upgrading bus stops, construction and streetscaping that improves safety for pedestrians and vehicles.

The Town is participating with CDOT and other I-70 communities as to what to do about the congestion on I-70 from Denver to Glenwood Springs. The Town is a member of the Technical Advisory Committee formed by CDOT. In addition, the Town is a member of the I-70 Coalition, a group of I-70 communities which is studying the I-70 system. The Coalition hopes to provide additional input to CDOT on what the local and most directly affected communities believe is the best solution to the I-70 congestion problem. CDOT will be studying and designing the I-70 interchange at Silverthorne. Construction has yet to be scheduled.

### **PARKS & TRAILS DEVELOPMENT**

In 2014, the Town adopted the updated Parks, Open Space and Trails Master Plan (POST). This plan's purpose is to "Continue the vision of Silverthorne as a distinct mountain community, by creating a town-defined by a walking scale, a

network of easily accessible trails, preservations of scenic vistas, community gathering spaces, places of cultural and artistic expression, places of cultural and artistic expression, places of spiritual renewal and a high quality park and recreation system sufficient to meet the needs of the town's residents."

Community surveys have shown that Silverthorne Citizens want more park and trail amenities. The SPORTS committee reviews, prioritizes, and schedules these projects. The primary issue for these amenities involves funding, not only for construction of the projects, but also for their continued operation and maintenance. The Lodging Tax Fund brings in approximately \$100,000 annually that can be used specifically for parks and trails. While not a substantial amount of funds, it does allow for matching funding for grants. The Town's General, Sales Tax CIP and Excise Tax Funds contribute in funding when appropriate.

The SPORT Committee has done an outstanding job on searching for grants for parks and trail projects. Great Outdoors Colorado (GOCO) has awarded the Town grants in the amount of \$1,980,612 towards the "Blue River Experience." The Blue River Experience in its entirety includes: 2.3 miles of trails construction, development of Cottonwood Park, development of the North Pond, river restoration, open space and easement acquisition. The total project is estimated to cost \$9.6 million for all five elements.

GOCO awarded only partial funding; including the Town's matching funds and other outside agencies' matching funds. The components of the Project included: the development of the North Pond Park, continued restoration of the Blue River and acquisition of key riverfront parcels and easements for conservation, passive recreation and construction of the trail along the Blue River.

Thanks to the GOCO grant and Summit County Open Space, the Town purchased the land needed to allow for the development of the northern portion of our trail system. Both parcels are on the Blue River and have been placed in land trust conservations.

## ***Future Issues***

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The Town had the inventory of property to fully construct the northern portion of the Town's Blue River trail system. The Hamilton Creek/Ponds section and the Ponds to Blue River Run section were built in 2007 and 2008. A major section of the trail was built in 2009. The 2009 section continues south from the Blue River Run subdivision; across the Blue River to the east bank along the Willow Grove pond and onto Mesa Drive. The construction included a parking lot and bathroom at Willow Grove Pond and a new bridge (Tammy Jamieson Memorial Bridge) that connects the east and west sides of the Blue River.

2013 included another major section of trail construction. The section constructed is just north of Town Hall to the Willow Grove Park, along the Blue River. With the construction of this most recent section, the majority of the trail is now complete. The few remaining sections of the trail are scheduled for construction through 2019.

In 2012, the Town added a new Tot Lot playground at Rainbow Park and replaced the playground equipment at Trent Park. The Tot Lot is meant to give young children a separate playground area. In 2013 and 2014, the Town

added new restrooms, picnic tables and landscaping near the Tot Lot at rainbow Park. Reconstruction of the tennis and basketball courts is scheduled in 2015. Replacement and additional amenities to Rainbow Park were part of a Rainbow Park master plan.

Smaller POST Master Plan projects will be funded with other State Lottery funds and with lodging tax revenues. The new POST Master Plan includes many exciting additional amenities that will certainly draw visitors and satisfy residences alike. However, finding the funding, especially for the larger dollars projects, will be a challenge

### **BALANCED BUDGET**

The Town's Financial Policies identify a "balanced budget" policy, whereby the Town will pay for all current operational expenditures with current revenues. The Town presented a balanced budget in 2015-2016 and beyond. Revenues are conservatively projected and historically, the Town has been fortunate with sales tax collections coming in higher at year-end. The Town believes its future economic position will remain reliant on sales tax revenue but must continue to identify other revenue sources or continue to expand its sales tax base.

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# General Fund Long Range Plan

Traditional Town services are recorded in the General Fund. The Town considers Administrative Services and Community Development as administrative departments, providing basic services to our customers. The Town's service departments include Public Safety, Public Works and Recreation and Culture. As growth increases, activity for each of these departments increases as well at differing times. Sales Tax continues to be the primary source of funding (the remaining 40% of the 2% Town tax and the 2% County tax remitted to the Town). The following Long-Range Plan identifies actual and projected revenues and expenditures in past and future years.

REVENUES	11 Act	12 Act	13 Act	2014 Proj.	2015 Bud	2016 Bud	2017	2018	2019
Taxes	6,023,380	6,288,146	6,924,802	7,383,645	7,522,950	7,666,814	7,813,659	7,963,424	8,116,167
Licenses & Permits	290,092	232,596	488,217	312,900	269,533	269,533	269,533	269,533	269,533
Charges for Services	1,843,616	1,974,088	2,073,093	2,061,907	2,023,910	2,079,794	2,111,566	2,143,953	2,176,966
Fines	118,523	83,922	124,730	110,000	125,000	125,000	125,000	125,000	125,000
Interest	33,054	28,503	15,170	8,000	81,265	108,537	163,849	164,623	164,929
Miscellaneous	58,975	115,289	156,303	155,412	70,000	52,000	52,000	52,000	52,000
<b>REVENUES</b>	<b>8,367,640</b>	<b>8,723,084</b>	<b>9,782,315</b>	<b>10,031,864</b>	<b>10,092,658</b>	<b>10,301,678</b>	<b>10,535,607</b>	<b>10,718,533</b>	<b>10,904,595</b>
<b>OTHER SOURCES</b>									
Proceeds from Real Estate	-	-	-	1,363,278	-	-	-	-	-
BRWF Admin Fees	142,310	140,319	141,524	143,003	145,405	149,935	153,408	158,481	163,752
Overhead Transfers	342,378	303,240	409,375	353,476	318,649	333,202	352,353	366,220	380,457
<b>TOTAL REVENUES</b>	<b>8,852,328</b>	<b>9,166,643</b>	<b>10,333,214</b>	<b>11,891,621</b>	<b>10,556,712</b>	<b>10,784,815</b>	<b>11,041,368</b>	<b>11,243,234</b>	<b>11,448,804</b>
EXPENDITURES	11 Act	12 Act	13 Act	2014 Proj.	2015 Bud	2016 Bud	2017	2018	2019
Administrative Services	1,581,485	1,507,232	2,010,796	1,937,188	2,246,075	2,219,789	2,283,899	2,314,075	2,294,098
Public Safety	1,696,797	1,726,112	1,777,197	1,827,705	1,954,162	1,997,607	2,053,672	2,100,989	2,156,172
Public Works	2,062,359	2,126,862	2,120,050	2,369,481	2,595,830	2,623,638	2,686,445	2,745,690	2,806,531
Community Develop.	695,909	679,672	750,395	821,819	809,248	874,851	892,933	909,555	926,723
Recreation & Culture	2,566,259	2,577,156	2,666,719	2,771,284	2,930,241	3,034,165	3,098,610	3,162,731	3,231,608
<b>EXPENDITURES</b>	<b>8,602,809</b>	<b>8,614,034</b>	<b>9,325,157</b>	<b>9,727,477</b>	<b>10,535,556</b>	<b>10,750,060</b>	<b>11,015,559</b>	<b>11,233,040</b>	<b>11,415,132</b>
<b>OTHER USES</b>	<b>600,000</b>	<b>252,888</b>	<b>3,450,983</b>	<b>751,114</b>	<b>12,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL EXPENDITURES</b>	<b>9,202,809</b>	<b>8,866,922</b>	<b>12,776,140</b>	<b>10,478,591</b>	<b>10,547,556</b>	<b>10,750,060</b>	<b>11,015,559</b>	<b>11,233,040</b>	<b>11,415,132</b>
INC (DEC) FUND BALANCE	11 Act	12 Act	13 Act	2014 Proj.	2015 Bud	2016 Bud	2017	2018	2019
INC (DEC) FUND BALANCE	(350,481)	299,721	(2,442,926)	1,413,030	9,156	34,755	25,809	10,194	33,672
PRIOR FUND BALANCE	6,498,367	6,147,886	6,447,607	4,004,681	5,417,711	5,426,867	5,461,622	5,487,431	5,497,625
CURRENT FUND BALANCE	6,147,886	6,447,607	4,004,681	5,417,711	5,426,867	5,461,622	5,487,431	5,497,625	5,531,297
RESERVE TARGET	4,301,404 (6 mo.)	4,307,017 (6 mo.)	4,662,579 (6 mo.)	4,863,739 (6 mo.)	5,267,778 (6 mo.)	5,375,030 (6 mo.)	5,507,779 (6 mo.)	5,616,520 (6 mo.)	5,707,566 (6 mo.)
AVAILABLE FUND BALANCE	1,846,482	2,140,590	(657,898)	553,972	159,089	86,592	(20,348)	(118,895)	(176,269)

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# Revenue Summary

## REVENUES IN DETAIL

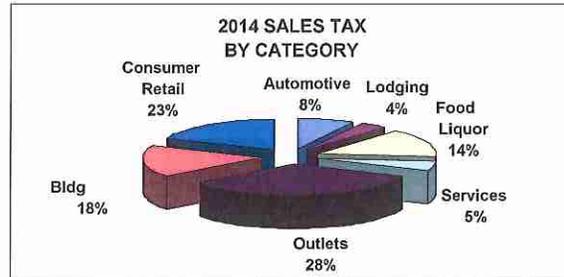
### Property Tax

The Town of Silverthorne has not collected a property tax since 1994. At that time the citizens voted to reduce the ad valorem tax to zero as the mill levy had not been raised in past years. The revenue generated in 1994 from property taxes was less than \$15K. If the property tax mills (.5) had been left in place it would generate approximately \$100K per year for 2014. The table below shows assessed valuation and percentage increases from year to year:

Year	Assessed Valuation	% Increased
1990	\$26,403,780	73%
1995	\$45,790,920	22%
2000	\$82,769,900	81%
2005	\$120,357,050	31%
2010	\$186,258,380	55%
2011	\$154,970,690	-17%
2012	\$155,852,340	.6%
2013	\$152,981,040	-2%
2014	\$152,959,220	0%

### Sales Tax

The Town of Silverthorne receives 4% in sales tax based on retail sales: 2% Summit County sales tax and 2% Town sales tax. The Town began self collecting its 2% share of the sales tax in August of 1995, while the State of Colorado continues to collect the County tax and remit it to the Town. Sixty percent of the 2% Town sales tax is allocated to the Capital Improvement Projects Fund (per a vote of the citizens in 1992). Sales tax revenues generate 63% of General Fund revenues for operation costs in 2015 and 2016. Sales tax by category, as of September of 2014, is identified by the following pie chart with the Outlet Stores making up over 28% of the sales tax collected.

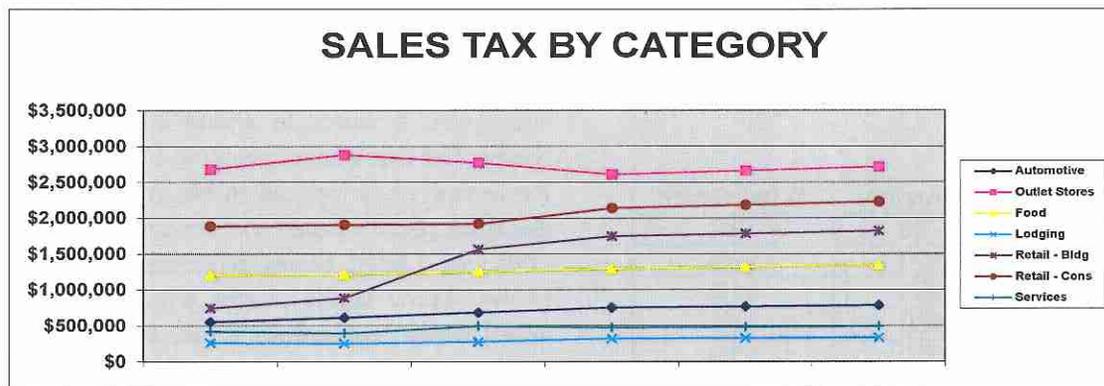
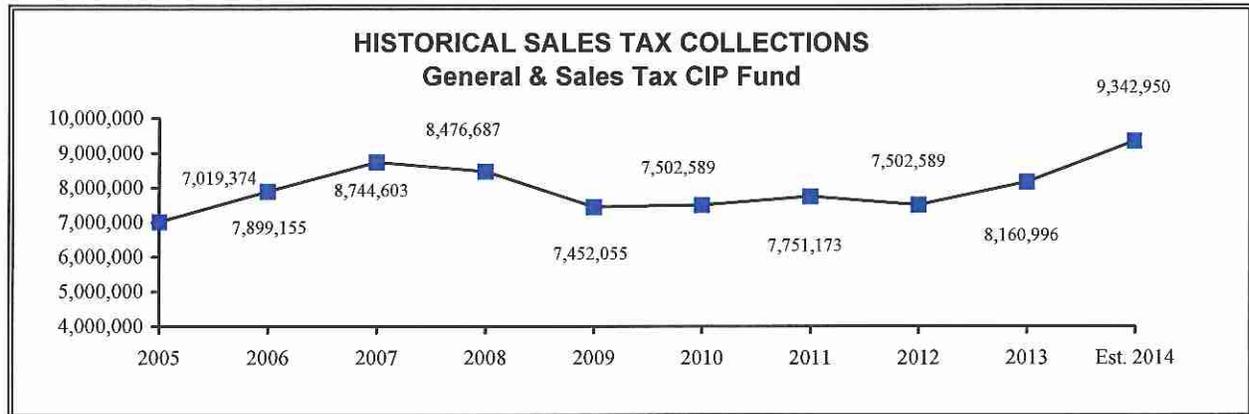


As of 9/30/14

The Town is home to almost 82 retail Outlet Stores. The first phase opened in December 1988, the second phase opened in November 1991 and the third phase opened in February 1994. Since 2005 the Outlet Stores reconstructed all three phases. Many highly sought tenants have been added which has brought a new freshness to the Outlets. The Outlets play a very important role in providing sales tax revenues to the Town.

The Town collects its own 2% sales tax, closely monitoring collections through the self-collection program. This also provides a better system to compare our portion with the tax remitted by the State, since collection should be similar. Sales tax collections have varied over the years in correlation with Silverthorne's commercial growth. The following graphs show sales tax revenues and sales tax category information.

## Revenue Summary



Vendor Category	2011	2012	2013	2014 Proj	%	2015 Bud	%	2016 Bud	%
Automotive	551,583	613,842	684,956	752,825	8%	767,882	8%	783,239	8%
Outlet Stores	2,679,914	2,883,683	2,776,659	2,610,000	28%	2,662,200	28%	2,715,444	28%
Food	1,207,311	1,214,509	1,255,380	1,294,000	14%	1,319,880	14%	1,346,278	14%
Lodging	260,874	253,433	277,776	321,000	3%	327,420	3%	333,968	3%
Retail-Bldg	745,939	887,481	1,568,468	1,750,000	19%	1,785,000	19%	1,820,700	19%
Retail-Consumer	1,887,810	1,911,771	1,924,508	2,142,000	23%	2,184,840	23%	2,228,537	23%
Services	417,742	396,277	495,860	473,125	5%	482,588	5%	492,239	5%
<b>Total</b>	<b>7,751,173</b>	<b>8,160,996</b>	<b>8,983,607</b>	<b>9,342,950</b>		<b>9,529,810</b>		<b>9,720,405</b>	
		3%	5%	10%	4%	2%	2%		

General Fund revenues are categorized and analyzed two ways: by categories (i.e., taxes) and by department (i.e., public safety). Sales tax projections are based on a detailed analysis of prior year collections and confident knowledge of future retail openings. There were approximately 865 Silverthorne sales tax accounts in 2014. The budgeting staff has been committed to an extensive review of individual accounts in projecting future collections. With the Town so dependent on sales tax revenues, it's necessary to confirm sales tax collected due to new growth vs. sales tax collected in the past. The key issues associated with the Town's 2015 & 2016 sales tax projection and future years are described here:

- ◆ The Town has had many inquiries during 2014 by sales tax producing businesses, interested in opening a business in Silverthorne. We expect that we'll see new businesses coming to Town in the near future but nothing we can specifically account for in future budgets. Therefore, we've budgeted for a 2% increase in each category for 2015 and 2016 which we believe is realistic and conservative.
- ◆ In August of 2012, a Lowes Home Improvement Store opened. Market studies conducted over various years concluded the need for a large home improvement store here

**Revenue Summary**

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in Summit County. Prior to Lowes opening, 75% of home improvement sales in Summit County have been lost to the Denver metro and Eagle County areas. In order for the Town to have obtained certain public infrastructure improvements needed due to the Lowes store, the Town and Lowes participated in an Enhanced Sales Tax Incentive Program (ESTIP). The amount of the ESTIP was \$1.9M. The Lowes ESTIP agreement requires the Town to return to Lowes 50% of any sales tax collected and remitted by Lowes beyond the 60% of the 2% Town sales tax and after a 15% estimated displacement of sales from existing building related businesses. The ESTIP is estimated to be paid in full by the end of 2019. Since Lowes opened in 2012, the Retail-Building category has increased by over 100%.

- ◆ In January of 2014, the Town welcomed the addition of a Murdoch's Store in the old Bighorn Lumber store which was closed in 2013. The store is a popular "ranch" themed commercial attraction to the Silverthorne and surrounding area. Target, another large retailer and Murdoch's are included in the consumer retail category, which makes up 23% of sales tax revenues. Both of these businesses have been and are recipients of ESTIP incentives.
- ◆ The Town is projecting sales tax from the Outlet Stores to grow 2% in 2015 and 2016. As mentioned earlier, the Outlets have three phases. All three phases have had their exteriors remodeled and are designed to be very inviting to pedestrians. The **Phase II** remodel was completed in 2005 and added many new and exciting tenants that have been quite popular to shoppers. **Phase III** stores were complete with their exterior improvements in 2007. However, anchor Old Navy left in 2011 and several other storefronts are currently vacant. We expect to see the north section of Phase III to see some sort of redevelopment in the near future. The **Phase I** stores were the last set of Outlet stores to have exterior improvements. The improvements were completed in 2008. Again we saw the addition of several new tenants. The Outlets are still a major draw for the Town

but are very susceptible to economic swings. While the Outlets are still considered a success, the Town experienced major decreases to Outlet related sales tax revenues in 2007 due to the economy. Their revenues have increased gradually since then but we continue to experience store vacancies. We continue to work with the Outlets to assist with their viability as they are an important asset to our community.

- ◆ It's expected that the Food category will see an increase of 2% or \$25,880 in sales tax revenues in 2015, helped by the old Village Inn building (which has been vacant since October 2012) being remodeled and opened as Bakery's Brewery, a new craft brewery restaurant. The restaurant is expected to open in February of 2015. The Brewery was the recipient of a business grant and an ESTIP of \$225,000 which has a payback timeline of seven years.
- ◆ The building industry had been a major contributor to the Town's sales tax revenues in past years. However, 2008 - 2010 saw major decreases in issued building permits in the Summit County area as compared to the boom years of the mid-2000s. The Town had seen building related sales tax revenues decline by 47% (\$664K) since 2007 (\$1.4M) as compared to 2010 (\$736K). Obviously the opening of Lowes and the increase in building in the County has brought the building category back as a major sale tax producer for the Town.
- ◆ The Service category generally moves as Silverthorne's population increases/decreases and as natural resource prices change. This category includes cable, communication and utility type businesses.
- ◆ The following are historic and estimates in sales tax revenues as a %:

2011	3.3%
2012	5.3%
2013	10.1%
2014 Proj	4.0%
2015 Bud	2.0%
2016 Bud	2.0%

## Revenue Summary

The tables that follow show General Fund revenues by category as a five-year comparison and percentage of change from year to year.

General Fund Revenues	Actual 2012	% Change Prior Yr	Actual 2013	% Change Prior Yr	Projected 2014	% Change Prior Yr	Budget 2015	% Change Prior Yr	Budget 2016	% Change Prior Yr
Taxes	6,288,146	4%	6,924,802	10%	7,383,645	7%	7,522,950	2%	7,666,814	2%
Licenses and Permits	232,596	-20%	488,217	110%	312,900	-36%	269,533	-14%	269,533	0%
Charges for Services	1,974,088	7%	2,073,093	5%	2,061,907	-1%	2,023,910	-2%	2,079,794	3%
Fines	83,922	-29%	124,730	49%	110,000	-12%	125,000	14%	125,000	0%
Interest	28,503	-14%	15,170	-47%	8,000	-47%	81,265	916%	108,537	34%
Misc.	115,289	95%	156,303	36%	155,412	1%	70,000	-55%	70,000	0%
Other Sources	443,559	9%	550,899	19%	1,859,757	238%	464,054	-75%	483,137	4%
<b>TOTAL</b>	<b>9,166,643</b>	<b>4%</b>	<b>10,333,214</b>	<b>13%</b>	<b>11,891,621</b>	<b>15%</b>	<b>10,556,712</b>	<b>-11%</b>	<b>10,784,815</b>	<b>2%</b>

In addition, revenues by category are further identified in detail to show the Town's mix of sources.

### Sales Tax

As the Town continues its financial long range planning, it is reminded of the reliance on the sales tax economy and the need to maintain healthy cash reserves. Other comments as to sales taxes are stated above.

Sales Tax	2013 Actual	2014 Projected	2015 Budget	% of Total	2016 Budget	% of Total
General Fund	6,319,207	6,571,975	6,703,414	70%	6,837,483	70%
Capital Projects Fund	2,664,399	2,770,975	2,826,395	30%	2,882,922	30%
<b>Total Sales Tax</b>	<b>8,963,606</b>	<b>9,345,950</b>	<b>9,529,809</b>	<b>100%</b>	<b>9,720,405</b>	<b>100%</b>

### Franchise Fees

The Town receives taxes from local gas/electric utility, telephone and cable media companies which are referred to as Franchise Fees. The Town projects revenues on franchise fees based on revenue estimates from the companies.

Franchise Fees	2013 Actual	2014 Projected	2015 Budget	% of Total	2016 Budget	% of Total
Century Link	895	895	895	0%	895	0%
Public Service/Xcel	205,584	220,000	223,300	80%	226,650	80%
Comcast Cable	52,038	56,000	56,000	20%	57,000	20%
<b>Total</b>	<b>258,517</b>	<b>276,895</b>	<b>280,195</b>	<b>100%</b>	<b>284,545</b>	<b>100%</b>

### Other Taxes

The Town receives the following miscellaneous taxes from the State of Colorado and Summit County. The Highway User Tax Funds (HUTF) is a state-collected, locally-shared revenue that is distributed monthly. The cigarette and marijuana tax is based on various taxpayer approved formulas. The Town of Silverthorne receives motor vehicle tax from Summit County based on registered vehicles in Silverthorne. Summit County also distributes to the Town a Road and Bridge Tax, a rebate of the mill levy collected for roads.

Other Taxes	2013 Actual	2014 Projected	2015 Budget	% of Total	2016 Budget	% of Total
Highway User	201,509	202,000	206,040	38%	210,161	39%
Cigarette/MJ	35,661	220,000	220,000	41%	220,000	40%
Motor Vehicle	27,719	27,000	27,000	5%	27,000	5%
Road and Bridge	63,487	65,000	66,300	12%	67,626	12%
Severance	18,701	20,775	20,000	4%	20,000	4%
<b>Total</b>	<b>347,077</b>	<b>534,775</b>	<b>539,340</b>	<b>100%</b>	<b>544,787</b>	<b>100%</b>

## Revenue Summary

### Licenses and Permits

Revenue generated in this category is comprised of mostly Community Development issued permits. New residential development continues to be the primary permit purchaser. Past development consisted of cluster type houses being built by developers, hence pulling building permits for large groups of housing (i.e., 24 units versus single developed homes). Individually built housing is harder to predict and generally brings in fewer permit requests. The Town does not budget for commercial permits. Code enforcement and administration of licensing on behalf of the business community should be recovered by the business license fee.

Licenses/Permits	2013 Actual	2014 Projected	2015 Budget	% of Total	2016 Budget	% of Total
Liquor/MJ Licenses	5,698	5,200	5,200	2%	5,200	2%
Business Licenses	87,900	90,200	88,500	33%	88,500	33%
Building Permits	329,495	190,000	150,000	56%	150,000	56%
Plumbing and Mech.	60,070	23,000	21,333	8%	21,333	8%
Misc.	2,654	2,500	2,500	1%	2,500	1%
<b>Total</b>	<b>488,217</b>	<b>312,900</b>	<b>269,533</b>	<b>100%</b>	<b>269,533</b>	<b>100%</b>

### Charges for Services

Community Development and Recreation & Culture are two departments striving to recover a percentage of the cost of providing services. The goal is to recover 60% of the costs of providing service in Community Development. In addition, the Town's goal is to maintain approximately 35% in a subsidy for the Recreation facility. The Pavilion strives to recover 50% of their expenditures through fees. Project review numbers in Community Development contemplate staff time spent on reviewing projects for code compliance. The Town recovered 66% of the costs of providing services in Recreation in 2013 and is projected for a 63% recovery in 2014. 2013 recovered 66% of costs for planners, inspections and related expenditures. 2014 is projected at a 35% recovery for Community Development and 56% for the Pavilion. The fluctuation in Community Development is due to the decrease in the number of new projects and building permits. The budget for these goals is detailed in the expenditure section of the General Fund. Rents & Intergovernmental agreements cover the retail leases at the Town Center and a joint court agreement with the Town of Dillon. The Angler Mtn Ranch residential development has a 1% real estate transfer assessment.

Charges/Services	2013 Actual	2014 Projected	2015 Budget	% of Total	2016 Budget	% of Total
Dillon Court IGA	29,810	60,000	48,000	2%	48,000	2%
Cut Throat Angler Lease	41,912	42,021	42,652	2%	43,291	2%
Town Center Lease	39,461	36,407	-	0%	-	0%
Forest Service Lease	52,952	52,951	52,951	3%	52,951	3%
Miscellaneous	13,734	11,149	11,657	0%	11,872	0%
Real Estate Transfer	151,168	115,000	78,000	4%	78,000	4%
Planning Reviews	16,257	20,000	20,000	1%	20,000	1%
Recreation Center	1,484,639	1,470,613	1,490,650	74%	1,495,680	72%
Pavilion	243,160	253,766	280,000	14%	330,000	16%
<b>Total</b>	<b>2,073,093</b>	<b>2,061,907</b>	<b>2,023,910</b>	<b>100 %</b>	<b>2,079,794</b>	<b>100%</b>

### Interest and Fines

Interest is earned on currently available funds in instruments that meet the investment standards as set by the Town's investment policies and the State of Colorado. Interest is budgeted at conservative rates. Fiscal year 2013 & 2014 experienced historically low interest rates. The 2015/2016 budgets used a fixed rate of 1.5% and 2% respectively when estimating interest income. Fines are collected on Public Safety and court issued tickets and fines.

Interest/Fines	2013 Actual	2014 Projected	2015 Budget	% of Total	2016 Budget	% of Total
Interest Revenues	15,170	8,000	81,265	39%	108,537	46%
Fines	124,730	110,000	125,000	61%	125,000	54%
<b>Total</b>	<b>139,900</b>	<b>118,000</b>	<b>206,265</b>	<b>100 %</b>	<b>233,537</b>	<b>100%</b>

**Revenue Summary**

**Miscellaneous**

There are a number of revenues generated from grants for Public Safety. Additionally, the Public Safety department contracts out security and traffic control services for a fee which is included under Miscellaneous.

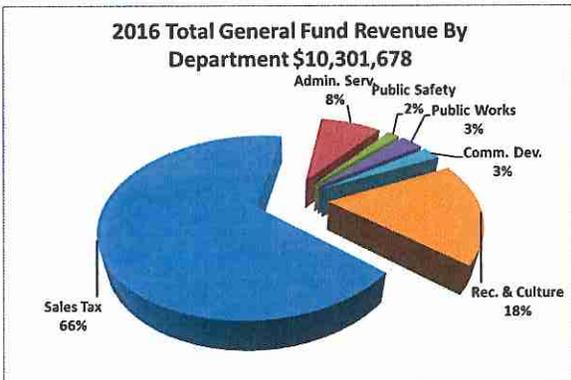
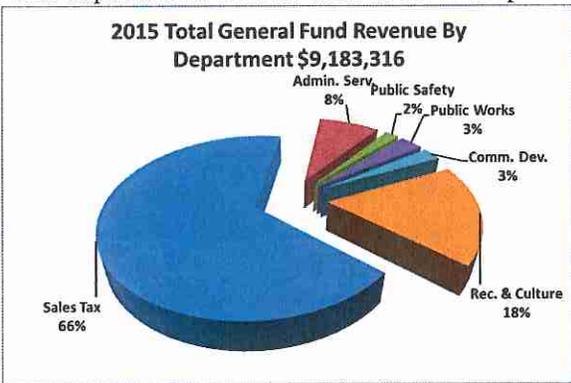
Miscellaneous	2013 Actual	2014 Projected	2015 Budget	% of Total	2016 Budget	% of Total
Grants/Donations	119,651	129,516	43,000	61%	25,000	48%
Miscellaneous	36,652	25,896	27,000	39%	27,000	52%
<b>Total</b>	<b>156,303</b>	<b>155,412</b>	<b>70,000</b>	<b>100%</b>	<b>52,000</b>	<b>100%</b>

**Other Sources**

Other Sources include an administrative fee from the Joint Sewer Authority and overhead transfers from the Water and Sewer Fund. These fees are based on a percentage of total revenues collected by each fund.

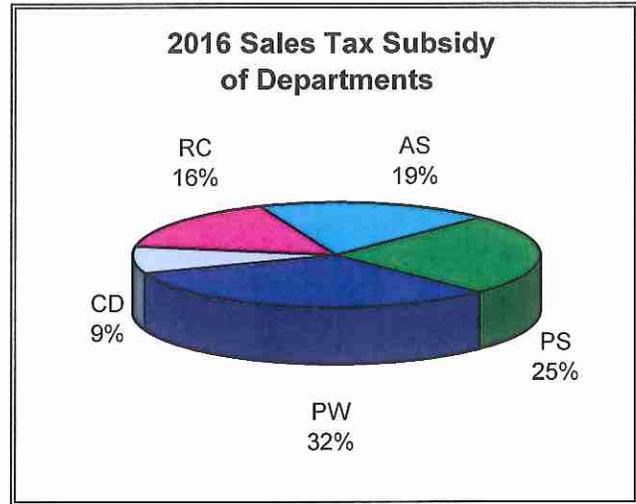
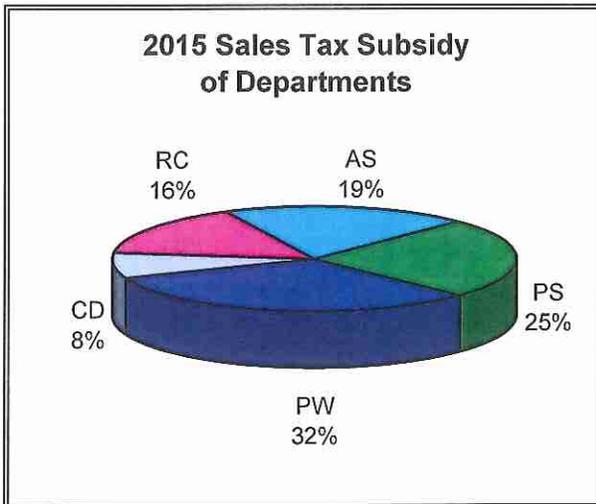
Other Sources	2013 Actual	2014 Projected	2015 Budget	% of Total	2016 Budget	% of Total
JSA Admin. Fee	141,524	143,003	145,405	31%	149,935	31%
Overhead Transfers	409,375	353,476	318,649	69%	333,201	69%
<b>Total</b>	<b>550,899</b>	<b>496,479</b>	<b>464,054</b>	<b>100%</b>	<b>483,360</b>	<b>100%</b>

Because the Town is sales tax driven, it is useful to see what departments are subsidized by sales tax and what departments recover their costs. Two pie charts illustrate this concept.



**Revenue Summary**

Public Safety and Public Works generate very little revenues; therefore, they receive the most sales tax subsidy. From the General Fund sales tax revenues, the departments receive the following subsidy:



The following table reflects a two-year projection of department subsidies. The Town will need to review current service levels and projected resources as the need for the subsidy exceeds the amount of sales tax available.

<b>GENERAL FUND SALES TAX SUBSIDY TO DEPARTMENTS *</b>	<b>Actual 2013</b>	<b>Projected 2014</b>	<b>Budget 2015</b>	<b>Budget 2016</b>
Administrative Services	1,389,957	1,134,404	1,415,962	1,358,056
Public Safety	1,454,681	1,509,109	1,767,005	1,828,235
Public Works	1,817,947	2,069,281	2,289,990	2,312,351
Community Development	341,918	586,319	556,416	622,019
Recreation and Culture	875,547	968,477	1,116,940	1,165,194
<b>TOTAL SUBSIDY</b>	<b>5,880,050</b>	<b>6,267,590</b>	<b>7,146,313</b>	<b>7,285,855</b>
<b>GF SALES TAX REVENUE (Available)</b>	<b>6,319,207</b>	<b>6,571,975</b>	<b>6,703,415</b>	<b>6,837,483</b>
<b>DIFFERENCE</b>	<b>439,157</b>	<b>304,385</b>	<b>(442,898)</b>	<b>(448,372)</b>
<b>TOTAL SALES TAX SUBSIDY (%)</b>	<b>93%</b>	<b>95%</b>	<b>107%</b>	<b>107%</b>

\*Department Expenditures minus Department Revenues equals Sales Tax Subsidy to Departments

## Revenue Summary

And finally, the following table shows all General Fund revenues organized by the responsible (collecting) Department. This is different from the Long Range Plan where revenues are shown by category using the same format as our Financial Statements. Note that this table does not include the "Other Sources" as reflected in the Long Range Plan. \*\*Note that the sales tax number only includes the 100% of County sales tax and 40% of the Town sales tax.

### REVENUES BY DEPARTMENT

<b>Administrative Services</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Projected 2014</b>	<b>Budget 2015</b>	<b>Budget 2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Sales Tax	5,430,076	5,717,521	6,319,207	6,571,975	6,703,415	6,837,483	6,974,232	7,113,717	7,255,991
Excise Tax	-	-	-	150,000	150,000	150,000	150,000	150,000	150,000
Moly Severence	11,627	13,325	18,701	20,775	20,000	20,000	20,000	20,000	20,000
Public Svc Franchise	186,270	175,810	205,584	220,000	223,300	226,650	230,049	233,500	237,002
US West Franchise	895	895	895	895	895	895	895	895	895
Cable Franchise	46,473	50,764	52,038	56,000	56,000	57,000	58,140	59,303	60,489
Cigarette/MJ Tax	37,544	35,963	35,661	70,000	70,000	70,000	70,000	70,000	70,000
Liquor Permit	4,239	4,273	5,698	5,200	5,200	5,200	5,200	5,200	5,200
Business Licenses	28,779	29,011	29,301	30,067	29,501	29,501	29,501	29,501	29,501
Dillon Court IGA	22,840	21,706	29,810	60,000	48,000	48,000	49,000	50,000	51,000
Forest Service Rent	52,952	52,952	52,952	52,951	52,951	52,951	52,951	52,951	52,951
Real Estate Transfer	33,012	111,563	151,168	115,000	78,000	78,000	78,000	78,000	78,000
Interest	33,054	28,503	15,170	8,000	81,266	108,537	163,849	164,623	164,929
Misc. Income	28,202	12,002	23,861	13,896	15,000	15,000	15,000	15,000	15,000
<b>AS Subtotal</b>	<b>5,915,963</b>	<b>6,254,287</b>	<b>6,940,046</b>	<b>7,374,759</b>	<b>7,533,528</b>	<b>7,699,216</b>	<b>7,896,817</b>	<b>8,042,690</b>	<b>8,190,959</b>

**Revenue Summary**

**REVENUES BY DEPARTMENT – Continued**

**Public Safety**

	Actual 2011	Actual 2012	Actual 2013	Projected 2014	Budget 2015	Budget 2016	2017	2018	2019
Fines	118,523	83,922	124,730	110,000	125,000	125,000	125,000	125,000	125,000
Business Licenses	57,555	58,018	58,598	60,131	-	-	-	-	-
Grants/Donations	16,145	90,001	119,651	129,516	43,000	25,000	25,000	25,000	25,000
SMCR GID	6,359	6,550	6,746	6,949	7,157	7,372	7,593	7,821	8,055
Misc. Income	14,629	13,827	12,791	12,000	12,000	12,000	12,000	12,000	12,000
<b>PS Subtotal</b>	<b>213,211</b>	<b>252,317</b>	<b>322,516</b>	<b>318,596</b>	<b>187,157</b>	<b>169,372</b>	<b>169,593</b>	<b>169,821</b>	<b>170,055</b>

**Public Works**

	Actual 2011	Actual 2012	Actual 2013	Projected 2014	Budget 2015	Budget 2016	2017	2018	2019
Highway User Tax	208,700	205,506	201,509	202,000	206,400	210,161	214,364	218,651	223,024
Motor Vehicle Tax	26,063	25,691	27,719	27,000	27,000	27,000	27,000	27,000	27,000
Road and Bridge Tax	75,733	62,672	63,487	65,000	66,300	67,626	68,979	70,358	71,766
Excavation Permit	1,900	1,400	2,400	2,000	2,000	2,000	2,000	2,000	2,000
Park/Slash/Ice Castle Fees	13,946	60,771	6,988	4,200	4,500	4,500	4,500	4,500	4,500
<b>PW Subtotal</b>	<b>326,342</b>	<b>356,040</b>	<b>302,103</b>	<b>300,200</b>	<b>305,840</b>	<b>311,287</b>	<b>316,843</b>	<b>322,509</b>	<b>328,290</b>

**Community Development**

	Actual 2011	Actual 2012	Actual 2013	Projected 2014	Budget 2015	Budget 2016	2017	2018	2019
Building Permit	152,117	115,810	329,495	190,000	150,000	150,000	150,000	150,000	150,000
Plumbing Permit	14,228	7,901	28,849	8,000	8,000	8,000	8,000	8,000	8,000
Mechanical Permit	27,055	12,771	31,221	15,000	13,333	13,333	13,333	13,333	13,333
Sign Permits	3,931	2,833	2,492	2,000	2,000	2,000	2,000	2,000	2,000
CD Project Review	22,371	12,046	16,257	20,000	20,000	20,000	20,000	20,000	20,000
Business Licenses	-	-	-	-	58,999	58,999	58,999	58,999	58,999
Misc. Income	286	580	162	500	500	500	500	500	500
<b>CD Subtotal</b>	<b>219,989</b>	<b>151,940</b>	<b>408,477</b>	<b>235,500</b>	<b>252,832</b>	<b>252,832</b>	<b>252,832</b>	<b>252,832</b>	<b>252,832</b>

**Recreation and Culture**

	Actual 2011	Actual 2012	Actual 2013	Projected 2014	Budget 2015	Budget 2016	2017	2018	2019
Passes	809,351	810,455	804,891	822,093	815,000	823,618	840,090	856,892	874,030
Daily Admissions	273,286	282,426	278,879	274,826	281,500	277,732	283,287	288,952	294,731
Special Events	9,843	6,776	8,196	10,129	3,750	3,750	3,825	3,902	3,980
Programs	253,464	277,133	294,514	265,239	287,500	287,500	293,250	299,115	305,097
Rentals	20,974	27,593	21,059	24,637	23,000	23,180	23,644	24,116	24,599
Merchandise Sales	21,410	8,003	18,515	19,506	24,000	24,000	24,480	24,970	25,469
Vending	674	419	423	60	600	600	600	600	600
Retail Lease Rental	34,000	41,157	41,912	42,021	42,651	43,291	43,940	44,600	45,269
Town Center Lease	40,433	34,201	39,461	36,407	-	-	-	-	-
Pavilion Charges	173,778	163,542	243,160	253,766	280,000	330,000	330,000	330,000	330,000
Misc. Income	54,922	56,764	58,162	54,123	55,300	55,300	56,406	57,534	58,685
<b>R &amp; C Subtotal</b>	<b>1,692,136</b>	<b>1,708,500</b>	<b>1,809,172</b>	<b>1,802,807</b>	<b>1,813,301</b>	<b>1,868,971</b>	<b>1,899,522</b>	<b>1,930,681</b>	<b>1,962,459</b>

<b>TOTAL REVENUES</b>	<b>8,367,639</b>	<b>8,723,083</b>	<b>9,782,314</b>	<b>10,031,862</b>	<b>10,092,658</b>	<b>10,301,678</b>	<b>10,535,607</b>	<b>10,718,533</b>	<b>10,904,595</b>
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# Expenditure Summary

The Town has identified a number of service level highlights for the past two years. The following list helps explain the changes made in order to respond to the needs of the community, budgetary constraints and certain federal and state regulations.

## **Administrative Services services include some of the following highlights:**

- ◆ The Town website, at [www.silverthorne.org](http://www.silverthorne.org), continues to provide expanded public information to public and ease of updating for Town staff. Digital Silverthorne Signal newsletter launched to save on printing and postage costs. An updated on-line payment system was made available in 2014. Incorporating social media in communicating through a Facebook site. More items are being added to make this tool valuable to the community and beyond.
- ◆ Continue to improve communication and relations with the business community through outreach meetings, grants and cooperative involvement on visioning for the Town.
- ◆ Continue to look at strengthening the economic opportunities for the Town. Included the involvement of the Economic Development Advisory Committee (EDAC) and private partnerships.
- ◆ Converted the Town's financial, payroll and human resource record systems to new software in 2014. This was a major undertaking and helped the Town move forward with current technology and user friendly processes.
- ◆ Continue to monitor the health care industry and laws as they relate to the Town; the Town's health plan and its employees.
- ◆ Conducted our biennial budget, benefit, employee and market surveys.

## **Public Safety services include some of the following highlights:**

- ◆ Department continues to work to be more of a resource to the Community through Community Policing programs.
- ◆ The Department works cooperatively with other governmental agencies through grant requests, a shared record management system, county-wide tactical team, emergency response teams, community policing events and participate in various committees involving community issues.
- ◆ The Town was granted a Federal COPS Grant.
- ◆ Continue to provide a safe environment for our citizens to live.

## **Public Works services include some of the following highlights:**

- ◆ Continue emphasis on Pine Beetle and Noxious Weed removal, enforcement and treatment.
- ◆ Completed the construction of Segment 5 of the Blue River Trail, from Town Hall North to the Willow Grove Open Space.
- ◆ Design for next segment of the Blue River Trail, from Willow Grove Open Space to the north section of the Blue River Run subdivision.
- ◆ Continue the street and path maintenance efforts, including concrete repairs and overlay project throughout Town.
- ◆ Continue snow plow and removal programs for all Town streets, paths and sidewalks.
- ◆ Increased maintenance activities (as our buildings age) on our various Town buildings including the Recreation Center, Town Hall, Pavilion and United States Forest Service building.
- ◆ Provided oversight for design and construction of new Rainbow Park restrooms.
- ◆ Constructed the Rivers Edge Park.

**Expenditure Summary**

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**Community Development services includes some of the following highlights:**

- ◆ Land development speculation continues for commercial and residential projects.
- ◆ Current planning – Staff must provide projects reviews on proposed development projects.
- ◆ Long Range Planning – Staff keeps the Comprehensive Plan and Master Plan up to date.
- ◆ Completed a major over haul of the Town’s Comprehensive Plan and design standards for the Town Core area.
- ◆ Contract out the Building Department services to Summit County, including plan review and inspections.
- ◆ Bring the Town’s IT Systems and GIS records to most current possible state.

**Recreation and Culture services include some of the following highlights:**

- ◆ Recreation Center is no longer new and may require additional attention to continue to keep it in its current shape. Completed a major repurposing within the Center.
- ◆ Continue to build a niche for Pavilion as premier performing arts center and banquet facilities in Summit County.
- ◆ Implement the strategic planning of the Recreation Center and Pavilion.
- ◆ Completed the Parks, Open Space and Trails Master Plan.

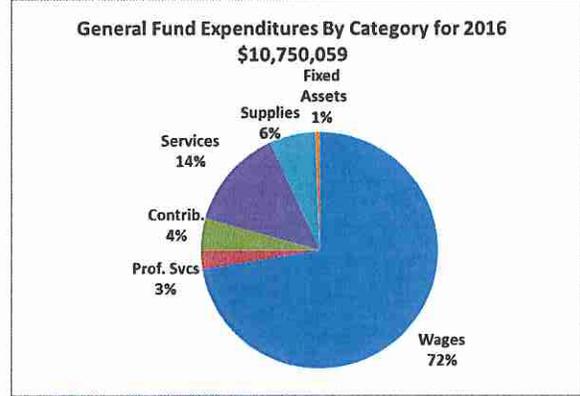
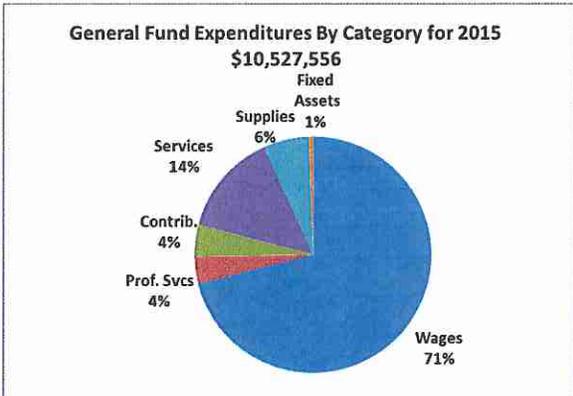
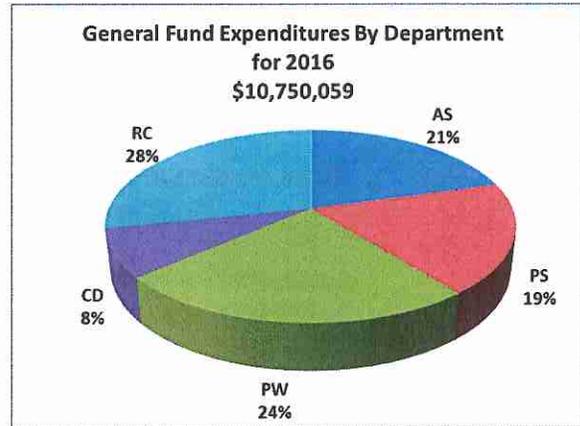
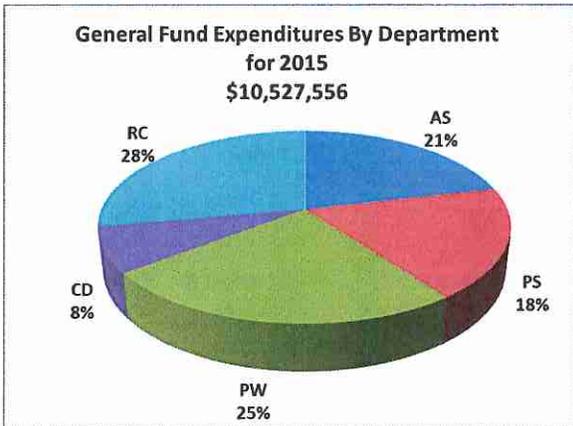
The following table summarizes the General Fund Expenditures by Department.

**2015 Summary of General Fund Expenditures  
By Category By Department**

	<b>Administrative Services</b>	<b>Public Safety</b>	<b>Public Works</b>	<b>Community Development</b>	<b>Recreation &amp; Culture</b>	<b>Total Expenditures by Category</b>
<b>Wages</b>	1,233,897	1,572,946	1,800,995	661,530	2,217,744	7,487,112
<b>Professional Services</b>	197,750	63,800	47,500	79,500	2,000	390,550
<b>Services</b>	335,525	259,416	367,735	53,718	471,497	1,487,891
<b>Contributions</b>	457,103	-	-	-	-	457,103
<b>Supplies</b>	21,800	58,000	367,100	14,500	195,500	656,900
<b>Capital Assets</b>	-	-	12,500	-	43,500	56,000
<b>Total Dept. Expenditures</b>	<b>2,246,075</b>	<b>1,954,162</b>	<b>2,595,830</b>	<b>809,248</b>	<b>2,930,241</b>	<b>10,527,556</b>

### 2016 Summary of General Fund Expenditures By Category By Department

	Administrative Services	Public Safety	Public Works	Community Development	Recreation & Culture	Total Expenditures by Category
Wages	1,276,608	1,622,968	1,862,475	726,637	2,295,057	7,783,745
Professional Services	145,750	45,800	10,500	79,500	2,000	283,550
Services	311,325	270,339	361,063	54,214	486,501	1,483,442
Contributions	463,315	-	-	-	-	463,315
Supplies	22,800	58,500	377,100	14,500	201,107	674,007
Capital Assets	-	-	12,500	-	49,500	62,000
<b>Total Dept. Expenditures</b>	<b>2,219,798</b>	<b>1,997,607</b>	<b>2,623,638</b>	<b>874,851</b>	<b>3,034,165</b>	<b>10,750,059</b>



**Expenditure Summary**

**GENERAL FUND YEAR-TO-YEAR COMPARISON**

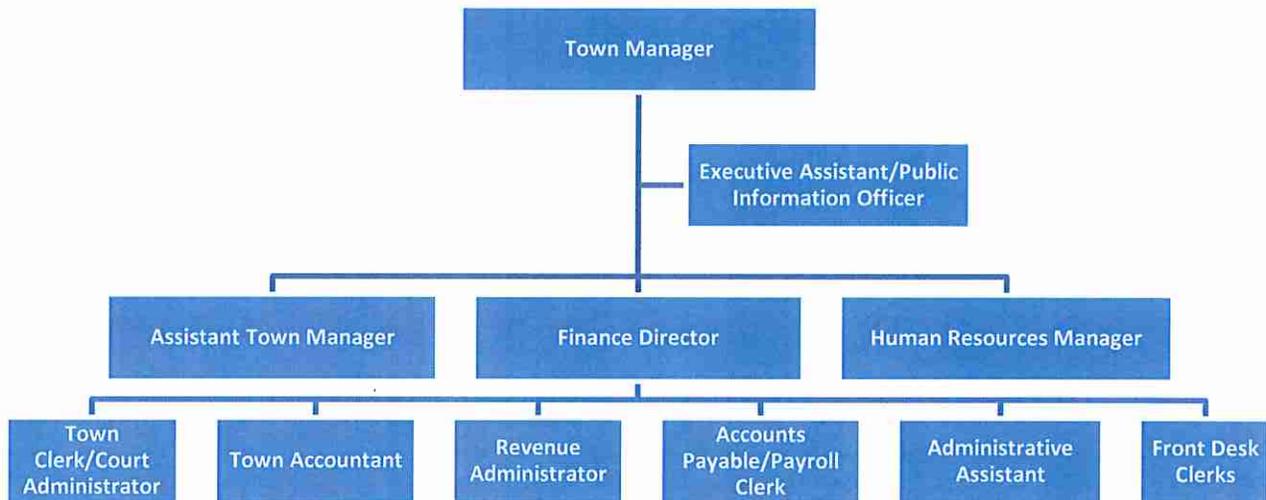
	Actual 2013	% Change Prior Yr	Projected 2014	% Change Prior Yr	Budget 2015	% Change Prior Yr	Budget 2016	% Change Prior Yr
<b>Wages</b>								
Admin. Services	1,232,818	15%	989,312	-20%	1,233,897	25%	1,276,608	3%
Public Safety	1,458,940	3%	1,495,025	2%	1,572,946	5%	1,622,968	3%
Public Works	1,513,117	0%	1,668,351	10%	1,800,995	8%	1,862,475	3%
Community Dev	542,383	-2%	631,849	16%	661,530	5%	726,637	10%
Rec. & Culture	1,977,243	0%	2,066,752	5%	2,217,744	7%	2,295,057	3%
<b>Total Wages</b>	<b>6,724,501</b>	<b>3%</b>	<b>6,851,289</b>	<b>2%</b>	<b>7,487,112</b>	<b>9%</b>	<b>7,783,746</b>	<b>4%</b>
<b>Professional Svcs</b>								
Admin. Services	131,404	3%	192,934	47%	197,750	2%	145,750	-26%
Public Safety	27,150	-20%	36,033	33%	63,800	77%	45,800	-28%
Public Works	8,091	-75%	36,345	349%	47,500	31%	10,500	-78%
Community Dev	173,549	117%	132,102	-24%	79,500	-40%	79,500	0%
Rec. & Culture	10,654	361%	500	-95%	2,000	300%	2,000	0%
<b>Total Professional</b>	<b>350,849</b>	<b>27%</b>	<b>397,914</b>	<b>13%</b>	<b>390,550</b>	<b>-2%</b>	<b>283,550</b>	<b>-27%</b>
<b>Services</b>								
Admin. Services	226,695	1%	277,643	22%	335,525	21%	311,325	-7%
Public Safety	218,654	-5%	239,519	10%	259,416	8%	270,339	4%
Public Works	269,839	1%	306,881	14%	367,735	20%	361,063	-2%
Community Dev	28,760	-22%	41,706	45%	53,718	29%	54,214	1%
Rec & Culture	443,173	21%	464,657	5%	471,497	1%	486,501	3%
<b>Total Services</b>	<b>1,187,121</b>	<b>5%</b>	<b>1,330,406</b>	<b>12%</b>	<b>1,487,891</b>	<b>12%</b>	<b>1,483,442</b>	<b>0%</b>
<b>Contributions</b>								
Admin. Services	398,864	505%	455,935	14%	457,103	0%	463,315	1%
<b>Total Contributions</b>	<b>398,864</b>	<b>505%</b>	<b>455,935</b>	<b>14%</b>	<b>457,103</b>	<b>0%</b>	<b>463,315</b>	<b>1%</b>
<b>Supplies</b>								
Admin. Services	21,015	5%	21,364	2%	21,800	2%	22,800	5%
Public Safety	72,452	38%	57,128	-21%	58,000	2%	58,500	1%
Public Works	321,762	4%	345,404	7%	367,100	6%	377,100	3%
Community Dev	5,703	35%	16,162	183%	14,500	-10%	14,500	0%
Rec & Culture	193,504	4%	199,875	3%	195,500	-2%	201,107	3%
<b>Total Supplies</b>	<b>614,436</b>	<b>8%</b>	<b>639,933</b>	<b>4%</b>	<b>656,900</b>	<b>3%</b>	<b>674,007</b>	<b>3%</b>
<b>Capital Assets</b>								
Admin. Services	-	0%	-	0%	-	0%	-	0%
Public Safety	-	0%	-	0%	-	0%	-	0%
Public Works	7,242	39%	12,500	73%	12,500	0%	12,500	0%
Community Dev	-	0%	-	0%	-	0%	-	0%
Rec & Culture	42,144	-19%	39,500	-6%	43,500	10%	49,500	14%
<b>Total Capital Assets</b>	<b>49,386</b>	<b>-14%</b>	<b>52,000</b>	<b>5%</b>	<b>56,000</b>	<b>8%</b>	<b>62,000</b>	<b>11%</b>
<b>Total Expenditures</b>	<b>9,325,157</b>	<b>8%</b>	<b>9,727,477</b>	<b>4%</b>	<b>10,535,556</b>	<b>8%</b>	<b>10,750,060</b>	<b>2%</b>

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# Department Policies, Narratives & Summary of Expenditures

The Department Narratives provide each Department Director an opportunity to describe the services its programs provide the community. Policies guide the operations of each department's programs and are identified to show the reader the Town's intent in providing consistency to its citizens. The accomplishments reflect the activity conducted in the past two years, the goals reflect the specific tasks the department will undertake over the next two years and service indicators for departments/programs. A summary of department expenditures and 2015/2016 expenditure highlights provides a more detailed analysis of costs associated with each department.

## Administrative Services



### FINANCIAL ADMINISTRATION

#### Program Policies

The Department's financial policies are included in Appendix "A" of this document. Please refer to that section for the policies that guide the Town in its financial decision-making.

#### Services Provided to Community

The Department is responsible for financial reporting and management, financial planning and revenue collections. Specifically, financial reporting and management activities include preparing financial statements, maintaining the fund accounting system and preparing annual financial reports in accordance with policies and procedures of GAAP. The Department's payroll responsibilities include maintaining PR database, processing bi-weekly payroll, quarterly tax reporting, and annual W2 processing. Financial planning responsibilities include development of five-year long-range plans, preparation of the Town's annual operations and capital budgets. Revenue collection activities consist of tax collection, charges for services, court fines, utility billing and maintenance of accounts receivable. The Administrative Services Department also reviews the financial impacts of private development activity in Silverthorne and provides information to community committees as needed regarding Town financial matters.

**2013/2014 Accomplishments**

1. Converted the Town's Comprehensive Financial Statements to conform to the following Governmental Accounting Standards Board Statements:
  - GASB #65 – Items Previously reported as Assets and Liabilities - This Statement specifies the items that were previously reported as assets and liabilities that should now be reported as deferred outflows of resources, deferred inflows of resources, outflows of resources, inflows of resources.
  - GASB #61 –The financial reporting entity: Omnibus; an amendment of GASB Statements #14 & #34 - This Statement modifies existing requirements for the assessment of potential component units in determining what should be included in the financial reporting entity, the display of component units (blending vs. discrete presentation, and certain disclosure requirements.
  - GASB #54 – Fund balance reporting and governmental fund type definitions – This statement establishes new categories for reporting fund balance and revises the definitions for governmental fund types.
2. Continued to utilize Revenue Recovery Group sales tax auditors for sales tax auditing. Concluded fourteen audits in 2013, resulting in \$59,214 in assessments. Actively attend Colorado Sales Tax Auditors Association meeting as well as meetings through Revenue Recovery Group.
3. Conducted an RFP for new financial accounting software and selected Caselle Clarity. Caselle replaced our software system emGov which the Town had used for 20-years. The process has taken well over a year. The activation of the system began in April of 2014.
4. Switched to Xpress Bill Pay as our on-line payment system. The system will allow customers to view their account information for utility bills and sales tax returns. It should also streamline some payment systems such as checks paid through bank bill pay systems. It will also post payments directly to accounts rather than have employees enter the information into the system.
5. Assisted with the RFP and selection of the new payroll software system. The activation of the system began in the first payroll in 2014. This required new processes for: time entry, reviewing payroll, payroll general ledger system and payroll taxes. Payroll taxes and W2s are now completed by the tax service through the cloud –based payroll software Ascentis.
6. Assisted with EDAC meetings and related projects.
7. Reviewed development applications as to the fiscal impact of the development. Worked directly with developer consultants and/or corporate representatives.
8. Reviewed and implemented health insurance benefit changes that are projected to give the Town some savings and better employee health coverage in 2013 & 2014. The changes reflect the need to remain competitive and maintain better control over the true costs of our benefit plan in a health insurance environment that continues to increase in cost. Continue to be educated on the Federal Health Care Reform including filing new employer IRS forms and remitting related fees.
9. Analyzed the 2014 bid lease purchases for Town equipment. Finalized financing in December of 2014.
10. Continued the process of a detailed asset management plan for all Town facilities, fleet, parks, technology, infrastructure and equipment.
11. Worked cooperatively with the Water department and users of our water system. Due to our remote water meter reading system, we've been able to communicate with property owners when water issues are occurring rather than waiting until water damage occurs or their water bills are higher than normal.
12. Converted and trained to an upgraded purchase card system in 2013 & 2014.
13. Will complete the Town's 2015 & 2016 two-year budget. Focused on long range planning and less time spent on the process in the "off" year
14. For the eighteenth year, the Town received the Government Finance Officer Associations "Certificate of Achievement for Excellence in Financial Reporting."
15. Continue the quarterly billing for the Area 2 undergrounding properties that chose to finance their assessment obligations. As of the end of 2014 we have 12 properties that are on the payment plan.
16. Began to scan records utilizing the new Laser Fiche software system. Sales tax returns, business license applications and incident reports are currently being scanned on a regular basis. Taking a more active role with records management including items outside the Laser Fiche system.
17. Administer the Lowe's, Which Wich, Bakery's Brewery & Murdoch ESTIP programs.

18. Analyzed the Summit solar programs. The Town participated by purchasing 200kW worth of solar panels that began producing solar power in October of 2013. The Town is tracking the production activity and analyzing credit rebates and savings monthly. It's estimated that the solar production will pay back the Town on various buildings in 8 to 13 years. The credit agreements with Xcel is for a twenty year period.
19. Conducted the biennial utility rate survey.
20. Update the sales tax code section of the Town Code book.
21. Exempt in-town auto sales from Town sales taxes.
22. Produced new Dillon court fee calculation. One that guarantees that the Town recovers Dillon's share of court costs.

**2015/2016 Goals**

1. Continue the development of a more detailed Asset Management Plan that will also meet the needs of the GASB reporting as well as provide a planning tool for the entire organization.
2. Conduct a request for proposal for a new investment advisor.
3. Continue to be the Town's representative on fiscal related Economic Development Advisory Committee (EDAC) discussions. Be a resource to any committee or project that needs assistance.
4. Continue to work towards diversifying revenues by working with EDAC and generating recommendations to the Town Council.
5. Continue to conduct fiscal review of pending projects whether residential or commercial.
6. Review additional performance benchmarks which may be utilized for the Town budget and review process.
7. Continue to monitor the water rate tier system.
8. Prepare request of proposal for lease/purchases for fleet related items.
9. Assist in the financial analysis as related to the Town's health insurance plan especially as it relates to any Federal health care law changes.
10. Complete the 2015/2016 budget document.
11. Conduct the 2014 and 2015 annual financial audits.
12. Continue to improve the uses of the new Caselle accounting system. Find new ways to communication financial information to departments and the public. Incorporate the system with the budget process.
13. Assist with the new Ascentis payroll time entry system.

**Service Indicators:**

	<u>2013 Actual</u>	<u>2014 Projected</u>	<u>2015 Budget</u>	<u>2016 Budget</u>
# of Funds/# of Program	13/28	13/28	13/28	13/28
\$ of Total Town Fund Expenditures	\$21,614,816	\$18,928,132	\$17,097,899	\$21,514,254
# of Sales Tax Accounts	885	865	885	905
\$ of Sales Tax Revenues	\$8,983,606	\$9,342,950	\$9,529,809	\$9,720,405
# Utility Accounts	1,717	1,756	1,776	1,796

**PUBLIC POLICY & ADMINISTRATION**

**Program Policies**

The Comprehensive Plan and Silverthorne Town Code and Charter serve as approved public policy.

**Services Provided to Community**

The Department is responsible, through the actions of the Mayor and Town Council, for approving policy and passing legislation. The Town Manager is responsible for implementation of Council policy and all municipal functions. The Town Attorney provides legal services for the defense and prosecution of lawsuits and other litigation, as well as legislative and executive assistance with legal opinions and advisement to the Council. Other general public administration activities include municipal court processing, election administration, business licenses, risk management, records management, marketing, dissemination of public information, economic development and business outreach.

**2013/2014 Accomplishments**

1. Provided Silverthorne community with public information and solicited public input. Significant public information efforts were made regarding the Urban Renewal Plan Update.
2. Introduced Engage Silverthorne community website.
3. Consolidated Town's social media pages into one Facebook presence.
4. Produced the Silverthorne Signal newsletter.
5. Conducted annual Council goal setting and budget retreats that focused on services provided to the community, capital projects, economic development, communications and master plans.
6. Continued to conduct the Town of Dillon's court and ticket system. Court is held in combination with Dillon's tickets/cases on the third Wednesday of the month. Negotiated a new agreement for court services with the Town of Dillon which fairly reimburses Silverthorne for services provided.
7. Conducted a RFQ for judge services for the Town's municipal court, leading to Town Council's selection of Ron Carlson as Silverthorne's Municipal Judge.
8. Conducted an RFP for Town Attorney, leading to the Town Council's selection of Matt Mire as Silverthorne's Town Attorney.
9. Began the process of a municipal election in April of 2014. The election was canceled due to having no more candidates than positions available. Seated three council members and one mayor in April of 2014.
10. Continued active involvement with the Summit County Communication Consortium (SCTC). This organization is in place to deal with public entity communication issues such as public access to internet and cable services. Negotiated and accepted a 10 year cable franchise agreement with Comcast.
11. Actively involved with the I-70 Coalition. This organization is in place to study and make recommendations to the Colorado Department of Transportation regarding solutions for current traffic issues as well as long term roadway and mass transit options on Interstate 70.
12. Continued to work with the Economic Development Advisory Committee (EDAC) consisting of eleven local business people. The purpose of the Committee is to review matters related to economic development which will help Silverthorne grow and enhance sustainable business and Town revenues, both short and long term.
13. Continued business outreach work as a regular ongoing function of Town Manager's Office.
14. Monitored pending legislation which would negatively impact the Town of Silverthorne and lobbied state and federal officials when appropriate.
15. Attended conferences hosted by Downtown Colorado Inc. to stay abreast of local, regional, and statewide economic development issues, programs, and services related to downtown areas.
16. Continued to promote the SC Alert network ([www.scalert.org](http://www.scalert.org)) to Silverthorne residents. This system provides individuals the opportunity to sign up for electronic emergency communications to cell phones and/or e-mails.
17. Coordinated Town staff efforts on litigation and settlements related to Blue River Trail easements.
18. Established public/private partnership in Gateway area to foster future opportunities for redevelopment.
19. Recommended and implemented market adjustments to compensation to maintain competitiveness of Town's workforce.
20. Continued work on opportunity to bring a Cultural Arts Facility to Silverthorne's Town Core to serve as a catalyst for a vibrant Town Core.
21. Implemented Court software upgrade.

**2015/2016 Goals**

1. Continue implementation of DCI/Town Core vision.
2. Assist the Urban Renewal Authority with implementation of the Urban Renewal Plan
3. Continue business outreach efforts with local businesses.
4. Review and refine existing Town of Silverthorne tourism and economic development marketing efforts.
5. Review effectiveness of new Economic Development programs introduced in 2012. Involve EDAC in the review process.

**Administrative Services**

6. Consider development opportunities that would be appropriate for the town land directly north of the Town Pavilion.
7. Monitor Town’s current use of social media and consider opportunities for expansion.
8. Upgrade the Content Management System for the Town’s website.
9. Conduct biennial Community Survey in 2015.
10. Conduct 2016 Municipal election.
11. Increase Town programming available on SCTV’s CH10 and summitnews.com.
12. Continue to incorporate all department records onto the new records management system.
13. Investigate options for language translation of Town publications to increase community engagement.
14. Implement online community engagement tool to supplement current website offerings.
15. Increase content of emergency preparedness information on Town’s website.
16. Revamp tourism/visitor content on Town’s website.
17. Continue to administer the Town’s clothing merchandise program.

**Service Indicators:**

	<u>2013 Actual</u>	<u>2014 Projected</u>	<u>2015 Budget</u>	<u>2016 Budget</u>
# of Council Meetings/Work session/Retreats	22/22/0	24/22/2	22/22/0	22/22/2
# Elections	0	1	0	1
# of Liquor/Marijuana Licenses	24/1	24/2	24/2	24/2
# of Business Licenses	1,193	1,223	1,180	1,180
# of Tickets/# of Docket Cases	3,064/389	2,071/275	1,700/250	1,750/260
\$ of fines collected Silverthorne/Dillon	\$124,730/\$248,597	\$110,000/\$165,031	\$125,000/\$125,000	\$125,000/\$130,000

**ECONOMIC DEVELOPMENT**

**Program Policies**

The Economic Development Element of the Comprehensive Plan, the Silverthorne Town Code and Charter, and the Economic Development Incentive Policy all serve as approved public policy for Economic Development activities.

**Services Provided to Community**

The Department is responsible, through the direction of the Mayor and Town Council and recommendations from the Economic Development Advisory Committee, for undertaking economic development efforts in Silverthorne. The Department is also responsible for assisting the Silverthorne Urban Renewal Authority in the implementation of the Silverthorne Urban Renewal Plan. Economic Development services include assisting businesses with the development review process, general business outreach, marketing, business grant administration, and business development and recruitment.

**2013/2014 Accomplishments**

1. ESTIP Utilization for key retailers – Which Wich, Murdoch’s, Starbucks, and Baker’s Brewery
2. Strategic Property Acquisitions – Smith Ranch Commercial and Gateway properties
3. Strategic Property Sale – Town Center Phase II Land
4. Urban Renewal Plan Adoption and two expansions of Plan Area at request of property owners.
5. Economic Analysis and active facilitation of redevelopment of Four Catalyst Sites
6. ICSC attendance and Idea Exchange participant and sponsorship
7. New retail recruitment marketing materials completed
8. Continued incentive programs including the Business Grant Program

**2015/2016 Goals**

1. Continue all Economic Development programs.
2. Continue to advance business recruitment, retention and expansion.
3. Assist the Urban Renewal Authority with Town Core redevelopment efforts.

## ***Administrative Services***

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4. Continue to coordinate development of catalyst sites.
5. Attend conferences hosted by Downtown Colorado Inc. and the Economic Development Council of Colorado, to stay abreast of local, regional, and statewide economic development issues, programs, and services related to downtown areas.

### **Service Indicators:**

	<u>2013 Actual</u>	<u>2014 Projected</u>	<u>2015 Budget</u>	<u>2016 Budget</u>
# of Business Grants Awarded	7	7	7	7
Business Grant -Total \$ Awarded	\$40,800	\$41,858	\$40,000	\$40,000
We Are Silverthorne Participants	15	9	15	15
Energy Smart Participants	10	9	8	8

## **HUMAN RESOURCES ADMINISTRATION**

### **Program Policies**

The Town of Silverthorne Personnel Policies and Safety Manual guide the operations of this program. Other policy guidelines include the Silverthorne Health Care Benefits Summary Plan Document; federal FLSA, ADA, FMLA, COBRA laws; state Worker's Compensation and employment laws; and Appendix "B" of this document.

### **Services Provided to Community**

Program responsibilities include compensation planning and execution, benefits administration, human resource management; consistent employment law applications, and workers compensation administration. Human Resources Administration provides an equal, fair and safe working environment that supports the belief that employees are the Town's greatest asset. HR assists departments in providing an environment for employees to pursue professional development through job-related education and training. HR maintains the highest ethical standards of professional and personal conduct, and helps employees maintain these same standards.

### **2013/2014 Accomplishments**

1. Researched and selected new HR/PR software in 2013; completed implementation in 2014.
2. Completed Market Compensation Survey in 2014
3. Completed Benefit Survey in 2014.
4. Completed Open Enrollment through Employee Self-Service Portal in 2014.
5. Renewed 3-year State Worker's Comp Cost Containment Certification in 2014, which saves the Town 5% on annual Worker's Comp premiums.
6. Coordinated 2013 Employee Opinion Survey with MSEC.
7. Analyzed paid leave policies in 2013 and implemented changes effective 2014.
8. Assisted with analysis of health care plan for Council presentation in 2013.
9. Coordinated on-site Performance Pro trainings in 2013 - 2014.
10. Met education requirement to renew 3-year SPHR Certification.
11. Coordinated 7 full-time employee separations, 4 promotions and 5 new hire processes in 2013.
12. Coordinated 8 full-time employee separations, 4 promotions and 6 new hire processes in 2014.
13. Coordinated 18 Worker's Comp injury claims in 2013; claims totaled \$96,984.
14. Coordinated 21 claims in 2014, with claims totaling \$155,276.
15. Coordinated short-term disability leaves, FMLA leaves, and military leaves.
16. Served as chairperson for Wellness and Personnel Committees; continued as Safety Committee member.
17. Coordinated employee meetings with ICMA retirement representative.
18. Coordinated all-employee meetings.
19. Coordinated annual flu clinics.
20. Completed and distributed annual Employee Benefit Statements.
21. Updated and distributed Personnel Policies annually.
22. Completed annual Pinnacle Workers Compensation projections and audits.
23. Began converting personnel files to electronic format.

24. Responded to compensation and benefits surveys from MSEC, CML, and other Colorado entities.

**2015/2016 Goals**

1. Finalize Time & Attendance program.
2. Continue to maximize and learn HR/PR software capabilities
3. Work with Personnel Committee to improve training program for new and current supervisors.
4. Work with Town Manager and Personnel Committee to develop succession plan.
5. Continue the conversion process for hardcopy personnel records to electronic format.
6. Complete employee survey in 2015.
7. Complete biennial compensation & benefit surveys in 2016.
8. Continue providing benefit education to employees.
9. Stay current with new federal and state laws as they relate to personnel or benefit issues; update policies.
10. Continue to research new benefit possibilities and cost efficiencies.
11. Continue to act as Workers Compensation Risk Manager and maintain Cost Containment Certification.
12. Continue to monitor Health Care Reform Act.
13. Stay current with SPHR certification training requirements.

**Service Indicators:**

	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2016 Budget</u>
# of Full-time Employees	88	88	93	93
# of Part-time Employee	85-100	85-130	85-140	85-140
Turnover of Full-time Employees	8%	8%	8%	8%
# of Workers Compensation Cases	18	21	18	18
# of Benefits Offered	20	20	20	20

**Administrative Services  
Summary of Expenditures**

	Actual 2011	Actual 2012	Actual 2013	Projected 2014	Budget 2015	Budget 2016	2017	2018	2019
<b><u>Wages</u></b>									
Admin. Service	490,318	496,503	513,144	526,921	557,711	578,264	590,154	603,398	617,003
Town Council	33,339	33,343	33,344	33,094	33,339	33,339	33,339	33,339	33,339
Town Manager	462,595	470,831	620,162	362,337	565,333	585,420	598,540	612,007	625,834
Municipal Court	66,251	67,820	66,167	66,960	77,514	79,586	80,812	82,062	83,337
<b>Total Wages</b>	<b>1,052,503</b>	<b>1,068,497</b>	<b>1,232,818</b>	<b>989,312</b>	<b>1,233,897</b>	<b>1,276,608</b>	<b>1,302,844</b>	<b>1,330,806</b>	<b>1,359,513</b>
<b><u>Supplies &amp; Services</u></b>									
<b>Admin. Serv. Program</b>									
Wages	490,318	496,503	513,144	526,921	557,711	578,264	590,154	603,398	617,003
Prof. Services	132,787	86,493	86,513	92,428	92,500	94,500	97,500	100,000	102,500
Services	132,646	127,239	147,346	182,102	200,781	208,150	217,069	223,630	231,416
Supplies	19,606	19,149	19,409	20,031	20,300	21,300	22,800	22,800	22,800
<b>Program Total</b>	<b>775,357</b>	<b>729,384</b>	<b>766,412</b>	<b>821,482</b>	<b>871,292</b>	<b>902,213</b>	<b>927,523</b>	<b>949,828</b>	<b>973,719</b>
<b>Town Council Program</b>									
Wages	33,339	33,343	33,344	33,094	33,339	33,339	33,339	33,339	33,339
Services	124,766	71,444	44,689	64,218	95,830	66,000	73,750	68,200	76,150
Contributions	49,859	65,943	51,207	49,474	54,000	54,000	55,000	55,000	55,000
<b>Program Total</b>	<b>207,964</b>	<b>170,730</b>	<b>129,240</b>	<b>146,786</b>	<b>183,169</b>	<b>153,339</b>	<b>162,089</b>	<b>156,539</b>	<b>164,489</b>
<b>Town Manager Program</b>									
Wages	462,595	470,831	620,162	362,337	565,333	585,420	598,540	612,007	625,834
Prof. Services	12,953	8,118	12,364	12,486	65,000	12,000	16,000	13,000	17,000
Services	22,287	26,496	26,496	21,012	28,550	26,800	28,650	26,900	28,650
Supplies	555	774	1,606	1,333	1,500	1,500	1,500	1,500	1,500
<b>Program Total</b>	<b>498,390</b>	<b>506,372</b>	<b>660,628</b>	<b>397,168</b>	<b>660,383</b>	<b>625,720</b>	<b>644,690</b>	<b>653,407</b>	<b>672,984</b>
<b>Economic Development Program</b>									
Professional Services	-	-	-	50,000	-	-	-	-	-
Services	-	-	8,164	10,311	10,365	10,375	10,885	10,875	10,885
Professional Services	-	-	347,657	406,461	403,103	409,315	415,651	422,114	346,433
<b>Program Total</b>	<b>-</b>	<b>-</b>	<b>355,821</b>	<b>466,772</b>	<b>413,468</b>	<b>419,690</b>	<b>426,536</b>	<b>432,989</b>	<b>357,318</b>
<b>Muni Court Program</b>									
Wages	66,251	67,820	66,167	66,960	77,514	79,586	80,812	82,062	83,337
Professional Services	33,523	32,926	32,528	38,020	40,250	39,250	42,250	39,250	42,250
<b>Program Total</b>	<b>99,774</b>	<b>100,746</b>	<b>98,695</b>	<b>104,980</b>	<b>117,764</b>	<b>118,836</b>	<b>123,062</b>	<b>121,312</b>	<b>125,587</b>
<b>TOTAL DEPARTMENT EXPENDITURES</b>	<b>1,581,485</b>	<b>1,507,232</b>	<b>2,010,796</b>	<b>1,937,188</b>	<b>2,246,075</b>	<b>2,219,798</b>	<b>2,283,899</b>	<b>2,314,075</b>	<b>2,294,097</b>

# Public Safety



## COMMUNITY POLICING

### Program Policies

Community policing is a philosophical approach to police service delivery, which emphasizes problem solving and crime prevention through community partnerships. In this environment the police are viewed as part of the community, rather than apart from the community. We are only as effective in this role as the community makes us, or allows us to be. Our primary mandates are to have positive influences on the level of safety and quality of life within the Town of Silverthorne. We interact with the community in a wide variety of ways in an attempt to identify and address concerns before they manifest themselves in criminal activity or result in injury. Given the size of this police department, we provide a broad cross-section of quality programs in cooperation with the community.

### Services Provided to Community

1. **Public Education:** The Department shall commit resources to educational and preventive programs for children, teenagers and adults. These programs include: Adopt an Angel, which continues to be a county-wide program to include all Summit County Law Enforcement, Lake Dillon, Red White and Blue Fire and Summit County Ambulance organizations. With our expanded program we continue to serve about 900+ children, just over 300 families county wide; TIPS (alcohol server education) training for restaurants and liquor establishments; Neighborhood Watch has been in Silverthorne for several years. We will continue to offer this service when there is community interest. DARE training at the Silverthorne Elementary School continue to be very popular. We have two DARE instructors teaching 3 classes for 12 weeks. DARE training has been taught in our Silverthorne Elementary school for over twenty years, making a difference with our kids. The Safe Summer Kick Off is another very popular outreach program that has also gone county wide. This public safety event is held here in Silverthorne each summer. Families who attend will find everything free including bicycle safety seminars; child car seat inspections and installations, free bikes, helmets, and other safety giveaways. This program has helped create safety awareness for all that attend. Officers offer self-defense and crime prevention seminars which are held every year to help individuals and business within our community. We offer a Ride-along program for adults and teens; scholarships for elementary school and high school students and Job Shadow Programs.
2. **Citizens Advisory Committee:** The Citizens Advisory Committee was created by the Town Council to advise them on public safety issues and to provide direct feedback to the Chief of Police on the performance of the police department. The group meets bi-monthly to discuss community safety concerns. This group has assisted the department in its personnel selection and promotional processes. We have added an educational component to the committee, teaching police procedure along with practical hands on learning.
3. **Code Enforcement:** This program most recently has been moved to the Community Development department. Police officers will continue to assist Community Development with the enforcement of parking, zoning, and code ordinances.

4. **Traffic Calming:** This effort involves the placement of the speed/radar trailer during the summer months and the coordination with the Public Works Department on the placement of speed bumps and other types of traffic control devices throughout the Town. We also coordinate with Public Works and the Colorado Department of Transportation on speed signage, roadway improvements, and equipment such as interstate closure gates, metering stoplights on our on-ramp and metering operations at mile marker 207, reducing congestion within the Town. In our office, we have monitors that view CDOT cameras along the I-70 corridor. We operate hand held traffic control signal device to regulate the traffic lights during busy ski weekends and the 4th of July. We also have traffic education and calming programs such as roadway safety seminars for the large trucking companies that travel through Silverthorne. Numerous speed surveys have been conducted on several streets within the Town of Silverthorne.

**2013/2014 Accomplishments**

1. The department has maintained a "flat" organizational structure (minimum layers of supervision) in order to enhance information flow and sharing throughout the organization.
2. The department has identified and conducted two major community policing projects. We organize our annual Adopt and Angel and Safe Summer Kickoff program. This free service has improved our communication with the local community while providing positive interaction with officers. Since this program is county wide, we have expanded the idea of community policing to other police agencies, fire and EMS.
3. Employees have been encouraged to utilize problem-solving skills in order to address quality of life and safety issues within the community. Officers use these skills on a daily basis, helping our community to be a safer place to live.
4. The Police Department along with all the other law enforcement agencies in the county continue to collaborate with the Records Management System. This system continues to help identify crime trends in the county and provide greater levels of information sharing and cooperation.
5. The construction site crime prevention program continues to be useful even though there has been a decrease in construction. We have continued to educate construction site workers, helping to keep their property secure and reducing the amount of theft on site. Construction site thefts have reduced due to education, awareness and posted signs indicating police cooperation.
6. The Police Department annually participates in a 10 week county wide citizen's police academy. The program is offered each Fall and is always full to capacity. Participants have had the opportunity to learn firsthand about police operations. The program offers two evenings to include a mock trial in the County Court and an evening out on the fire ground with our counties Fire Rescue. We added a 6 week Latino program where translators are used. We are alternating the regular academy with the Latino academy each year .The fire departments liked our idea and now offers their own academy odd years from us.
7. We continue to participate in the county wide Latino Advisory group. We have held public gatherings to discuss traffic concerns, legal issues, parenting/family, and immigration status. This group has been very positive and has really opened community communications.
8. We have been writing grants to help with funding of Community Policing Programs. We have received over \$20,000 to assist with the Safe Summer Kickoff and Adopt an Angel programs. We are currently working with CDOT and have obtained monies to cover officers overtime hours .Officers are doing extra enforcement in the areas of DUI enforcement and Click It or Ticket.

**2015/2016 Goals**

1. Continue refinement of existing Community Policing Programs. (This has included the ongoing expansion of the Adopt an Angel and Safe Summer Kick off programs, and the construction site crime prevention program.)
2. Reinforce the Neighborhood Watch Program. (The department has held several organizational meetings in the community and received no community interest in developing this program. We will continue to work with community members and start up the program when the need and interest arise.)

3. Continue gathering information from our Records Management System (RMS) and have the Detective and Sergeants attend the monthly meeting and discuss common crime MO's. Communications on criminal activity in Summit County has improved through these monthly meetings. County wide, we are developing COP-LINK, a computer program that will link a name and type of criminal activity state wide.
4. Work in collaboration with the other Summit County law enforcement agencies to further develop our Citizen's Police Academy. The program has been very successful with classes filling up each season. We will provide a modified Latino Citizen Academy which will be similar to the 10 week program we already offer
5. Work in collaboration with the other Summit County law enforcement agencies, the Family Intercultural Resource Center, and the citizenry to continue to develop the Latino Advisory Committee with law enforcement. This multi-cultural advisory committee will be looking at obtaining grant funding to help develop local cultural leaders and develop community trust with law enforcement in Summit County. This program is currently ongoing and getting stronger.
6. Continue working closely with the Community Development to assist them with the effectiveness of Code Enforcement. Code Enforcement continues to be quite active. We will work with the Community Development Department and the town prosecutor to help expand the level of enforcement.

## **LAW ENFORCEMENT**

### **Program Policies**

Law enforcement is often the "reactive" side of policing and deals with the more traditional aspects of the job; i.e., tickets, arrests, calls for assistance. The department is responsible for the enforcement of local, state and federal laws, including traffic laws. Officers perform these duties through self-initiated "on scene" observations or by responding to dispatched calls for service. We have been working on a more proactive approach as officers are looking at the big picture.

### **Services Provided to Community**

Professional Standards: The Department is committed to community policing principals. When our officers respond to a vandalism, theft or burglary, they take the extra time to talk with citizens about prevention. We would rather use this extra time to educate the public so these types of incidents don't happen again. We are currently working on updating our policy and procedure manual. The Department also established a mandatory, annual in-service training program for all officers. Further improvement is needed in identifying and training future leaders within the department and providing Sergeants with supervisory and management training beyond the basic level.

### **2013/2014 Accomplishments**

1. The department is managing its resources in an effective manner. We have been very short staffed due to frozen positions, one officer in the military as well as vacancies. We have been handling our call load but the self-initiated activity is lower than expected due to fewer personnel.
2. The department has been working towards a new policy manual called Lexipol to replaces our old manual. This manual mirror most state agencies and will have daily training modules to help keep officers current on policy.
3. The department has worked jointly with the Summit County Communications Center and other law enforcement agencies in the county to perfect the information gathering techniques with our records management system. Work has begun to identify a new CAD (computer aided dispatch) system.
4. Training has been a major priority for the department. Training for the young officers has been very successful in part to participation in the Police Officer Standards Training I-70 West training program. We have participated in numerous training programs at little or no cost to the department.
5. The department has adopted a single arrest control program, PPCT and has trained all members of the department on this one method. We now have an instructor on our staff who keeps us all up to date.
6. We have been writing grants to help with funding. We received a COPS grant for \$263,500, funding for one officer position for three years. We currently have only months left on the grant. Another grant was for

police load bearing vests, \$4,000 to help with officers who have back issues. We also received grants for the DUI and Seatbelt grants totaling \$12,000.

**2015/2016 Goals**

1. Maintain high professional standards within the organization and continue to be actively involved in CACP and IACP in 2015/2016.
2. Continue to improve the level of professionalism within the organization through supervisory and employee training opportunities. Training opportunities have been numerous for all levels of the department from leadership training, professional standards, supervisory training, crime scene investigation, active shooter, and other opportunities.
3. Monitor crime trends within the Town and modify programs and staffing to address these trends. This is ongoing and will become stronger with the information from the records management system and COPLINK. This will continue to give us the tools necessary to identify trends and help predict crime patterns.
4. Address traffic concerns within the various neighborhoods. This is ongoing with the use of Speedy, portable speed signs, traffic enforcement and education. We will work with Public Works and CDOT on traffic calming efforts in our community with anticipation of new traffic control measures.
5. Purchase 2 more radar speed signs to help with traffic enforcement. We currently have four movable speed signs that have been extremely effective.
6. Continue to train officers to input "clean" data into the records management system. This information will benefit the entire county for years to come.
7. Work on getting to full staff capacity which includes 10 Officers, 1 Detective, 4 Sergeants and 2 Administrative Assistants and the Chief.

**Service Indicators:**

	2013 Actual	2014 Projected	2015 Budget	2016 Budget
Calls for Service/Case Reports	6,554	6,237/633	7,000/600	7,000/600
Public Seminars	12	15	15	15
Traffic Accidents	191	197	180	190
DUIs	22	26	30	40
Overtime	\$53,841	\$46,500	\$45,000	\$45,000
Patrol Officers/Sworn Officers	11/16	11/16	11/16	11/16
Department costs/Sworn Officers	\$111,075	\$114,232	\$122,135	\$124,850
Civilian Employees	3	3	2	2
Commendations/Complaints	52/2	50/2	55/2	55/2
Domestic Disputes	35	29	35	38
Citizen Assists	480	1160	1000	1000
Summons (Tickets)	1,129	982	1,100	1,200
Warnings	1,311	921	1,000	1,200
Town/County Population	4,010/28,637	4,110/28,975	4,145/29,355	4,180/29,827

**INTER-AGENCY COOPERATION**

Town Council has established a goal for all departments to work cooperatively with other agencies. In order to be effective and efficient, all of the law enforcement agencies in Summit County must work together. None of us have enough resources to perform all our required tasks by ourselves. We rely on each other to provide quality service to the community. The Silverthorne Police Department has sought to accomplish this goal corporately with all police and fire agencies within the county.

**Services Provided to Community**

LEAF (Law Enforcement Assistance Fund) Grant: This is a cooperative effort and grant project involving all of Summit County. The purpose of the grant is to address drunk driving (DUI) throughout the county, normally on busy targeted holidays. Driving under the influence of drugs (DUID) will also be a main focus.

Click It or Ticket Grant: This is another way to work cooperatively with Summit County providing seatbelt enforcement. Seatbelt enforcement has proven effective and has increased safety awareness. This grant is funded by CDOT.

Special Weapons and Tactics (SWAT) team was created in 1999, the SWAT team is a cooperative effort between the County, Breckenridge, Dillon, Frisco and Silverthorne. The Team is composed of officers who are trained to respond to high risk warrant service and arrest situations, which by their nature are beyond the capability of any one agency to handle by themselves. This team has proven to be very valuable to all law enforcement agencies in Summit County. We continue to have four officers on the team, one operator and three Negotiators.

Board and Committee Participation: The department actively participates in several boards and committees, which seek to improve the quality of law enforcement services within the County and region. Examples include Communications Board, Drug Free Community Coalition, Peace Officers and Standards Training Board, Incident Management Groups, Police/Fire Chiefs and Sheriffs Group, Community Policing Board, Citizen's Advisory Committee, CDOT I-70 West, County Detectives meeting, FIRC, CCIC/NCIC, Safety Committee and the County Sergeant's meeting.

**2013/2014 Accomplishments**

1. The department has worked cooperatively with the County and the other Town's law enforcement agencies to implement and maintain a common Records Management System (New World). This system has had some quirks that we collectively have been working out with New World. We have found this system is providing a more reliable accurate system for all of the county's needs.
2. The Silverthorne Police Department has hosted several training seminars offered to other agencies in Summit County and the I-70 West training region. Report writing, DUI, domestic violence investigation, Incident management training, Legal Update and other training programs have been hosted.
3. All agencies within the county have agreed to funnel all minors in possession of alcohol through the County Court. We felt having one court monitor juveniles using alcohol will help provide better enforcement and treatment. With issues concerning Marijuana, we have added that to the list too.
4. "Click-it or Ticket", participation in the LEAF, and car seat inspection programs are just several examples of inter-agency cooperation with the area agencies and resources.
5. The Summit County Incident Management Team (IMT) has been a great resource. The steering committee which is comprised of eleven paying agencies has taken a greater leadership role in directing the development, training and response to area emergencies in the community. We have participated in several emergency table tops and annual hands on exercises including Wildfire and Dillon Dam Failure exercise.
6. We continue to improve our two signature Community Policing programs, county wide. These programs are the Safe Summer Kickoff and Adopt an Angel. We take the lead on both programs and devote a lot of time making them the programs they are.
7. We continue to participate in monthly meetings with CDOT, constantly improving our working relationship. We continue looking for new ways to reduce the traffic backups on I-70 and the Town of Silverthorne.

**2015/2016 Goals**

1. Place emphasis on inter-agency cooperation to reduce or eliminate redundant and/or overlapping efforts, and increase mutual efficiencies and effectiveness. (Ongoing with great agency cooperation and assistance.)
2. Participate with the LEAF Grant, SWAT Team, Citizens Academy, Latino Citizens Academy, Click-it or Ticket, Safe Summer Kickoff and Adopt an Angel programs are all examples of countywide law enforcement programs with ongoing positive results.

3. Coordinate with the Healthy Futures Coalition and, School District on common problems within the County; i.e., more effective alcohol/tobacco/marijuana awareness, education and enforcement programs; youth violence programs. County wide, officers along with the Healthy Futures Coalition will continue to monitor the sale of alcohol, tobacco and marijuana to underage persons. Compliance checks in the past have not been successful due to differing philosophies and policies with different agencies. We are working on this and focusing on the problem area and trying to educate clerks at the point of sale.
4. Continue to participate in the community Immigration Integration Program Planning process. The program is called the Latino Advisory Committee and it consists of the Chiefs, Sheriff, about 75 Latino members from the community. We would like to expand the awareness within our community and work closely with this group.
5. Work closely with other police and fire agencies looking at a new Computer Aided Dispatch (CAD) system. Our current CAD system is nearing its end of life and will need to be replaced. A working group will evaluate what is the best system for Summit County.
6. Provide a 10 week Citizens Police Academy for the public including a special 6 week academy for non-English speaking Latino members of Summit County.
7. Continue to provide quality customer service by professionally trained personnel.
8. Continue to have all four Command Staff members serve on at least one non-profit organization board, or participate with a local community service organization.

## **ADMINISTRATION & PUBLIC ASSISTANCE**

### **Program Policies**

This program involves the administration and the front desk/counter operation of the police department. Record retention and release of information are ongoing tasks performed by the administrative staff. Public outreach programs and news media relations are also parts of this program.

### **Services Provided to Community**

1. Records Retention & Release: State statutes have established strict requirements on the release of police records. The administrative staff deals daily with numerous requests for information from citizens, attorneys, insurance companies, the courts and the media.
2. Information Management Systems: Information management systems (Records Management Systems) allow us to perform our jobs more effectively and efficiently and with fewer personnel. Timely and accurate retrieval of reports and statistical information is important for citizens and officers.
3. Customer Service: The front desk/counter is staffed to operate Monday through Friday from 7:00AM to 5:00 PM. Throughout the department we seek to provide excellent customer service to the community. The ability to retrieve information and respond quickly and accurately to inquiries is an important part of our customer service program.
4. Adopt-An-Angel Program: This popular program, which began in 1994, takes place during the Christmas Holiday Season. It is a cooperative county wide effort between the community, Factory Stores, Police, Fire and EMS Department. The program identifies needy children within the community and provides them with gifts.
5. Safe Summer Kickoff: The Silverthorne Police Department initiated this program in 2000 as a solo agency endeavor, offered in the late spring. The department obtains and gives away free bicycles, bicycle & skateboarding helmets, safety lights, and child safety car-seats. The community is treated to a free BBQ and a wide variety of public safety education booths. This program has expanded over the past few years, and is now a County-wide endeavor. In 2005, in excess of 350 children were served through the Safe Summer Kick-off. In 2014, at least 1,500 children participated in the activities during the Safe Summer Kickoff.
6. Fingerprinting Services: The department provides fingerprinting services to citizens. This is a free service for Silverthorne residents and \$20 for non-residents.
7. Issuance of Parking Permits: The administrative staff issues parking permits to Town residents.

8. Portable Breath Testing: The department will provide portable breath testing for probation clients during normal business hours for a \$10.00 fee.
9. Construction and right of way parking permits: With the increase of building in the community, our officers have stepped up their enforcement of construction and right of way violations. Construction sites are now required to obtain a permit to park at a construction site, and to store things on the Town Right of Way.

**2013/2014 Accomplishments**

1. The Adopt-an-Angel program provided Christmas gifts to about 900 children and 300 families. The Safe Summer Kickoff provided bicycles, helmets, locks, other safety equipment and car seats to people that were in need. We continue to have about 1500 people in attendance each year.
2. Continued to maintain training for front desk staff, provided training for officers when using CCIS and NCIC upgrades.
3. Assist officers and Municipal Court by providing useful driving and criminal histories with all tickets written.
4. Continued upkeep of the current records management system and implemented upgrades and changes as they became available. One of our admin assistants completed the Colorado State Master Certification for records.
5. The Silverthorne Police department was the first New World user agency in the State of Colorado to be approved for offline submission of National Incident Based Reporting (NIBRS) data. This was a significant accomplishment for our civilian administrative staff.
6. Since the department has gone paperless, we have been scanning all our police reports and motor vehicle accidents. This process has helped sending timely information out to the DA's office, attorneys and the public requesting open records. We are current and have scanned back to 2010.

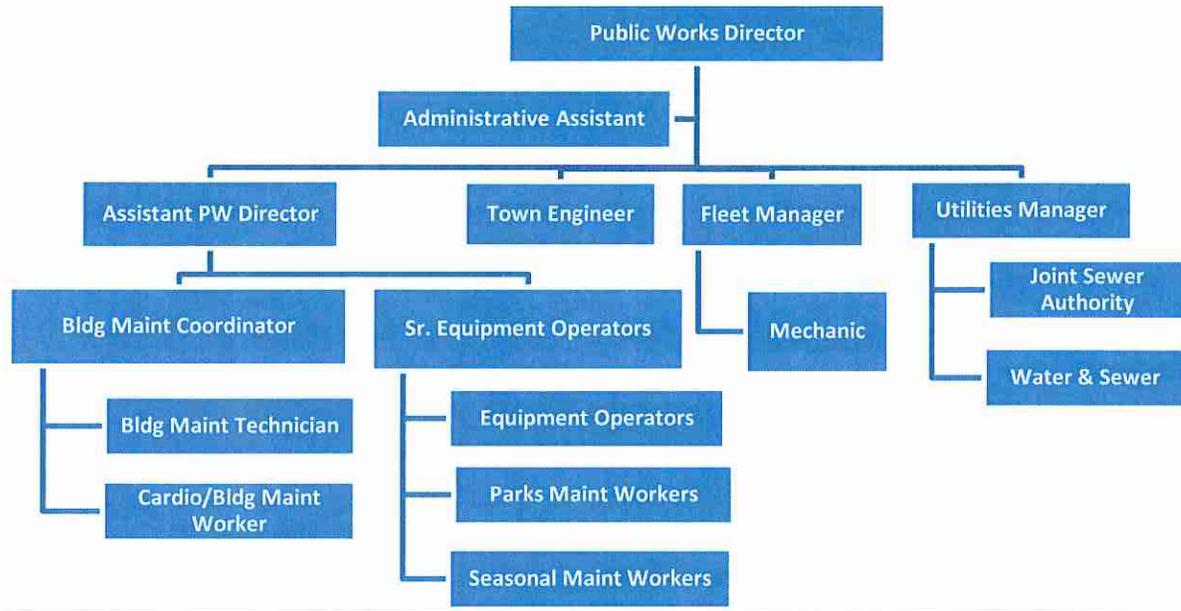
**2015/2016 Goals**

1. Maintain a high level of customer service throughout the department.
2. Maintain current service levels to our signature Community Policing programs.
3. Begin exploration of differential call response options and WEB based reporting
4. Maintain the Public Safety portion of the Town website.
5. Work on having all reports and paperwork transferred onto Laserfiche. We would like to go back another year to 2009 and free up additional case files. This would continue to streamline all paperwork and make it easier to share, manage, and organize files within the Department.

**Public Safety  
Summary of Expenditures**

	Actual 2011	Actual 2012	Actual 2013	Projected 2014	Budget 2015	Budget 2016	2017	2018	2019
<b>Wages</b>									
Public Safety	1,427,865	1,410,539	1,458,940	1,495,025	1,572,946	1,622,968	1,660,716	1,699,547	1,739,501
<b>Supplies and Services</b>									
Prof. Services	33,413	33,735	27,150	36,033	63,800	45,800	49,300	46,800	49,300
Services	188,637	229,467	218,654	239,519	259,416	270,339	282,906	293,392	305,621
Supplies	46,883	52,371	72,452	57,128	58,000	58,500	60,750	61,250	61,750
Total Dept. S & S	268,933	315,573	318,256	332,680	381,216	374,639	392,956	401,422	416,671
<b>DEPARTMENT EXPENDITURES</b>	<b>1,696,797</b>	<b>1,726,112</b>	<b>1,777,197</b>	<b>1,827,705</b>	<b>1,954,162</b>	<b>1,997,607</b>	<b>2,053,672</b>	<b>2,100,989</b>	<b>2,156,172</b>

# Public Works



## STREETS (AND SIDEWALKS)

### Program Policies

- To plow snow from all streets and Town-maintained parking lots as quickly as possible. All streets and parking areas are prioritized and will be plowed accordingly (referring to snow plow map which is not included). As time permits, cul-de-sacs will be cleared and snow banks pushed back. Each neighborhood has snow stacking and right-of-way, which is used for snow storage. The Town will strive to educate property owners where Town right-of-way begins.
- To remove snow in areas of high visibility or areas in which the snow causes transportation hazards or when snow stacks cause traffic risks. Removal will be performed when staff and equipment allow.
- To secure areas to store snow which are low cost, low visibility and easily accessible. Storage areas shall be kept in the neatest manner possible and shall be knocked down as early in the spring as possible.
- To maintain our streets in a safe and efficient manner to ensure the transport of our citizens, visitors, and goods at all times. We will strive to keep our streets pothole free, well striped, clean, and adequately signed and lighted to ensure safe transportation. Our goal is to maintain our pavements in good condition, with properly graded shoulders and ditches and functional drainage ways.
- To sweep Town streets and Town-maintained parking lots as time is available in order to reduce air and water pollution. Each spring a major cleaning will occur and periodic sweepings will take place during the summer months and as weather permits during the winter. Emphasis will be placed on priority intersections throughout town including Highway 6 and 9 intersections.
- To provide a safe and efficient system of paths and walks connecting the major destinations in Town with the major residential areas of Town and with each other. The Town strives to provide a complete system of paths and walks, maintained in a manner to make them an inviting alternative to automobiles. All paths and walks are built to remain in full compliance with the American with Disabilities Act (ADA).

**Services Provided to Community**

The Department is responsible for street maintenance and sweeping, snow-plowing and removal, coordination with Colorado Department of Transportation and assistance to citizens and businesses relating to street system public improvements. The Town’s street system currently consists of 28 miles of collector and local streets. The department is also responsible for sidewalk and off-road trail maintenance, sweeping, snow plowing and removal. The current inventory is 12.5 miles of sidewalks and 4 miles of off-road trails.

**2013/2014 Accomplishments**

1. Completed 2013 and 2014 capital projects, including the construction of the Tot Lot bathrooms and \$1,200,000 in streets maintenance projects over the two year period.
2. Provided inspection services for Angler Mountain Ranch, and various single family homes throughout Town.
3. Constructed Segment 5 of the Blue River Trail.
4. Constructed Recreation Center Repurposing project.
5. Replaced RTU 7 over gymnasium and RTU 2 over lobby at Rec Ctr.
6. Constructed Tot Lot restrooms
7. Added generators at Town Hall and Pavilion to insure adequate flood protection during power outages.
8. Constructed Rivers Edge Park improvements
9. Replaced concrete deck on Stephens Way bridge over Straight Creek
10. Paved path around Trent Park
11. Remodeled bathrooms in Police Department
12. Replaced greenhouse at shop
13. Replaced lockers in women’s locker room

**2015/2016 Goals**

1. Complete 2015 and 2016 Capital Projects including Blue River Trail Segment VI (Legend Lake Circle south to Blue River Circle), complete \$2.0 million in various street maintenance projects, and \$2,300,000 in various asset management projects at all Town facilities. (all subject to Council approval). Streets planned for mill and overlay, or Cutler Repaving, in 2015 include Adams Avenue and Rainbow Drive, along with Bald Eagle Road from bridge to top (funded by Xcel Substation). Streets planned for mill and overlay, or Cutler Repaving, in 2015 or 2016 include 3<sup>rd</sup>, 4<sup>th</sup>, 6<sup>th</sup>, Tanglewood Lane and Ptarmigan Trail.
2. Prepare new short term (3 years) lease for USFS, including landscape maintenance,
3. Design, permit, and construct Segment 6 of the Blue River Trail
4. Complete major rehabilitation on Nike bridge.
5. Design, permit, and construct new shop at Cottonwood.
6. Complete new drainage study for Warren Avenue drainage, construct underground storm water system.
7. Provide inspection services for projects as approved and constructed, and inspections as required for single family homes.
8. Strive to continue to provide services at or near current service levels, acknowledging that completion is taking longer to accomplish.
9. Replace Pool Pak at Recreation Center.
10. Rebuild Pool pump and filter room at Recreation Center
11. Prepare Strategic Plan for Public Works Department

**Service Indictors:**

	2013 Actual	2014 Projected	2015 Actual	2016 Budget
Miles of Streets	28	29.1	29.1	30
Miles of Sidewalks/Trails	24.35	24.35	24.35	24.6
# of Culverts	525	560	560	580
# of Signs	975	980	990	1,000

**Public Works**

Man Hours of Winter Street Maintenance	13,000	13,000	13,500	14,000
\$ of Street/Sidewalk/Trails Expenditures	\$1,691,313	\$1,881,583	\$1,999,012	\$2,030,809
\$ of Street/Sidewalk/Trails Capital	\$2,309,693	\$1,176,807	\$1,316,564	\$4,561,212
# of Plowing/Maintenance Employees	12	13	13	13
Street/Sidewalk Miles per Employee	4.36	4.11	4.11	4.2

**FLEET PROGRAM**

**Program Policies**

It is the policy of the Town to provide a dependable, well-maintained fleet of vehicles and equipment necessary for all departments to perform the duties of the town.

- The Town will strive to keep vehicles in good working order at all times through a periodic purchase and replacement schedule coordinated between Public Works, Public Safety, and Administration. (Refer to the Capital Projects Section for further details on purchasing and replacement policy.)
- The Town will use equipment and vehicles for tasks for which they were designed.

**Services Provided to Community**

The Department provides maintenance on all Town vehicles and equipment, as well as specifying and purchasing all new and replacement equipment.

**2013/2014 Accomplishments**

1. Provided regular preventative maintenance on all fleet vehicles.
2. Computerized equipment maintenance systems.
3. Provided coverage seven days per week during the winter season.
4. Completed the 2013 and 2014 fleet purchasing plans

**2015/2016 Goals**

1. Provide all regular preventative maintenance on all fleet vehicles and equipment.
2. Continue to bring all record keeping and work scheduling onto computerized system.
3. Provide coverage 7 days per week during winter season.
4. Complete all 2015 and 2016 fleet purchases

**Service Indicators:**

	2013 Actual	2014 Projected	2015 Actual	2016 Budget
<b># of Vehicles</b>				
# of Administrative	5	5	6	6
# of Police	10	10	9	9
# of Public Works (light )	16	16	16	16
# of Public Works (heavy)	23	23	23	23
<b>Total Vehicles</b>	<b>54</b>	<b>54</b>	<b>54</b>	<b>54</b>
\$ for Fuel & Supplies	\$ 222,287	\$ 228,126	\$ 225,000	\$ 230,000
\$ for Capital Replacement & Additions	\$ 579,303	\$ 135,136	\$ 503,700	\$ 402,700
# of Fleet Employees	2	2	2	2

**PARKS**

**Program Policies**

- Provide parks and open space for the use and enjoyment of our citizens and visitors.
- Provide clean, well-maintained facilities that meet all applicable ADA requirements.
- Provide a safe environment for our citizens and visitors, whether they're visiting our parks or public facilities.
- Provide appropriate landscaping for each facility using the proper maintenance equipment to present a pleasant environment for those who use town facilities and to set an example for what we would like to see in other developed areas of Town.

**Services Provided to Community**

The Department provides grounds maintenance services for Town-owned developed parkland, public facilities, flower boxes, and street right-of-way landscaped areas. River’s Edge Park was added in 2012, along with new landscaped areas adjacent to Lowes, and new medians areas near the Lowes intersection and in front of Good Times on Highway 9. In 2015 the Town will assume landscape maintenance duties at the USFS building.

**2013/2014 Accomplishments**

1. Provided maintenance of parks and green spaces with no increase in staffing.
2. Continued flower program.
3. Continued emphasis on noxious weeds.
4. Increased grass area maintenance.
5. Provided assistance to Community Garden.
6. Provided ice at North Pond Park for skating and pond hockey.
7. Added maintenance of Rivers Edge Park, and new play equipment at Rainbow Park.
8. Relocated covered pavilion from basketball area to Tot Lot area.

**2015/2016 Goals**

1. Maintain all parks and green spaces including addition of large areas in public ROW near Lowes.
2. Continue flower program.
3. Continue noxious weed and pine beetle programs on Town properties.
4. Resurface Tennis Courts at Rainbow Park. Reconstruct and enlarge basketball courts at Rainbow Park including Pickleball.
5. Increase holiday lighting based on a successful program in 2014.
6. Rehabilitate older Rainbow Park restrooms.

**Service Indicators:**

	2013 Actual	2014 Projected	2015 Actual	2016 Budget
Acres of Developed Parks	29	29	29	29
# of Parks (developed and undeveloped)	6	6	6	6
\$ of Parks Operating Expenditures	\$278,230	\$289,182	\$361,872	\$372,1218
# of Full-time Employees*	4	4	4	4
# of Seasonal Employees**	7	7	8	8

\* Full-time Employees are used in the streets program during the winter season.

\*\* Seasonal employees are hired during May-September.

**FACILITIES MAINTENANCE AND CUSTODIAL SERVICES**

**Program Policies**

Buildings will be maintained to protect the Town’s investment. The Town will strive to preserve the value of the buildings, provide for the use of the buildings, and reduce future expenses. As a healthy community, the Town encourages alcohol-free events in all facilities. The facilities are available to the community for minimal charge for non-profit, community and government agencies (costs of provided services only) and subsidized use as approved by the Council, Town Manager or Recreation and Culture Director. Other customers may use Town facilities at market rates. All requests for rental should be directed to use the recreation center first. Use of the Town Hall shall be permitted only when the Recreation Center cannot accommodate use.

**Services Provided to Community**

Provide maintenance to ensure quality facilities and asset management. On-going maintenance services are required for the following buildings: Town Hall, Recreation Center, U.S. Forest Service and Town Pavilion for a total of 94,000 square feet.

**2013/2014 Accomplishments**

1. Kept all facilities and equipment in good operation.
2. Performed preventive maintenance on all equipment in order to sustain equipment.
3. Completed AMP for all buildings
4. Installed backup generators at Pavilion and Town Hall.
5. Upgraded Town Hall kitchen including new cabinets and appliances.
6. Resealed various parking lots.

**2015/2016 Goals**

1. Keep all facilities and equipment in good condition.
2. Complete all AMP projects budgeted for Buildings (Town Hall, Pavilion, and Recreation Center).
3. Assume added maintenance due to Rec Center repurposing.

**ENGINEERING**

**Program Policies**

Provide inspections of all new construction and manage all new Town projects to ensure they meet Town standards.

**Services Provided to Community**

The Department program provides on-going design, inspection and management of all Town-initiated capital projects, including but not limited to field inspections; provides engineering review and field inspection of all proposed new developments in Town; administers the Federal Emergency Management Agency's (FEMA) National Flood Insurance Program (NFIP) within the Town; provides public with FEMA floodplain mapping and related information; and ensures that new development and construction methods comply with FEMA regulations.

**2013/2014 Accomplishments**

1. Inspections of site excavation permits and road excavation permits,
2. Completed 2013 and 2014 overlays and surface treatments,
3. Oversaw design and construction of Tot Lot bathrooms.
4. Oversaw Blue River Trail Segment Five construction

**2015/2016 Goals**

1. Provide inspections of all new construction.
2. Provide oversight on Blue River Trail Phase VI design, permitting, and construction.
3. Provide oversight of all excavation permits and street cuts.
4. Continue Pavement Management System.
5. Assist Admin Assistant with GIS Mapping and Carte Graph software.
6. Oversee all 2015 and 2016 capital projects as approved by Council.
7. Manage all floodplain related issues for Town.
8. Manage all street cut permits for the Town.
9. Update Master Transportation Plan.

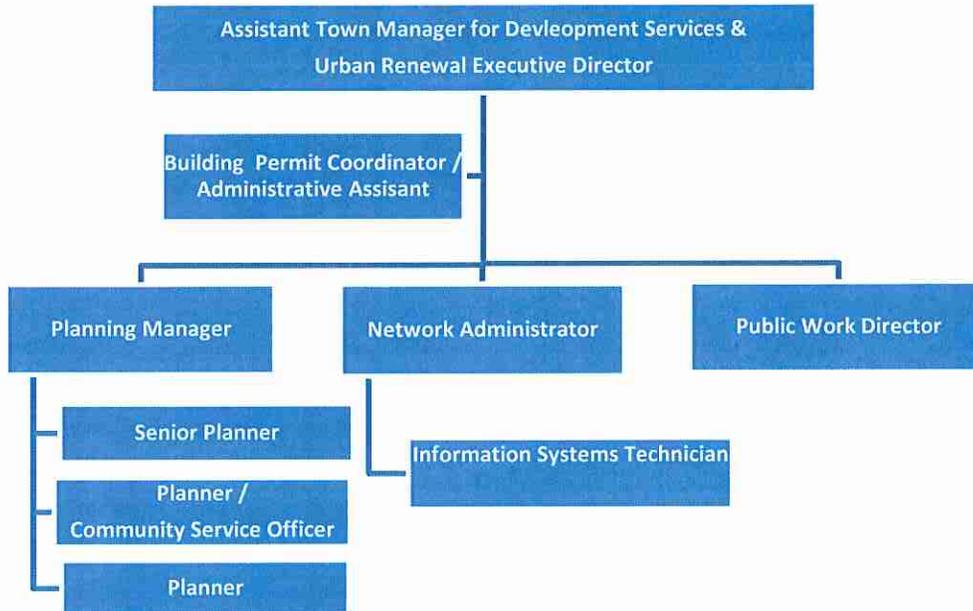
**Service Indicators:**

	<u>2013 Actual</u>	<u>2014 Projected</u>	<u>2015 Actual</u>	<u>2016 Budget</u>
Miles of Streets	28	29.1	29.1	30
Large Projects	4	2	3	2
\$ of Capital Projects	\$1,457,677	\$ 450,000	\$ 440,000	\$3,491,212

**Public Works  
Summary of Expenditures**

	Actual 2011	Actual 2012	Actual 2013	Projected 2014	Budget 2015	Budget 2016	2017	2018	2019
<b><u>Wages</u></b>									
Public Works	1,314,228	1,290,156	1,271,019	1,429,841	1,491,612	1,544,909	1,581,255	1,618,728	1,657,370
Buildings	27,093	29,011	28,626	29,796	51,503	53,305	54,371	55,459	56,568
Parks	112,298	124,706	142,726	139,481	173,787	177,225	179,258	181,332	183,447
Engineering	70,955	70,309	70,745	69,233	84,093	87,037	88,777	90,553	92,364
<b>Total Wages</b>	<b>1,524,575</b>	<b>1,514,183</b>	<b>1,513,117</b>	<b>1,668,351</b>	<b>1,800,995</b>	<b>1,862,475</b>	<b>1,903,662</b>	<b>1,946,071</b>	<b>1,989,749</b>
<b><u>Programs</u></b>									
<b>Public Works Program</b>									
Wages	1,314,228	1,290,156	1,271,019	1,429,841	1,491,612	1,544,909	1,581,255	1,618,728	1,657,370
Professional Services	-	-	980	-	22,000	-	-	-	-
Services	120,959	136,010	134,499	151,650	184,900	175,400	186,055	190,910	195,973
Supplies	254,929	256,149	277,573	287,592	288,000	298,000	307,000	316,000	325,000
Capital Assets	2,902	5,198	7,242	12,500	12,500	12,500	12,500	12,500	12,500
<b>Program Total</b>	<b>1,693,018</b>	<b>1,687,513</b>	<b>1,691,313</b>	<b>1,881,583</b>	<b>1,999,012</b>	<b>2,030,809</b>	<b>2,086,810</b>	<b>2,138,137</b>	<b>2,190,843</b>
<b>Buildings Program</b>									
Wages	27,093	29,011	28,626	29,796	51,503	53,305	54,371	55,459	56,568
Services	33,864	33,542	36,341	49,000	51,800	53,375	55,051	56,703	58,434
Supplies	7,732	12,446	10,094	16,362	17,100	17,100	16,100	16,100	16,100
<b>Program Total</b>	<b>68,690</b>	<b>74,999</b>	<b>75,061</b>	<b>95,158</b>	<b>120,403</b>	<b>123,780</b>	<b>125,522</b>	<b>128,261</b>	<b>131,102</b>
<b>Parks Program</b>									
Wages	112,298	124,706	142,726	139,481	173,787	177,225	179,258	181,332	183,447
Professional Services	3,276	3,559	5,883	8,345	7,500	7,500	7,500	7,500	7,500
Services	77,326	92,953	96,374	100,906	125,150	126,403	127,693	129,021	130,390
Supplies	32,598	39,042	33,247	40,450	61,000	61,000	61,000	61,000	61,000
<b>Program Total</b>	<b>225,498</b>	<b>260,261</b>	<b>278,230</b>	<b>289,182</b>	<b>367,437</b>	<b>372,128</b>	<b>375,451</b>	<b>378,854</b>	<b>382,337</b>
<b>Engineering Program</b>									
Wages	70,955	70,309	70,745	69,233	84,093	87,037	88,777	90,553	92,364
Professional Services	973	28,178	1,228	28,000	18,000	3,000	3,000	3,000	3,000
Services	2,733	5,210	2,625	5,325	5,885	5,885	5,885	5,885	5,885
Supplies	494	392	849	1,000	1,000	1,000	1,000	1,000	1,000
<b>Program Total</b>	<b>75,154</b>	<b>104,089</b>	<b>75,446</b>	<b>103,558</b>	<b>108,978</b>	<b>96,922</b>	<b>98,662</b>	<b>100,438</b>	<b>102,249</b>
<b>TOTAL DEPARTMENT EXPENDITURES</b>	<b>2,062,359</b>	<b>2,126,862</b>	<b>2,120,050</b>	<b>2,369,481</b>	<b>2,595,830</b>	<b>2,623,638</b>	<b>2,686,445</b>	<b>2,745,690</b>	<b>2,806,531</b>

# Community Development



## LONG RANGE PLANNING

### Program Policies

The Town of Silverthorne's Comprehensive Plan, adopted originally in 1993 and amended in 2001, 2004, 2008, and 2014 states:

The purpose of the Silverthorne Comprehensive Plan is to:

- Provide a framework that supports informed and consistent decision-making by elected Town officials, appointed Town officials, and staff.
- Outline a series of long range goals and policies concerning: land use, transportation, community design, and annexation of lands within three miles of the Town limits.
- Guide public investment and the provision of services, and
- Develop policies to balance the rights of the individual with the interests of the community at large.

The following goals found in this Plan support the Town's long range planning efforts.

### Land Use Element Goals

- Goal LU 1 Establish a pattern of future land uses that promotes health, safety, and well-being for all members of the community; makes the most efficient use of land, community facilities, and services; promotes economic vibrancy; and protects and integrates natural resources.
- Goal LU 2 Establish a hierarchy of commercial activity in Silverthorne, focused on the Town Core and Gateway Districts to reinforce Silverthorne's economic sustainability and add to the year-round experience for residents and visitors.
- Goal LU 3 Encourage a diverse portfolio of high-quality housing options in Silverthorne, to meet the evolving needs of the community and to maintain livability for current and future residents.
- Goal LU 4 Recognize that recreation, parks, open space and trails are the underpinning for Silverthorne's quality of life by encouraging the provision of such resources in all future development.

## *Community Development*

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- Goal LU 5 Ensure that future development minimizes its impact on natural resources, integrates natural features and views where possible and appropriate, and reduces environmental hazards for the Silverthorne community.

### Transportation Element Goals

- Goal T 1 Provide for safe and convenient movement of people within Silverthorne and the surrounding areas.
- Goal T 2 Develop a bicycle and pedestrian system that encourages active transportation amongst the major activity centers such as schools, shopping areas, parks, recreational center, and work places.
- Goal T 3 Support and help formulate a public transportation system that meets the transportation needs of the community for in-town, countywide, and regional service.
- Goal T 4 Provide private and public parking that meets the needs of the Town.
- Goal T 5 Build relationships with appropriate agencies to ensure a shared vision and appropriate implementation.

### Community Design Element Goals

- Goal CD 1 Establish community gateways at the east and west Interstate 70 off-ramps, and the north and south entrances along State Highway 9 and US 6, to create a sense of arrival and promote a unique identity for Silverthorne.
- Goal CD 2 Within the Town Core District, encourage the establishment of a vibrant, walkable downtown in Silverthorne through appropriate design measures, building orientation and form, streetscape improvements, and parking provisions.
- Goal CD 3 Promote quality design and architectural character in commercial areas throughout Silverthorne to enhance its mountain town appeal and identity.

### Growth Goals

- Goal G 1 Annex lands in accordance with Colorado State Statutes.
- Goal TMA 2 Annex lands in a fiscally responsible manner.
- Goal TMA 3 Develop annexed lands in compliance with the Comprehensive Plan, the Town Code, and other adopted Town Plans.

### Implementation Element Goals

- Goal I 1 Fine-tune the regulatory framework.
- Goal I 2 Take the lead on future investment.

### Economic Development Element Goals

- Goal E 1 Build upon the success of amenities adjacent to the Blue River to cultivate a vibrant and easily identifiable Town core.
- Goal E 2 Maintain positive relationships with the business community and actively pursue opportunities to improve the local economy.
- Goal E 3 Evaluate all sources of revenue and strategies for economic stabilization in an effort to diversify the Town's revenue streams and remain regionally and locally-competitive.
- Goal E 4 Complement existing economic development strategies with marketing materials that communicate a consistent message and explain Silverthorne's unique market position within the region.
- Goal E 5 Continue cooperative efforts with adjoining communities and other public agencies to advance Silverthorne's economic development infrastructure.
- Goal E 6 Continue to provide quality infrastructure, demonstrating the Town's commitment to the businesses that rely on roadways, water systems, and other Town infrastructure.
- Goal E 7 Balance land use decisions with goals for growth among commercial and residential uses, understanding their fiscal impact, contribution to Town revenues, and furtherance of stated goals including development of "downtown" improvements.

## ***Community Development***

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### **Services Provided to Community**

Provide long range plans dealing with specific areas of Community Development (i.e., Comprehensive Plan, traffic, community design, parks, Three-Mile plan, etc.) that identify public policies and provide general guidance for future decision-making for the community. The Department works with the Planning Commission, appointed members of the community, on long range planning issues. The Planning Commission's role is as an advisory board to the Town Council on long range planning issues.

### **2013/2014 Accomplishments**

1. Completion of the Use Schedule Update.
2. Support for the Economic Development Advisory Committee (EDAC).
3. Implementation of EDAC Business Practices and Business Incentives Programs.
4. Completion of the 2014 Comprehensive Plan Update.
5. Parks, Open Space, and Trails Plan Update.
6. RFQ/RFP process for Smith Ranch.
7. Rivers Edge Park Concept Plan and Construction Drawings.
8. Support and participation in the Summit County Energy Advisory Group, the Summit County Wildfire Council, and the Zero Waste Task Force.

### **2015/2016 Goals**

1. Silverthorne Urban Renewal Authority Plan Update and Implementation.
2. Comprehensive Plan Implementation. (Design District Standards, Rezoning of the Town Core.)
3. Parks, Trails, and Open Space Master Plan Implementation.
4. Sign Code Revisions.
5. Affordable Housing Strategic Plan Implementation.
6. Update of the Community Profile.

### **Service Indicators**

	<u>2013 Actual</u>	<u>2014 Project</u>	<u>2015 Budget</u>	<u>2016 Budget</u>
Town Population	4,010	4,110	4,145	4,180

## **CURRENT PLANNING**

### **Program Policies**

To provide day-to-day assistance to developers, citizens, real estate agents, etc., regarding community development issues. This program is responsible for project review, the preparation of staff reports and making recommendations to the Planning Commission and the Town Council on all development applications. This program is also responsible for interpreting the Silverthorne Town Code and making Ordinance changes to respond to the changing development community. Current planning is also guided by policies outlined in the Comprehensive Plan.

### **Services Provided to Community**

The Department ensures that new development achieves the plans and vision of the citizens per the Comprehensive Plan and in conformance with the Silverthorne Town Code.

### **2013/2014 Accomplishments**

1. Processed 21 development applications in 2012.
2. Processed 28 development applications in 2013
3. Processed 24 development applications in 2014.
4. Processed 18 sign permits in 2014 and 15 in 2013.
5. Continued tracking of 38 Conditional Use Permits.
6. Reviewed 417 YTD in 2014 Business Licenses for Zoning Compliance.

## Community Development

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### 2015/2016 Goals

1. Process land development applications.
2. Review Sign Permits.
3. Continue monitoring Conditional Use Permits

### Service Indicators

	<u>2013 Actual</u>	<u>2014 Projected</u>	<u>2015 Budget</u>	<u>2016 Budget</u>
# of Projects Reviews	17	24	24	24
# of Annexations Submitted/Reviewed	0	0	1	0

## BUILDING CODE COMPLIANCE

### Program Policies

To enforce building and technical code provisions to ensure those structures within the Town conform to uniform standards.

### Services Provided to Community

The building division issues permits, provides plan reviews, and performs field inspections. Additionally, the staff answers questions relating to construction and code compliance.

### 2013/2014 Accomplishments

1. Processed the following number of building permits:
  - 59 building permits in 2011, assessed value of \$11,182,323.
  - 52 building permits in 2012, assessed value of \$9,677,262.
  - 107 building permits in 2013, assessed value of \$28,981,417.
  - 81 building permits in 2014, assessed value of \$31,311,754.
  - Rewrote, adopted and implemented the 2012 International Building Coded (IBC).

### 2015/2016 Goals

1. Maintain level of service to construction industry – Timely reviews, timely inspections.

### Service Indicators

	<u>2013 Actual</u>	<u>2014 Projected</u>	<u>2015 Budget</u>	<u>2016 Budget</u>
# of Building Permits	107	81	30	30
Assessed Valuation	\$28,981,417	\$31,311,754	\$6,000,000	\$6,000,000

## ZONING CODE COMPLIANCE

### Program Policies

To safeguard the health, property and public welfare by controlling the design, location, use or occupancy of all buildings and structures through the regulated and orderly development of land and land uses within this jurisdiction.

### Services Provided to Community

The Department is responsible for using the Zoning Code and approved plans to require that property is maintained at an appropriate level. Specifically, major tasks include: 1) resolving life/safety, nuisance or zoning violations within the Town corporate limits; and 2) monitoring existing projects for continued compliance with conditions of previous approvals.

### 2013/2014 Accomplishments

Coordinated with the Community Service Officer in the Police Department to correct zoning violations.

## ***Community Development***

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### **2015/2016 Goals**

Neighborhood/Community Service Officer within the Community Development Department for code compliance.

### **Service Indicators**

	<u>2013 Actual</u>	<u>2014 Projected</u>	<u>2015 Budget</u>	<u>2016 Budget</u>
Town Population	4,010	4,110	4,145	4,180
# of Business Licenses	1,193	1,223	1,180	1,180

## **INFORMATION TECHNOLOGY AND GEOGRAPHIC SYSTEMS**

### **Program Policies**

To support and enhance the stability, ease of use and security of the Town's Information Systems infrastructure (networks, telephones, systems, servers, software, GIS information and application data) on behalf of all authorized users, Council, and the public - by maintaining GIS information in an accurate and current state, monitoring IT facilities and adding or upgrading networks, systems and storage as required by Town growth, staff expansion and new or expanded applications.

### **Services Provided to Community**

The Department provides general property information in the form of data bases, maps, software applications and computer hardware support to the public and staff.

GIS: The geographical information system (GIS) is the basis of the Town's land information system that analyzes the connection between places and the associated information to form the basis for many land use decisions.

MIS: Computer software and hardware support allows staff and Council to perform daily tasks efficiently.

### **2013/2014 Accomplishments**

1. Provided timely computer and software support to all users of the Town systems.
2. Maintained key operating and office software at appropriate levels.
3. Implement hardware for a new financial system.
4. Reviewed software licensing status and update as required.
5. Changed service provider and upgrade hardware for the public facing wireless system at Recreation Center.
6. Implemented a new backup program, Dell AppAssure.
7. Upgraded Town of Silverthorne network switches.
8. Audio/Visual upgrades in the Town Council Chambers.

### **2015/2016 Goals**

1. Provide timely computer and software support to all users of the Town systems.
2. Ongoing maintenance and replacement of computer hardware.
3. Maintain key operating and office software at appropriate levels.
4. Maintain current anti-virus environment for protection of Town systems and data.
5. Evaluate changes to Cartegraph & ARC GIS licensing and implementation needs for Public Works.
6. Server consolidation, retire four old servers into two new.
7. Upgrade RecTrac to web version & install WebTrac for online registration.

### **Service Indicators**

	<u>2013 Actual</u>	<u>2014 Projected</u>	<u>2015 Budget</u>	<u>2016 Budget</u>
# of Locations	5	5	5	5
# of Servers	16	16	17	17
# of Computers	115	115	120	120
# of Users	113	115	118	119
# of Applications	34	34	34	34

**ADMINISTRATION AND FINANCIAL PLANNING**

**Program Policies**

Program policies are identified in the Town's financial policies with regard to financial planning.

**Services Provided to Community**

The Department assists the public with development procedures, mapping, permitting, statistics and other issues or questions. The Department provides projections of growth and associated costs.

**2013/2014 Accomplishments**

Operated within allotted budget.

**2015/2016 Goals**

Continue to operate within budget.

**Service Indicators**

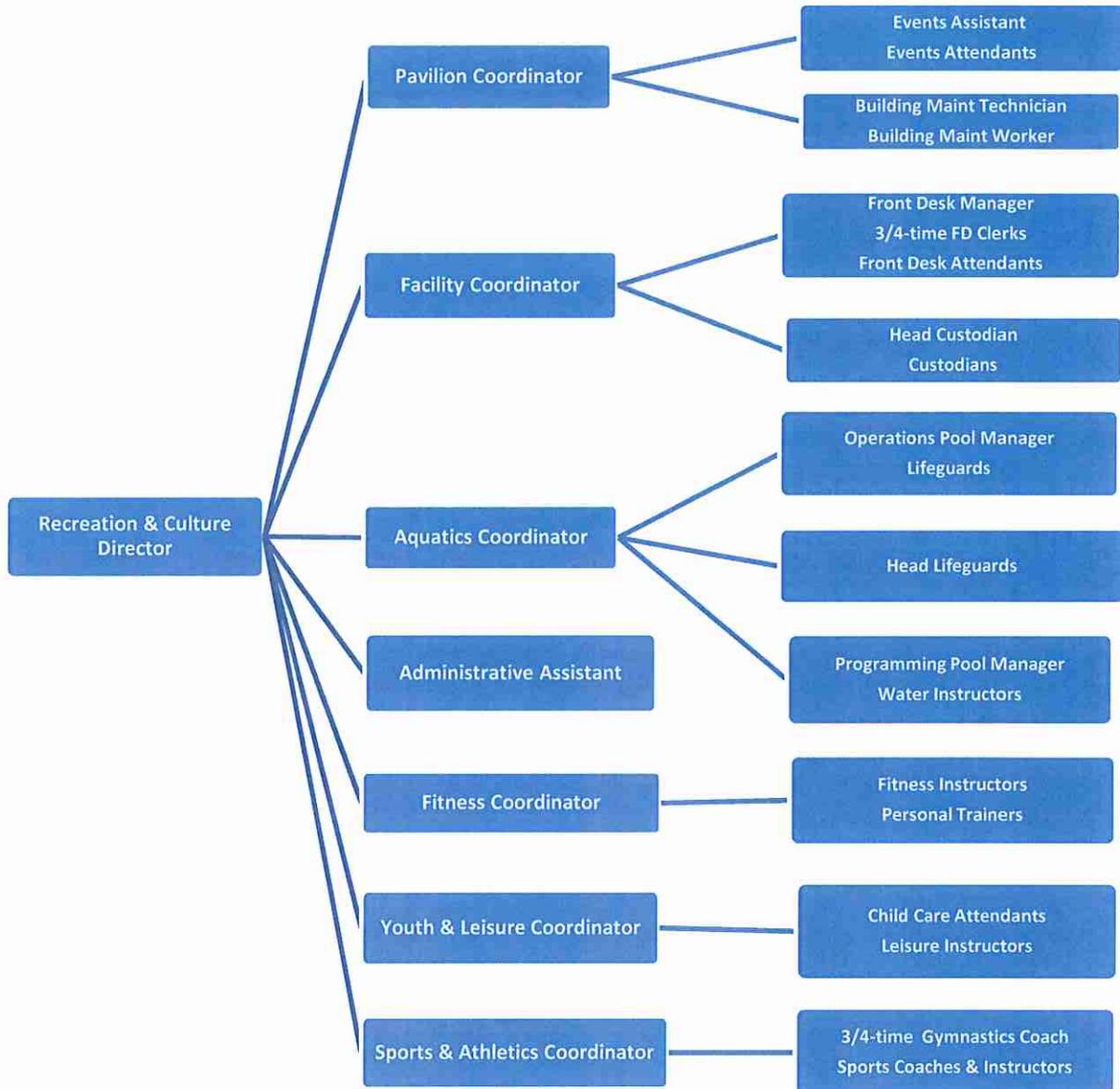
	<u>2013 Actual</u>	<u>2014 Projected</u>	<u>2015 Budget</u>	<u>2016 Budget</u>
Town Population	4,010	4,110	4,145	4,180

*Community Development*

**Community Development  
Summary of Expenditures**

	Actual 2011	Actual 2012	Actual 2013	Projected 2014	Budget 2015	Budget 2016	2017	2018	2019
<b><u>Wages</u></b>									
Community Dev.	447,978	440,455	429,391	517,849	538,085	598,872	612,550	626,614	641,076
MIS/GIS	113,208	115,054	112,992	114,000	123,445	127,765	130,321	132,927	135,586
<b>Total Wages</b>	<b>561,186</b>	<b>555,509</b>	<b>542,383</b>	<b>631,849</b>	<b>661,530</b>	<b>726,637</b>	<b>742,871</b>	<b>759,541</b>	<b>776,661</b>
<b><u>Programs</u></b>									
<b>Community Dev. Program</b>									
Wages	447,978	440,455	429,391	517,849	538,085	598,872	612,550	626,614	641,076
Prof. Services	50	355	1,711	27,845	3,500	3,500	3,500	3,500	3,500
Services	9,317	19,769	15,400	16,638	25,458	25,954	26,702	26,654	26,702
Supplies	2,280	1,107	1,624	2,500	2,500	2,500	2,500	2,500	2,500
<b>Program Total</b>	<b>459,624</b>	<b>461,685</b>	<b>448,126</b>	<b>564,832</b>	<b>569,543</b>	<b>630,826</b>	<b>645,252</b>	<b>659,268</b>	<b>673,778</b>
<b>Building Program</b>									
Prof. Services	98,498	79,528	171,838	103,757	75,000	75,000	75,000	75,000	75,000
Services	100	75	693	1,200	2,230	2,230	2,230	2,230	2,230
Supplies	-	150	620	250	500	500	500	500	500
<b>Program Total</b>	<b>98,598</b>	<b>78,754</b>	<b>173,150</b>	<b>105,207</b>	<b>77,730</b>	<b>77,730</b>	<b>77,730</b>	<b>77,730</b>	<b>77,730</b>
<b>MIS/GIS Program</b>									
Wages	113,208	115,054	112,992	114,000	123,445	127,765	130,321	132,927	135,586
Prof. Services	-	-	-	500	1,000	1,000	1,000	1,000	1,000
Services	18,320	17,201	12,667	23,868	26,030	26,030	26,130	26,130	26,130
Supplies	6,158	2,978	3,460	13,412	11,500	11,500	12,500	12,500	12,500
<b>Program Total</b>	<b>137,686</b>	<b>135,233</b>	<b>129,119</b>	<b>151,780</b>	<b>161,975</b>	<b>166,295</b>	<b>169,951</b>	<b>172,557</b>	<b>175,216</b>
<b>TOTAL DEPARTMENT EXPENDITURES</b>	<b>695,909</b>	<b>676,672</b>	<b>750,395</b>	<b>821,819</b>	<b>809,248</b>	<b>874,851</b>	<b>892,933</b>	<b>909,555</b>	<b>926,723</b>

# Recreation and Culture



## PARKS, TRAILS AND OPEN SPACE MASTER PLAN

The Town Council adopted the 3-Mile Master Plan for Parks, Trails and Open Space in January 2001. This plan set the vision of establishing Silverthorne as a distinct mountain community over the past decade. However, Town Council approved funding for the Town to update the 2001 Master Plan, and that update was completed in 2014. This updated plan, titled the *Parks, Opens Space, and Trails Master Plan Update 2014* (the “POST Plan”) is the guide for future investment in parks, open space and trails. A detailed inventory of current facilities provides a snapshot of what exists today and how those resources are serving the present-day population.

Analysis of those resources, coupled with current trends and desires, reveals opportunities that may improve service levels and the ability of the Town to recapture the costs of providing outstanding facilities and programs to its residents. Lastly, the POST Plan includes goals, recommendations and guidelines that will guide decision-makers to invest in projects that meet the community's vision for parks, open space and trails in Silverthorne.

**POST Goals**

**OVERALL**

1. Provide outdoor amenities that offer progressive recreational opportunities and provide learning experiences, or "gateways," to new recreational experiences. Promote the Town of Silverthorne's brand identity as a "Gateway to Recreation."
2. Recognize the potential appeal and local benefits of multi-season parks, open space and trails within the context of a tourism-driven community.
3. Coordinate the development of POST components to build a network of outdoor recreational opportunities within the Town boundaries and connect those opportunities to recreation and values beyond the Town boundaries.
4. Whenever feasible, use state-of-the-art design and high quality fixtures and furnishings.
5. Encourage environmentally sensitive design in order to minimize impacts to each site's natural characteristics.
6. Promote projects and designs that expand access to the POST network.
7. Promote the visibility of, and access to, the Town's POST network through a comprehensive wayfinding system that communicates to all transportation users.

**PARKS**

1. Design and build parks and recreational facilities that integrate with, and enhance the quality of the community.
2. Understand and address community needs regarding current and potential park uses.
3. Develop and maintain parks at a level of service that is appropriate for the location and type of use.
4. Provide sufficient park acreage to meet the needs of current and future populations and recreational demands.
5. Development of new parks and recreational facilities should be designed in conjunction with the existing trail network to ensure they promote accessibility from surrounding neighborhoods and commercial development.

**OPEN SPACE**

1. Create an interconnected network of open space that complements the Town's recreational objectives and acknowledges and celebrates the natural environment and culture of the community.
2. Promote the use and enjoyment of open space through the development of context sensitive recreational amenities consistent with the POST Master Plan.
3. Foster cooperative working relationships with adjacent communities, Summit County, U.S. Forest Service (USFS), and others who share common interest in open space preservation and management.

**TRAILS AND CONNECTIVITY**

1. Establish and maintain a highly integrated and safe network of multi-use trails that link parks, open spaces, neighborhoods, schools, businesses, activity centers, and transportation centers.
2. Encourage a variety of trail types and experiences that appeal to a wide range of residents and visitors.
3. Encourage sustainable design of trails in order to minimize impacts to natural resources.
4. Establish and maintain an active partnership with the USFS that promotes access to public lands.
5. Use nationally accepted Bicycle Friendly Community standards to guide decision making for design and construction of bicycle routes.

**Services Provided to Community**

Open Space - Open space in the Town is identified as Blue River, South of 6<sup>th</sup> (.31 acres); Blue River, Buffalo Subdivision (7.12 acres in Town Center), Silverthorne Subdivision (1.444 acres); 689 Center Circle (.874 acres); Moorlag (2.53 acres); Phase I Factory Stores (3.522 acres); Eagles Nest (6.0 acres); 1280 Rainbow Court, Lot 39 (10.857 acres); Ray Properties (9.27 acres parcel A-1 and .94 acres Lot 8, Block A).

Trails - The Town's hard surface trail system includes the Blue River Trail, the Blue River Parkway path, the Willowbrook path, and numerous sidewalks, totaling 6.2 miles.

Parks - The Town provides for 48.64 acres of regional parks including Blue River Park (not within the Town limits at this time) and Cottonwood Park. Community Parks of the Town include 26.67 acres identified as Rainbow Park, Trent Park, Willow Grove Park and North Pond Park. Arctic Placer Park is the Town's only Neighborhood Park (.97 acres).

**2013/2014 Accomplishments**

1. Completed POST Master Plan Update.
2. Completed construction of Blue River Trail Segment 5.
3. Town acquired parcel of North Pond Park that was previously designated as wetlands. Filled in failed wetlands and seeded for aesthetic purposes. This area will be included in the updated Parks, Open Space and Trails update so that future uses can be explored. Temporarily, the Town has entered a contract to lease a portion of this land to local solar company, Sulas Industries, who will use the land for a solar garden test site for the next three years.
4. Submitted application for Bicycle Friendly Communities. Received Honorable Mention status.
5. Enhanced Angler Mountain Ranch trail by creating a nature walk which includes identification signage for over 30 plant species, installing a bench and a picnic table on the trail's overlook, and installing a bike rack at the trail head.
6. In cooperation with Summit County Government, submitted and received a grant for mile marker signage on the Blue River Trail. The signage will match all other signs in the County, along other jurisdiction's path systems.
7. Designed and built restrooms, plaza area, and picnic areas at the Rainbow Park Tot Lot.
8. Designed re-construction of Rainbow Park tennis courts and basketball courts. Construction to be completed in 2015.
9. Striped Trent Park tennis courts to accommodate 4 Pickleball courts, in addition to tennis.
10. Identified bird watching locations along the Blue River Trail, installed benches and signage at the designated locations and created a bird watching map for public distribution.
11. Continue to enlarge North Pond Park ice surface to accommodate growing Colorado Pond Hockey Tournament and expanded free winter recreation opportunities.
12. Refurbished sandy beach area at North Pond Park to accommodate public uses and support the swimming transition portion of the Rocky Mountain Triathlon.

**2015/2016 Goals**

1. Use the new POST Plan to guide goal setting and decision making. Work collectively with Town Council, residents, and staff to create a new roster of projects for outdoor amenities.
2. Research opportunities to provide ice skates to local youth, for use at North Pond Park.
3. Enhance recreational opportunities at the Raven.
4. Promote active partnership with the US Forest Service. Facilitate projects that enhance local USFS amenities.
5. Design and construct Blue River Trail segment 6.
6. Create Osprey Days community event.

**Recreation & Culture**

7. Resubmit Bicycle Friendly Community application. Achieve at least a bronze level of recognition.

**Inventory of Facilities**

	2013 Actual	2014 Actual	2015 Budget	2016 Budget
# of Parks	6	6	6	6
Acres of Developed Parks	27.64	29	29	29
Miles of Trails	6.6	6.6	6.6	8
Acres of Open Space	45.734	56	56	56
Skate Parks	1	1	1	1
Nordic Center	1	1	1	1
Outdoor Skate Rink	1	1	1	1
Outside Volleyball Courts	4	4	4	4
Playgrounds	3	3	4	4
Tennis Courts	4	4	4	4
Pickleball Courts	0	0	6	6
Hours of Operations	Sun Rise to Dusk			
Town/County Population	4,010/28,637	4,110/28,975	4,145/29,355	4,180/29,827

Projected Levels of Service (according to Parks Trails and Open Space Master Plan)

Community Population	Developed Parkland Packets, Neighborhood & Community Parks (Regional Parks)	Developed Playfields	Developed Parks Acres Ratio per 1,000 population
Silverthorne (10,000)	75.9 (46)	9 (6)	7.6 (4.6)

**RECREATION CENTER**

**Program Policies**

- The Recreation Center is open daily for residents and guests based on the use or anticipated use of the Center, except for 4<sup>th</sup> of July, Thanksgiving Day and Christmas Day. Hours of operation will be based on demand for the Center based on the season with some modifications for holidays and consistency. Holiday hours, usually 10 a.m.-6 p.m., will be approved by the Town Manager and Recreation & Culture Director. Notice will be posted at least one week in advance of closures. Maintenance of the facility may require scheduled closures for cleaning, modifications and improvements.
- Public safety is the number one responsibility of the Town of Silverthorne. The Recreation Center provides many opportunities for emergency situations, which must be balanced with a responsible use of the facility. Individuals may be requested (and in some cases required) to refrain from activities, if in staff's judgment they are posing a risk to themselves or others. Group use of areas may be restricted based on available staffing or, in some cases group use may require prior scheduling. The facility or areas of the facility may be closed when dangerous conditions exist. The Manager (and potentially the Mayor and Council based on the decision of the Town Manager and Recreation & Culture Director) will be notified immediately when dangerous conditions exist resulting in closure, evacuation or incidents requiring medical assistance.
- Daily fees will be set based on market and demand for the facility, pass fees will be established to provide a discount for Silverthorne residents. Annual revenues will be reviewed in accordance with the financial policies of the Town. The rate schedule will be as simple as possible to provide a fair fee to all users. Admission fees are set by the Council with annual review; program fees and special event fees are established by the Recreation and Culture Director and the Town Manager.
- The Town of Silverthorne will provide a safe place to use and enjoy the Recreation Center, providing for a well-rounded recreation experience. On a daily basis, the Recreation Center will staff for safety and to

## **Recreation & Culture**

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provide a minimum amount of instruction on the use of equipment and related issues. Daily fees will reflect the added cost of staffing for those one-time users who increase the daily wear and tear of the facility and the equipment.

- The Recreation Center is for the use and enjoyment of all residents and visitors to Silverthorne. Anyone found to be abusing the right to use the Center (verbal abuse or failing to follow Recreation Center policy) may lose their use of the Center from 24 hours to indefinitely per the Recreation & Culture Director and Town Manager's recommendation. The Town will pursue collection of the cost of vandalism and may file legal charges based on their recommendation. The cost of vandalism may be reimbursed by community service.
- It is the policy of the Town of Silverthorne to promote the use of the recreation center through marketing techniques using tax dollars. To maximize our resources, the Department will utilize "trade" in marketing efforts. The Recreation and Culture Director will approve these trades.
- It is the policy of the Town to provide a youth scholarship program for those who might not otherwise be able to participate in our programs or classes. The Town also provides a reduced rate program for those who meet established income guidelines.
- In an effort to be pro-active on facility maintenance needs, either partial or full use of the facility will be limited for annual maintenance shut down and repairs.

### **Services Provided to Community**

Residents and visitors receive quality recreational opportunities, community activities and programs. Residents are provided a 65,000 square foot indoor recreational space which houses a public lobby, one public meeting room, locker rooms for men, women, and families, four swimming pools, three aquatics slides, indoor hot tub, a sauna, a steam room, an aerobics room, a free weight room, a large cardio area, a selectorized weight area, a movement studio/cycling room, two stretching areas, and an 8,106 square foot gymnasium with a 1/11 mile track around the top.

### **2013/2014 Accomplishments**

1. Celebrated the Recreation Center's 20<sup>th</sup> Anniversary on August 20, 2014. Hosted a three day celebration that included give-a-ways, roll-back pricing, and "retro" special events that recreated events that were held when the center first opened 20 years ago.
2. Recreation and Culture Department Strategic Plan implementation of immediate and short term recommendations. Designed and constructed the repurposing of the Racquetball courts, Cardio Stair, Cardio area and old Weight Room. Repurposed organization of related programming to maximize new spaces, continued analysis and adjustment of cost recovery for programs and services using the "Pyramid" method, and establishment of appropriate free services for the community, such as providing drop ins for all age groups and/or free days at the Recreation Center.
3. Made efforts to appropriately use available marketing avenues such as Town website, Pastimes brochure, and marketing contracts with newspaper and radio. Continued use of social media tools, such as Face Book, Twitter, mass emails, and blogs to advertise programs and events. These marketing tools are much greener than traditional mailers, letters, and flyers and often provide an opportunity to market directly to specific interest groups.
4. Adjusted rates for facility admission and pass rates based on market and demand for the facility in 2013.
5. Improved the way we process credit card transactions at the Recreation Center to be more efficient and secure when processing through PCI guidelines. Each staff member can now process transactions at their own workstation significantly increasing our day to day efficiency.
6. Completed Asset Management Plan projects as budgeted, including painting exterior metal columns, replacement of RTU 7 in gymnasium, skylights in gymnasium, pool, and lobby, addition of snowmelt

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system to entrance walkway, improvements to Kids Korner patio concrete, refurbished upstairs restrooms, new Kids Korner tile, men’s and family locker rooms new tile and counters, new tile in steam room, new entry signage, new shed, and work to the Pool Pak including a new compressor, three pumps, and heat exchangers. Fitness equipment was replaced using monies from the asset management plan, including many cardio pieces with integrated televisions.

7. Partnered with Summit School District to offer recreational programs on site at Silverthorne Elementary School one day per week; therefore offering services to local students who may not have transportation to the Recreation Center and also to allow after school programs to expand when the Recreation Center is at capacity. Arranged for the Recreation Center to be a drop off location for Silverthorne Elementary school buses. Participated in county-wide program, led by SOS Outreach, when Winter Rec was canceled by the school district.
8. Partnered with Family Intercultural Resource Center to offer memberships and fitness classes to 90 participants who were referred to the program through health professionals. The program was grant funded, so the Recreation Center was reimbursed for costs while the participants did not pay entry fees. The program introduced our core services to many people who had never participated in Recreation Center programs or services.

**2015/2016 Goals**

1. Implement new programs and services opportunities that result from the racquetball repurposing project. Advertise the new spaces and programs to generate interest and excitement for the new spaces.
2. Continue implementation of Strategic Plan recommendations including; continue analysis and adjustment of cost recovery for programs and services using the Pyramid method, create a formal pricing policy.
3. Continue analysis and review of pass structure including but not limited to options and prices. Review specifically punch pass options and create new selections if supported from research.
4. Continue to evaluate policies and procedures that support facility safety and security, particularly during busy winter months. Implement changes as needed.
5. Upgrade the current recreation software, RecTrac, to include WebTrac module. WebTrac will improve the ease and security of credit card transactions, allow installment billing, transfer RecTrac information directly to the Town website, and provide online registration for passes, classes, and facility rentals. The addition of WebTrac will require a standalone server and additional annual maintenance fees. However, liability is decreased with more secure credit card procedures, staff efficiency is improved with less duplication of data entry, and customer service is enhanced with billing and online options that are currently not available.
6. Continue partnering with Summit School District to provide programming to local students. Participate in the county-wide discussion regarding before and after school and days off programs. Contribute with solutions that make sense for the Town’s residents.
7. Continue to pursue special events, both in-house and with outside marketing companies, that market the Town and its businesses while providing quality recreational opportunities to the community.

**Service Indicators**

	2013 Actual	2014 Actual	2015 Budget	2016 Budget
\$ of Recreation Ctr. Revenues	\$1,484,639	\$1,470,613	\$1,490,650	\$1,495,680
\$ of Passes Revenues	\$ 804,891	\$ 822,093	\$ 815,000	\$ 823,618
\$ of Daily Admissions Revenues	\$ 278,879	\$ 274,826	\$ 278,879	\$ 277,732
# of Visitors	265,400	258,470	261,000	263,000
# of Daily Admissions	32,601	31,630	32,000	32,500
# of Passes	8,220	7,580	8,220	8,750
# of Special Events	21	16	18	20
# of Facilities	1	1	1	1
# of Fee-based Classes/Programs	715	690	700	715

***Recreation & Culture***

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# of Classes/Events Attendees at the Recreation Center	7,700	15,500	15,750	15,900
# of Kids Korner Attendees	3,800	2,970	3,500	3,800
# of Free Fitness Classes	1,683	1520	1600	1650
Hours of Operations	<b>Winter &amp; Summer Hours</b> M- F 6 am- 9 pm Sat 7 am - 9 pm Sun 8 am- 9 pm	<b>Winter &amp; Summer Hours</b> M- F 6 am- 9 pm Sat 7 am - 9 pm Sun 8 am- 9 pm	<b>Winter &amp; Summer Hours</b> M- F 6 am- 9 pm Sat 7 am - 9 pm Sun 8 am- 9 pm	<b>Winter &amp; Summer Hours</b> M- F 6 am- 9 pm Sat 7 am - 9 pm Sun 8 am- 9 pm
Town/County Population	4,010/28,637	4,110/28,975	4,145/29,355	4,180/29,827

### Silverthorne Pavilion



The Town of Silverthorne celebrated the grand opening of the 14,000 square foot facility on June 9, 2001. Over one thousand residents attended the unveiling of a facility, considered the “crown jewel” of the new town center. The Pavilion was built by the Town as a place for the community to gather and grow, to celebrate both private and public events. The Silverthorne Pavilion will fulfill the “Culture” element of the Town’s Recreation and Culture Department by programming and attracting a broad variety of performing arts and activities.

**Program Policies**

The Silverthorne Pavilion is a community facility that serves multiple purposes, including hosting private rentals, giving not-for-profits a venue to host fundraisers and banquets, and to provide programming for all age groups.

**Rentals:** The Pavilion currently recovers about 50% of operating expenses – primarily obtained through private rentals. As of January 29, 2015, the Pavilion has just over 120 rentals on the 2015 calendar and we do anticipate this number to increase as community and local events are added to the calendar. This includes 93 weddings, 37 banquets, a handful of business meetings and Recreation Center programs. The Pavilion rates have increased for 2015/2016. These revenues will not fully be realized until 2016, as most 2015 weddings will be grandfathered into the current rate. Staff is currently booking for 2016 and 2017 weddings.

**Not-For-Profit Outreach / Grants:** Approximately twenty-two non-profit organizations requested in-kind use of the Pavilion in 2015 via the grant process, resulting in 22 days provided at no charge to these organizations. (Many also received free use of amenities, such as the kitchen, audio/visual equipment and the marquee in addition to the facility itself.) In addition to the granted use of the facility, six organizations will receive alcohol proceeds from their events. Not-for-profit organizations that did not receive a granted use are always eligible to receive a 40% discount off of the Pavilion’s site fees, as long as they are not hosting an event on a “blackout” date.

**Programming:** The Pavilion hosts a variety of events, which meet a range of demographics. Events balance between free and paid events, kids and adult events, as well as events that cater to the whole family. The Pavilion just hosted the inaugural Brewers Rock for Rescue event on Saturday, January 24, 2015. This was a very successful event that raised over \$5,000 for Summit County Search and Rescue, as well as providing decent revenue to the Town of Silverthorne. The Pavilion also hosts free, community events, such as Pumpkin Fest, where over 1,000 pumpkins are given away for free to our community members. In addition to these events, the Town of Silverthorne did partner with Miller Farms to host 17 Farmer’s Markets on the Pavilion parking lot in 2014.

**Liquor:** Since opening in 2001, the Town has entrusted a liquor concessionaire to safely and consistently serve alcohol to guests on premise. All Seasons was selected in 2010 and has been the contracted liquor concessionaire since January 2011. In late 2014, staff presented and was given direction by Town Council to bring the liquor service in-house. Although not included within this budget, the change will be incorporated into the 2015 budget at the next appropriation in 2015. This change has the potential to increase alcohol revenues, while improving customer service and safety at the Pavilion.

**Retail:** Cutthroat Anglers has been a tenant of the Town's, occupying the retail space adjacent to the Pavilion, for many years. The business was purchased by a new owner in 2010 (Jim Buckler from Kansas City), and the lease was recently renewed after reaching the end of its term.

**Maintenance:** Pavilion Maintenance comprises over 50% of the entire Pavilion budget. The age of the facility warrants that basic wear-and-tear will now have to be addressed on an annual basis, including: parking lot maintenance, painting, HVAC, floors, roof and skylight repairs, gutter replacement, electrical and plumbing upkeep. Many of these items have been addressed with the long-term Asset Management Plan (AMP), however, it is important to keep in mind that as the wear and tear of the facility continues, it will take more time to clean the building than it did before the building had that wear and tear. As the use of the facility increases, the supplies and labor costs of keeping the facility presentable and attractive to clients will also increase. Staff is excited to replace the floors in the Pavilion in January 2016.

**2013/2014 Accomplishments:**

1. Coordinated with Administrative Services Department to begin the process of moving the bar in-house. This includes securing a POS system, back end planning system, and credit card processing.
2. Increased Pavilion sales by roughly 35% from 2012 to 2013 and continued to increase into 2014.
3. In 2013, the Pavilion Maintenance Team was moved under the Pavilion and Marketing Coordinator. This transition, overall, has been a positive one for the Pavilion team.

**2015/2016 Goals:**

1. Continue to work with Administrative Services Department to complete the liquor conversion. This includes moving site fees, ticketing, etc. from RecTrac to the new Bevo POS system, as well as moving information from the shared Pavilion Outlook Calendar to Total Party Planner.
2. A new Pavilion Events and Administrative Assistant will be hired in January 2015. Staff will work to have this new hire fully trained.
3. Create and strengthen a strategic partnership plan to build meaningful relationships between the Town of Silverthorne and specific business entities within the Town.
4. Create a composting/green program at the Pavilion to allow for marketing of green weddings and business meetings and to cut down on Pavilion trash pickup.

**Service Indicators**

	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2016 Budget</u>
# of Formal Events	68	100	100	100
# of events not produced by TOS (grant-awarded fundraisers, other fundraisers/events)	50	66	65	65
# of Non-Profits Use - Free	13	17	22	15
# of Non-Profits Use - 40% Discount	19	12	15	15
# of TOS-produced events (concerts, comedy, children's, other)	22	24	25	25
# of Retail Leases	1	1	1	1
# of Internal TOS Uses	105	140	100	100
Amt of Turnover Time - Cleanup/Setup	14 hours	14 hours	14 hours	14 hours

*Recreation & Culture*

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per event

\$ of Facility/Event Revenues	\$216,748	\$225,455	\$245,000	\$295,000
\$ from Concession Receipts	\$ 23,112	\$ 25,311	\$ 30,000	\$ 30,000
\$ of Retail Lease Revenues	\$ 81,373	\$ 78,428	\$ 42,651	\$ 43,291

*Recreation & Culture*

**Recreation & Culture  
Summary of Expenditures**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Projected 2014</b>	<b>Budget 2015</b>	<b>Budget 2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
<b><u>Wages</u></b>									
Full-time Wages	1,536,005	1,514,512	1,514,512	1,592,362	1,762,921	1,824,655	1,866,395	1,906,154	1,948,084
Part-time Wages	434,605	462,731	462,731	474,390	454,823	470,402	479,731	489,255	496,818
<b>Total Wages</b>	<b>1,970,61</b>	<b>1,977,243</b>	<b>1,977,243</b>	<b>2,066,752</b>	<b>2,217,744</b>	<b>2,295,057</b>	<b>2,346,126</b>	<b>2,395,409</b>	<b>2,444,902</b>
<b><u>Recreation Center Programs</u></b>									
<b>General Program</b>									
Wages	1,175,663	1,181,283	1,155,385	1,212,461	1,305,444	1,351,164	1,382,406	1,412,287	1,443,271
Prof. Services	573	2,312	10,654	500	500	500	500	500	500
Services	285,682	271,083	339,544	354,601	356,600	369,028	382,535	393,429	404,858
Supplies	96,510	104,892	95,257	92,363	94,800	98,040	100,800	103,900	107,000
Capital Assets	28,073	43,944	34,553	26,000	27,500	33,500	29,000	29,000	29,000
<b>Program Total</b>	<b>1,586,499</b>	<b>1,603,514</b>	<b>1,635,392</b>	<b>1,685,925</b>	<b>1,784,844</b>	<b>1,852,232</b>	<b>1,895,241</b>	<b>1,939,216</b>	<b>1,984,629</b>
<b>Fitness Programs</b>									
Wages	83,536	71,578	72,240	77,500	80,600	83,421	85,089	86,791	88,527
Services	732	875	938	938	1,140	1,400	1,500	1,500	1,500
Supplies	5,366	6,010	8,808	10,750	8,800	7,000	7,000	7,000	7,000
<b>Program Total</b>	<b>89,633</b>	<b>78,463</b>	<b>81,986</b>	<b>89,390</b>	<b>90,800</b>	<b>91,921</b>	<b>93,589</b>	<b>95,291</b>	<b>97,027</b>
<b>Aquatics Programs</b>									
Wages	356,470	370,100	375,909	383,603	419,843	434,538	443,229	452,093	461,135
Services	1,386	1,309	1,117	2,022	1,800	1,800	1,800	1,800	1,800
Supplies	8,521	9,382	12,642	11,855	11,600	13,167	12,500	10,500	12,500
<b>Program Total</b>	<b>366,378</b>	<b>380,791</b>	<b>389,667</b>	<b>397,480</b>	<b>433,243</b>	<b>449,505</b>	<b>457,529</b>	<b>464,393</b>	<b>475,435</b>
<b>Adult/Youth Sports Programs</b>									
Wages	52,730	53,653	63,900	65,900	68,560	70,959	72,378	73,826	75,302
Supplies	12,723	12,016	11,916	13,850	10,900	12,000	11,000	11,000	11,000
<b>Program Total</b>	<b>65,453</b>	<b>65,668</b>	<b>75,816</b>	<b>79,750</b>	<b>79,460</b>	<b>82,959</b>	<b>83,378</b>	<b>84,826</b>	<b>86,302</b>
<b>Children/Special Events Programs</b>									
Wages	38,960	42,604	46,703	46,125	47,970	49,649	50,642	51,655	52,688
Supplies	6,512	7,568	10,609	20,365	11,900	13,400	13,500	13,500	13,500
<b>Program Total</b>	<b>45,472</b>	<b>50,172</b>	<b>57,312</b>	<b>66,490</b>	<b>59,870</b>	<b>63,049</b>	<b>64,142</b>	<b>65,155</b>	<b>66,188</b>
<b>Total Rec. Center Programs</b>	<b>2,153,435</b>	<b>2,178,608</b>	<b>2,240,173</b>	<b>2,319,035</b>	<b>2,448,217</b>	<b>2,539,666</b>	<b>2,539,880</b>	<b>2,648,882</b>	<b>2,709,582</b>

*Recreation & Culture*

	Actual 2011	Actual 2012	Actual 2013	Projected 2014	Budget 2015	Budget 2016	2017	2018	2019
<b>Pavilion Programs</b>									
<b>Wages</b>	240,813	258,526	255,545	248,717	258,143	264,022	268,908	273,934	279,106
<b>Prof. Services</b>	1,320	4,088	974	-	1,500	1,500	1,500	1,500	1,500
<b>Services</b>	97,964	99,828	97,713	98,302	109,091	109,607	112,425	114,869	117,510
<b>Supplies</b>	15,511	15,713	19,045	19,482	16,200	16,200	16,200	16,200	16,200
<b>Special Events</b>	40,107	34,790	30,272	28,000	34,500	34,500	34,500	34,500	34,500
<b>Capital Assets</b>	4,607	8,057	9,275	13,467	17,500	13,500	13,500	13,500	13,500
<b>Total Pavilion Programs</b>	400,321	421,002	412,824	407,968	436,934	439,330	447,033	454,503	462,316
<b>TOTAL DEPARTMENT EXPENDITURES</b>	2,582,149	2,539,058	2,566,259	2,605,422	2,708,729	2,743,022	2,793,931	2,836,376	2,884,251

# Capital Improvement Project Fund

On September 15, 1992, the citizens of Silverthorne approved the following election question creating the Sales Tax Capital Improvements Fund:

*"Shall the Town of Silverthorne Ordinance No. 11, Series 1992, pledging 60% of the revenue from the Town's existing 2% sales tax to the Capital Improvements Fund, to be used solely for providing capital improvements, including a Town recreation center, be approved?"*

The 2015 & 2016 Financial Policies identify the following direction for establishing priorities for capital projects: 1) safety, 2) complete existing projects, 3) maintain existing capital facilities, 4) extend existing systems. The 2015 & 2016 Long Range Plans that follow highlight capital expenditures by department.

As identified above, this Funds purpose is to cover capital related debt and the cost of capital improvement projects. Without any debt we're able to use funds for capital projects. From a historic perspective, the Fund has had two Bond debts in recent past that were retired early. The early retirement of the 1998 Excise Tax Revenue Bonds in 2008 and 2009 opened up an additional \$500,000 annually plus lightened reserve requirements. The Reserve Targets when holding debt included: 100% of the next year's debt payments, the highest scheduled annual debt payment for bond issuances and a reserve for the assets management /replacement (AMP). If funding was needed beyond the revenues available in the Sales Tax Capital Fund, then Council could request funds be transferred from the General Fund's available fund balance or continue to deplete the Sales Tax Capital Improvement Fund. Due to the fact the Bonds were retired in 2009, the debt reserve requirements were no longer needed. Again this helped made available funds for capital projects

The Town is not adverse to bond or financing debt when needed (see 2016). Recent financing markets were not believed to be in the Town's best interest when cash was available for projects.

Transfers to the Sales Tax Capital Improvement Fund can be seen as a transfer under revenues. Transfer to other funds (Lodging Tax Fund in this Budget) is accounted for under expenditure in the department that manages the project. The Town's financial policy allows transfers between governmental funds.

The following is background of capital expenditures as it relates to Town departments.

## **Administrative Services**

Technology (software, computers, printers, copiers, phones and related equipment) System expenditures are valued additions to the Town. The Town's belief is that a more efficient organization can be created by the use of technology. There are no major new additions in 2015 & 2016 budgets beyond the AMP program. The Financial Accounting software was replaced in 2014.

Sales tax revenues are the main revenue source for the Capital Fund. Audits on various sales tax producing businesses occur annually. A portion of the cost of the audits is covered by the Capital Fund.

## **Public Safety**

The Town has Mobile Data Units (MDU) computer laptops in our patrol cars. The laptops connect with the county-wide communication center, and decrease the air traffic on the patrol radios and provide our officers the ability to do record checks more expeditiously. The MDUs are scheduled for replacement at the same time as patrol cars are replaced and noted within the asset management plan.

The Town Public Safety department uses the county-wide communication center as their dispatcher system. This requires us to contribute to the capital portion of the communication center.

## **Public Works**

Major street improvements are funded by the CIP fund. At times, a portion of street expenditures will be funded out of the Development Excise Tax

Special Revenue Fund when the need is growth related.

The Town has many major maintenance street projects each year that include overlays, culverts and reconstruction. As roads are added to the Town system by new development the cost for general maintain for these systems are included in the General Fund Public Works program. For 2015, major overlay is scheduled for: Adams St to 2<sup>nd</sup> to 6<sup>th</sup>, Rainbow Dr, Tanglewood Ln, E. and W. 6<sup>th</sup> St, Center Circle, E. 4thst and Lagoon Ln. For 2016, the Nike Bridge will be rebuilt, Warren Ave. drainage and major over lays at 3<sup>rd</sup>, 4<sup>th</sup>, 5<sup>th</sup> Sts, Willowbrook Rd, River Rd, Mesa Dr, Reese Rd, Riley Rd, Clayton Rd and Palmers Dr. One of our concerns are future years and being able to afford street reconstructions when needed.

The Fleet and Street Programs have their own descriptions later in this section. See the tables for a complete description of scheduled projects.

Other Public Work projects for 2016 include the continued construction of Segment 6 of the Blue River Trail; specifically the section north of Willow Grove Park which will cross over the Blue River to the Blue River Run Subdivision. This segment is especially expensive (over \$2M) as it has to go through wetlands and will require many over ground walkways. In the past, the CIP fund assisted in the funding of the trail system by transferring needed funds to the Lodging Tax Fund which was the fund that had accounted for other sections of the construction of the Trail. For 2016, the CIP fund will be the primary fund due to the need to finance the project. Additional in 2016 a \$150,000 transfer from the CIP Fund to the Lodging Tax Fund is needed for another minor section of the Trail construction.

2015 and 2016 include new sections of sidewalk construction at a cost of \$150,000 each year. Many sections of the Town do not have adequate pedestrian walk ways and Council wants to add new sidewalks every year to address safety in walking areas.

### **Recreation & Culture**

The Recreation & Culture department developed a strategic plan for operation and capital, specifically for the recreation center. One of the goals of the strategic plan is to “repurpose” the racquetball courts into class rooms and additional cardio and fitness areas. The reconstruction took place in 2014.

### **Asset Management Plan (AMP)**

The Town’s financial plan (appendix A) states “the budget will provide adequate maintenance of capital plant and equipment and for orderly replacement.”

A committee of staff members was organized to setup a long-term AMP system that addressed all Town assets that had a life of one year or more and a value of \$5,000 or greater. An analysis of technology, buildings (internal, external and mechanical), parks and equipment was conducted. A 20-year plan was developed addressing replacement and major maintenance. The next five years of projects is listed on page 95. The last remaining piece to this AMP system is adding the Town’s infrastructure inventory. This would include streets, sidewalks, bridges, etc. This is a goal for 2015. A pavement maintenance system has been assembled to assist with the infrastructure AMP. The AMP system is helping the Town stay current with capital replacement and maintenance which protects and extends the life of all Town assets.

### **Debt**

The Town currently has some minor lease purchase debt for major pieces of heavy equipment, such as a front loader we replaced in 2014. We plan to continue using lease purchasing financing for these types of purchases into 2015 and 2016. These debt payments are included in the Fleet AMP line items and noted in the projects list on page 96.

As mentioned under the Public Works, the Town intends to use financing of approximately \$1.5M for the construction of Segment 6 of the Trail. Future annual payments of \$187,926 plus a reserve requirement of an annual payment have been included in future budgets.

Additional information on debt is included in the “Financial Summary” section.

# Sales Tax Capital Improvement Fund Long Range Plan

The Sales Tax Capital Project Fund is a Governmental Fund type used to account for the acquisition or construction of general capital assets plus any capital related debt. The primary revenue

source is a percentage (60%) of the Town's sales tax. The expenditures reflect activity in each of the five departments, the asset management plan and the debt program.

Revenues	Actual 2011	Actual 2012	Actual 2013	Projected 2014	Budget 2015	Budget 2016	2017	2018	2019
Sales Tax	2,321,098	2,443,476	2,664,399	2,770,975	2,826,395	2,661,972	2,940,581	2,984,690	3,029,460
Interest	7,331	7,901	5,165	2,322	14,027	12,190	25,651	17,161	-
Miscellaneous	266,978	382,808	155,235	204,652	147,000	79,000	181,000	20,000	95,000
Financing Proceeds	-	-	-	-	-	1,500,000	-	-	-
Transfers from General/Dev. Excise Fund	600,000	-	-	-	-	500,000	-	-	-
<b>TOTAL REVENUE:</b>	<b>3,195,407</b>	<b>2,834,185</b>	<b>2,824,799</b>	<b>2,977,949</b>	<b>2,987,422</b>	<b>4,974,112</b>	<b>3,147,232</b>	<b>3,021,851</b>	<b>3,124,460</b>
Expenditures	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>Administrative Services:</b>									
Land Improvements	2,200	-	95,095	-	-	-	-	-	-
Technology	-	-	82,986	77,500	47,500	-	-	35,000	-
Sales Tax Auditing	9,180	8,324	12,371	10,000	10,000	10,000	10,000	10,000	10,000
Comprehensive Plan	-	-	24,364	85,168	-	-	-	-	-
<b>Public Safety</b>									
Communication Center Capital	29,433	34,694	34,932	44,134	51,595	54,175	56,883	59,728	62,714
<b>Public Works:</b>									
Street/Drainage Improvements	1,912,713	770,022	784,469	570,000	900,000	730,000	1,420,000	970,150	341,128
Sidewalk/Neighborhood Improvement	-	-	248,548	60,000	150,000	150,000	150,000	150,000	150,000
Bridges/Trails	-	-	-	-	-	2,359,000	-	-	-
Rivers Edge/Kayak Park	-	184,741	15,250	-	-	-	-	50,000	470,000
Parks/Building Projects	-	126,896	485,260	179,196	-	-	-	-	-
Transfer to Lodging Tax Fund	-	-	762,500	195,000	-	150,000	-	-	100,000
<b>Recreation &amp; Culture</b>									
Recreation Center Building	79,205	22,698	64,172	887,807	-	-	-	-	-
Pavilion Building	-	19,308	-	-	-	-	-	-	-
<b>Asset Management Plan</b>									
Energy Audit/Projects	881	78,190	11,599	-	-	-	-	-	-
Technology	95,465	46,590	55,089	35,000	105,400	92,000	103,500	50,500	234,000
Buildings	296,315	444,917	359,011	562,386	940,910	678,600	444,350	669,291	650,825
Parks	43,459	147,816	30,385	8,490	451,250	23,250	153,500	695,000	81,300
Equipment	51,822	24,293	37,752	46,147	52,744	78,861	109,140	100,580	75,717
Fleet	597,973	40,839	579,303	135,136	503,700	402,700	794,950	615,700	760,850
<b>Debt:</b>									
Certificate of Participation	-	-	-	-	-	-	187,926	187,926	187,926
<b>TOTAL EXPENDITURES</b>	<b>3,118,647</b>	<b>1,885,155</b>	<b>3,556,189</b>	<b>2,895,963</b>	<b>3,313,099</b>	<b>4,728,586</b>	<b>3,430,250</b>	<b>4,123,725</b>	<b>4,533,332</b>
<b>INCREASE / (DEC) FUND BAL.</b>	<b>76,760</b>	<b>949,030</b>	<b>(731,390)</b>	<b>81,986</b>	<b>(325,677)</b>	<b>245,527</b>	<b>(283,018)</b>	<b>(572,025)</b>	<b>-</b>
<b>PRIOR FUND BALANCE</b>	<b>558,806</b>	<b>635,566</b>	<b>1,584,596</b>	<b>853,206</b>	<b>945,192</b>	<b>609,515</b>	<b>855,042</b>	<b>572,025</b>	<b>-</b>
<b>CURRENT FUND BALANCE</b>	<b>635,566</b>	<b>1,584,596</b>	<b>853,206</b>	<b>945,192</b>	<b>609,515</b>	<b>855,042</b>	<b>572,025</b>	<b>-</b>	<b>-</b>
<b>LESS RESERVE TARGET:</b>									
Wetlands/Streets Obligations	-	126,669	68,455	68,455	68,455	68,455	68,455	68,455	68,455
Debt Payment Restricted	-	-	-	-	-	187,926	187,926	187,926	187,926
Asset Management Plan	500,000	500,000	500,000	500,000	500,000	312,074	312,074	312,074	312,074
<b>AVAILABLE FUND BALANCE</b>	<b>135,566</b>	<b>957,927</b>	<b>284,751</b>	<b>366,737</b>	<b>41,060</b>	<b>286,587</b>	<b>3,570</b>	<b>(568,455)</b>	<b>(568,455)</b>

**Sales Tax Capital Improvement Fund  
Public Works Infrastructure Improvement Program  
Long Range Plans**

Expenditures	Projected 2014	Budget 2015	Budget 2016	2017	2018	2019
<u>Project</u>						
<b>Street Improvements:</b>						
Blue River Pedestrian Tunnel	30,000	-	-	-	-	-
Nike Bridge Repairs	-	-	300,000	-	-	-
Little Beaver Trail	-	-	-	-	750,000	-
Golden Eagle Rd reconstruction	-	-	-	250,000	-	-
River Road Reconstruction.	-	-	-	500,000	-	-
Material Street Maintenance	540,000	750,000	730,000	670,000	220,150	341,128
Total Public Works Street Improvements Expenditures	570,000	750,000	1,030,000	1,420,000	970,150	341,128

SALES TAX CAPITAL IMPROVEMENT FUND  
ASSET MANAGEMENT PLAN SUMMARY

CATEGORY	2014 Proj	2015 Bud	2016 Bud	2017	2018	2019
<b>Technology</b>	<b>35,000</b>	<b>105,400</b>	<b>92,000</b>	<b>103,500</b>	<b>50,500</b>	<b>234,000</b>
<b>Buildings:</b>						
Town Hall						
Exterior	25,000	22,500	100,000	30,000	19,000	10,000
Interior	16,388	56,000	40,000	31,000	12,000	-
Total Town Hall	41,388	78,500	140,000	61,000	31,000	10,000
USFS						
Exterior	3,000	15,000	-	10,300	-	-
Interior	-	-	-	-	150,000	-
Total USFS	3,000	15,000	-	10,300	150,000	-
Public Works						
Exterior - Bldg #1	10,000	8,000	-	60,000	20,000	12,500
Mechanical - Bldg #1	6,355	15,000	-	-	-	10,000
Bldg #3	-	-	15,000	12,000	18,000	10,000
Total Public Works	16,355	23,000	15,000	72,000	38,000	32,500
Recreation Center						
Exterior	32,395	77,500	12,400	45,000	212,900	233,000
Interior	10,500	163,560	12,300	20,800	22,750	158,000
Mechanical	443,748	514,500	240,250	88,800	84,641	132,500
Total Recreation Center	486,643	755,560	264,950	154,600	320,291	523,500
Pavilion						
Exterior	-	12,250	58,250	51,450	40,000	14,750
Interior	-	45,000	170,100	15,000	-	21,700
Furniture	15,000	-	15,000	-	-	30,375
Mechanical	-	11,600	15,300	80,000	90,000	18,000
Total Pavilion	15,000	68,850	258,650	146,450	130,000	84,825
<b>Total Building</b>	<b>562,385</b>	<b>940,910</b>	<b>678,600</b>	<b>444,350</b>	<b>669,291</b>	<b>650,825</b>
<b>Parks:</b>						
Rainbow Park	8,490	345,000	10,000	63,250	300,000	63,800
Artic Placer	-	15,000	-	-	70,000	-
Willow Grove	-	-	-	-	-	17,500
Trent	-	51,250	-	60,250	320,000	-
North Park	-	40,000	13,250	30,000	5,000	-
<b>Total Parks</b>	<b>8,490</b>	<b>451,250</b>	<b>23,250</b>	<b>153,500</b>	<b>695,000</b>	<b>81,300</b>
<b>Equipment &amp; Misc:</b>						
Recreation Center	46,147	52,744	64,861	75,140	100,580	75,717
Other	-	-	14,000	34,000	-	-
<b>Total Equipment &amp; Other</b>	<b>46,147</b>	<b>52,744</b>	<b>78,861</b>	<b>109,140</b>	<b>100,580</b>	<b>75,717</b>
<b>Fleet</b>	<b>135,136</b>	<b>503,700</b>	<b>402,700</b>	<b>794,950</b>	<b>615,700</b>	<b>760,850</b>
<b>Total All AMP Category</b>	<b>787,158</b>	<b>2,054,004</b>	<b>1,275,411</b>	<b>1,605,440</b>	<b>2,131,071</b>	<b>1,802,692</b>

# Sales Tax Capital Improvement Fund Fleet Program

Fleet Management, listed as one of the programs in the Public Works Department, is responsible for replacement and maintenance of all vehicles and equipment. The following tables identify the Town's current inventory by department and the annual expenditures to replace vehicles. Maintenance for these vehicles is budgeted in General Fund Public Works department. The Town's policy with regard to its fleet management is as follows:

- It is the policy of the Town of Silverthorne to provide a dependable, well-maintained fleet of vehicles and equipment necessary to perform the duties of the Town including public safety, code enforcement, building inspection, administration, and all of the tasks listed in the public works policies. The Town will strive to keep these vehicles in good working order at all times, and will schedule periodic replacements to insure economic feasibility. The Town will use equipment for tasks for which they were designed.

The Town's approach to fleet management is by identifying areas and tools that provide better costs and benefits to the Town. The following defines the goals by vehicle use.

### Administration/Com. Dev./Rec. Center

Passenger vehicles to be used by staff for approximately eight to ten years.

### Public Safety

To provide for six, dependable and well-maintained patrol vehicles to be used over three shifts every twenty-four hour period. The Town intends to use patrol vehicles for four-year periods and then rotate older patrol vehicles for use by the detective, sergeants and police chief.

### Public Works Light Vehicles

To purchase and rotate work trucks based on a lifetime of eight to ten years.

### Public Works Heavy Equipment

To rotate plow vehicles, loaders and sweepers based on a lifetime of five to fifteen years. To rotate other equipment based on a lifetime between five to ten years. Consider a lease-purchase program when obtaining heavy equipment as the cost to replace the larger equipment can be very expensive.

Each year the fleet committee reviews the vehicles and equipment schedules, warranties and the actual condition of the vehicle and equipment to determine if replacement is necessary.

	2012	2013	2014	2015	2016	2017	2018	2019	Suggested Purchase (P) or Lease(L)/Lifetime
<b>Light Weight Vehicles</b>									
Public Safety	10	10	10	9	9	9	9	9	(L) 4 -10yrs
Admin./Com. Dev/Rec.	5	5	5	6	6	6	6	6	(L) 8 -10yrs
Public Works	14	16	16	16	16	16	16	16	(L) 8 -10yrs
<b>Total Light Weight Vehicles</b>	<b>29</b>	<b>31</b>							
<b>Heavy Equipment</b>									
Plow Trucks	5	5	5	5	5	5	5	5	(L) 8 -15yrs
Loaders	6	6	6	6	6	6	6	6	(L) 7 - 8yrs
Sweepers	2	2	2	2	2	2	2	2	(L) 5 -8yrs
Others	10	10	10	10	10	10	10	10	(L) 5 -15yrs
<b>Total Heavy Equipment</b>	<b>23</b>								

**Fleet Program  
Long Range Plans**

Revenues	L/P	2012	2013	Proj. 2014	Budget 2015	Budget 2016	2017	2018	2019
	Lease/Purc.								
Vehicle Sales		900	48,005	5,000	65,000	8,000	59,000	5,000	65,000
Equipment Sales		199,382	49,700	140,001	82,000	71,000	122,000	15,000	30,000
<b>Total Revenues</b>		<b>200,282</b>	<b>97,705</b>	<b>145,001</b>	<b>147,000</b>	<b>79,000</b>	<b>181,000</b>	<b>20,000</b>	<b>95,000</b>
<b>Expenditures</b>		<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
<u>Light Weight Vehicles</u>									
Administration Fleet	P	-	-	-	-	22,000	40,000	-	-
Public Safety Fleet	P	-	143,326	-	144,000	-	195,000	-	165,000
Public Works Fleet	P	-	95,553	73,786	152,000	33,000	60,000	35,000	38,000
<b>Total Light Weight Exp</b>		<b>-</b>	<b>238,879</b>	<b>73,786</b>	<b>296,000</b>	<b>55,000</b>	<b>295,000</b>	<b>35,000</b>	<b>203,000</b>
<u>Heavy Equipment</u>									
		<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Plow Trucks (5)	LP	-	-	-	70,000	175,000	247,500	285,000	285,000
Loaders (5/6)	P/LP	-	180,946	26,500	53,000	53,000	68,000	83,000	71,500
Sweepers (2)	LP	-	-	34,850	69,700	94,700	119,700	119,700	84,850
Other (7)	P/LP	40,839	159,477	-	15,000	25,000	64,750	93,000	116,500
<b>Total Equipment Expenditures</b>		<b>40,839</b>	<b>340,423</b>	<b>61,350</b>	<b>207,700</b>	<b>347,700</b>	<b>499,950</b>	<b>580,700</b>	<b>557,850</b>
<b>Total Fleet Expenditures</b>		<b>40,839</b>	<b>579,303</b>	<b>135,136</b>	<b>503,700</b>	<b>402,700</b>	<b>794,950</b>	<b>615,700</b>	<b>760,850</b>
<b>Net Expenditures ( Exp. - Rev.)</b>		<b>(159,443)</b>	<b>481,597</b>	<b>(9,865)</b>	<b>356,700</b>	<b>323,700</b>	<b>613,950</b>	<b>595,700</b>	<b>665,850</b>

## **Lodging Tax Special Revenue Fund**

### **Lodging Tax**

The Lodging Tax Special Revenue Fund is a governmental fund type used to account for the 2% tax that is collected on short-term (less than 30 days) rental of hotel, motel, or any residential property. The funds from this tax are designated to be used as follows: 85% to parks, trails and open space capital acquisitions and 15% for marketing of the Town. This tax and tax fund usage was approved by the Citizens of Silverthorne in November of 1998. The Town's SPORTS committee makes recommendations to the Town Council as to the parks, trails and open space capital projects. The committee recommendations are based on the Town's Parks, Trails and Open Space Master Plans.

The marketing funds are used annually for various marketing related projects including funding, town brochures, website projects related to local businesses and other appropriate marketing projects. When the marketing revenue from the lodging tax is not used in full in a given year, then the excess funds are accumulated until a future date when another marketing related project needs the funding. Marketing and business relations are a priority for the Town. \$25,000 has been budgeted for marketing in 2015 and 2016.

### **Other Revenues**

There are other funding sources that are included in the Lodging Tax Fund. Generally the use of the funds relates to parks, trails and open space projects.

The Town was aware that the revenues raised by the lodging tax would not be enough to fund many of the capital projects that the parks master plan envisioned. However, the Town believed the tax could be used as matching funds for grants. In the past the Town has applied and received grants from GOCO (Great Outdoors Colorado), DOW (Department of Wildlife) and CDOT (Colorado

Department of Transportation). These grants are greatly appreciated and have allowed the Town to proceed with several projects we may not have been able to build without the grants.

Other funding has been generated by fund raising efforts and a \$1,200,000 donation from South Maryland Creek Ranch.

As projects arise, the Town's General, Sales Tax CIP and Excise Tax Fund will contribute funds when needed and appropriated to keep the Lodging Tax Fund in balance.

### **Parks, Trails and Open Space Projects**

The Lodging Tax Fund has provided funding for several small projects such as stocking ponds and the Blue River, bird watcher brochures/signs, pocket parks and developing activity areas like the volleyball courts at Rainbow Park.

Larger projects included the Town's trail system which connects the Town's trail to the county-wide trail system. GOCO large scale grants have allowed the Town to restore sections of the Blue River, construct the North Pond Park amenities, construct sections of the trail and purchase land for conservation. The land was needed to proceed with the development of the north section of the trail system. Several sections of the trail were built in 2007 - 2013. The remaining portions of the north trail, included a major section north of the Willow Grove Park to the Blue River Run subdivision, are scheduled for construction through 2019.

The Town completed the Parks, Open Space and Trails Master Plan in late 2014. This Plan included much input from the community at large. Many projects will come from this Plan and will be included in future Lodging Tax Fund budgets.

## Lodging Tax Special Revenue Fund Long Range Plan

<b>Revenues</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Projected 2014</b>	<b>Budget 2015</b>	<b>Budget 2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Lodging Tax	128,803	126,856	141,420	145,000	147,900	150,858	153,875	156,953	160,092
Lottery Funds	37,299	39,067	-	-	-	-	-	-	-
Grants/Fund Raising	-	68,314	399,997	200,000	-	-	-	-	-
Interest	2,246	869	26	598	4,904	6,738	10,119	13,989	15,554
Transfer from Other Funds	-	-	1,525,000	450,000	-	300,000	-	-	200,000
<b>TOTAL REVENUE:</b>	<b>168,348</b>	<b>235,106</b>	<b>2,066,443</b>	<b>795,598</b>	<b>152,804</b>	<b>457,596</b>	<b>163,994</b>	<b>170,942</b>	<b>375,646</b>
<b>Expenditures</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
<b><u>Parks, Trails &amp; Open Space</u></b>									
Trails/River:									
Design, Engineering & Legal	260,188	153,667	209,020	425,000	77,814	-	-	45,000	-
Trails – Construction/Amenities	77,608	5,026	1,067,656	27,271	30,000	422,212	-	38,782	500,000
Easements	-	62,000	745,5000	62,036	-	-	-	-	-
Parks:									
Park Master Plan	1,563	280	-	72,000	-	-	-	-	-
Misc.	10,014	3,113	4,058	30,000	10,000	10,000	10,000	10,000	10,000
<b>Total Parks Trails &amp; Open Sp.</b>	<b>349,373</b>	<b>224,086</b>	<b>2,065,334</b>	<b>641,307</b>	<b>142,814</b>	<b>432,212</b>	<b>10,000</b>	<b>93,782</b>	<b>510,000</b>
<b>Marketing:</b>	<b>24,965</b>	<b>15,500</b>	<b>22,556</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>
Transfer to Conservation Trust Fund	-	-	39,103	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>374,338</b>	<b>239,586</b>	<b>2,087,893</b>	<b>641,307</b>	<b>142,814</b>	<b>457,212</b>	<b>35,000</b>	<b>118,782</b>	<b>532,000</b>
	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
INCREASE / (DEC) FUND BAL.	(205,990)	(4,480)	(21,450)	154,291	9,990	384	128,994	52,160	(156,354)
PRIOR FUND BALANCE	404,562	198,572	194,092	172,642	326,933	336,923	337,307	466,301	518,461
<b>CURRENT FUND BALANCE</b>									
Parks, Trails & Open Space	157,948	81,488	61,325	18,480	26,658	23,209	144,698	188,667	20,406
Blue River Fund Raising	-	68,314	68,323	268,560	272,588	278,040	286,381	294,973	303,822
Marketing	40,624	44,330	42,994	39,893	37,677	36,058	35,222	34,821	37,879
<b>CURRENT FUND BALANCE</b>	<b>198,572</b>	<b>194,092</b>	<b>172,642</b>	<b>326,933</b>	<b>336,923</b>	<b>337,307</b>	<b>466,301</b>	<b>518,461</b>	<b>362,107</b>

## Development Excise Tax Special Revenue Fund Long Range Plan

The Development Excise Tax Special Revenue Fund (Excise Fund) is a governmental fund type used to account for the \$2 per square foot of new residential construction. The funds are to be used towards acquisition or construction of capital assets related to growth in Silverthorne. Additionally, the funds may be used towards the operations and maintenance expenditures in the Public Works and Public Safety departments due to growth. This tax and the use of the funds were approved by the Citizens of Silverthorne in April of 2000. Revenue projections are based on the number of residential permits estimated (20 each for 2015 & 2016 to be issued at an estimated square footage of 3,500 per unit.

Projects planned for 2015 and 2016 includes final design and site work for the additional public

works/utility building at Cottonwood Park and actual construction. This building is a joint project with the Lake Dillon Fire District who will occupy a portion of the land. For the Town's part, the building will also house the water and sewer departments. This project will be split 25% Excise Tax Fund, 25% Water Fund and 50% Sewer Fund. Construction is scheduled for 2016. Other projects include a Traffic Master Plan in 2015 and in 2016 a transfers of \$150,000 to the Lodging Tax Fund towards the construction of the Town's trail system.

In 2008, the Excise Fund gave a \$1M advancement to the Housing 5A Fund. As of 2014, the Housing 5A Fund has paid back \$924,000. The last \$76,000 is expected to be paid in 2015.

<b>Revenues</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Projected 2014</b>	<b>Budget 2015</b>	<b>Budget 2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Development Excise Tax	105,958	129,080	409,336	168,000	140,000	140,000	120,000	120,000	120,000
SMCR Grant	-	-	-	-	-	125,000	-	-	-
Interest	3,991	4,827	3,471	1,440	15,655	24,331	18,177	22,322	26,592
Transfer from Housing 5A	230,000	134,000	162,500	150,000	76,000	-	-	-	-
<b>TOTAL REVENUE:</b>	<b>339,949</b>	<b>267,907</b>	<b>575,307</b>	<b>319,440</b>	<b>231,655</b>	<b>289,331</b>	<b>138,177</b>	<b>142,322</b>	<b>146,592</b>
<b>Expenditures</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
<b>Public Works</b>									
Public Works Building	2,257	9,928	863	12,500	18,750	750,000	-	-	-
Traffic Master Plan	-	-	-	-	40,000	-	-	-	-
Additional Trackless Tractor	-	48,926	-	-	-	-	-	-	-
<b>Other</b>									
Transfer to Lodging Fund - Trail	-	-	762,500	255,000	-	150,000	-	-	100,000
<b>TOTAL EXPENDITURES</b>	<b>2,257</b>	<b>58,854</b>	<b>763,363</b>	<b>267,500</b>	<b>58,750</b>	<b>900,000</b>	<b>-</b>	<b>-</b>	<b>100,000</b>
	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
INCREASE / (DEC) FUND BAL.	337,692	209,053	(188,056)	51,940	172,905	(610,669)	138,177	142,322	46,592
PRIOR FUND BALANCE	633,039	970,731	1,179,784	991,728	1,043,668	1,216,573	605,906	744,083	886,405
CURRENT FUND BALANCE	970,731	1,179,784	991,728	1,043,668	1,216,573	605,906	744,083	886,405	932,997

## Housing 5A Fund Long Range Plan

The Housing 5A Special Revenue Fund is a governmental fund type used to account for the .125% sales tax that is assessed by the Summit Housing Authority and distributed back to the Town for sales that took place in Silverthorne. These funds are to be used to pay for the annual Authority fees and housing related expenses. Additionally an impact fee is assessed on new building projects. The funds are to be used towards developing affordable housing in the Town. This funding can and has been used for housing loans, consulting for understanding housing needs & projects, buying down permit costs and development of affordable housing. The development of affordable housing can entail a wide range of projects including purchasing land to be used for housing, construction, reduction of permits and fees, buy downs and purchasing existing homes.

Revenue estimations are based on the same sale tax information noted in the General Fund section. Impact assessment revenues are based on the number of residential permits estimated (20 each for 2015 & 2016) to be issued at an estimated

square footage of 3,000 per residential unit. The impact fees are based on square footage and a block rate fee structure.

During 2008 the Town had the opportunity to purchase a 51 acre of land known as Smith Ranch located in the center Town along Hwy 9. The Housing Fund contributed 73% (\$2.7M) toward the purchase. The Town intends to use a portion of the property for affordable housing. What the actual project will be is yet to be determined. The Housing Fund needed a \$2M advancement from the Excise Tax and Sewer Fund for the property purchase. The Housing Fund has paid back all but \$152,000 of the advancement to the funds during fiscal years 2009 - 2014. The last portion is scheduled for payment in 2015.

The funding for the Housing Fund has a 10-year sunset which will end December 31, 2016. Other requirements include spending revenues within three years of when the revenues were received. It will be decided in 2015 by an election as to whether this taxation program will continue.

Revenues	Actual 2011	Actual 2012	Actual 2013	Projected 2014	Budget 2015	Budget 2016	2017	2018	2019
Impact Assessment	280,893	58,860	130,757	75,000	90,000	90,000	-	-	-
Housing Sales Tax	227,862	243,209	257,693	276,500	282,030	287,671	-	-	-
Interest	770	373	208	130	727	3,642	14,220	13,875	12,488
<b>TOTAL REVENUE:</b>	<b>509,525</b>	<b>302,442</b>	<b>388,658</b>	<b>351,630</b>	<b>372,757</b>	<b>381,313</b>	<b>14,220</b>	<b>13,875</b>	<b>12,488</b>
Expenditures	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>General</b>									
Summit Housing Authority	41,746	37,374	43,764	43,440	45,612	47,893	50,287	52,000	54,000
Housing Assessment/Consulting	1,075	70	17,725	1,500	1,500	1,500	1,500	1,500	1,500
Housing Loan Program	-	-	-	-	40,000	40,000	40,000	-	-
<b>Projects</b>									
Advancement to Excess/Sewer Fund	460,000	268,000	325,000	300,000	152,000	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>502,821</b>	<b>305,444</b>	<b>386,489</b>	<b>344,940</b>	<b>239,112</b>	<b>89,393</b>	<b>91,787</b>	<b>53,500</b>	<b>55,500</b>
<b>INCREASE / (DEC) FUND BAL.</b>	<b>6,704</b>	<b>(3,002)</b>	<b>2,169</b>	<b>6,690</b>	<b>133,645</b>	<b>291,920</b>	<b>(77,567)</b>	<b>(39,625)</b>	<b>(43,012)</b>
<b>PRIOR FUND BALANCE</b>	<b>35,873</b>	<b>42,577</b>	<b>39,575</b>	<b>41,744</b>	<b>48,434</b>	<b>182,079</b>	<b>473,999</b>	<b>396,431</b>	<b>356,806</b>
<b>CURRENT FUND BALANCE</b>	<b>42,577</b>	<b>39,575</b>	<b>41,744</b>	<b>48,434</b>	<b>182,079</b>	<b>473,999</b>	<b>396,431</b>	<b>356,806</b>	<b>313,794</b>

## Conservation Trust Fund Long Range Plan

The Conservation Trust Fund (CTF) is a governmental fund type used to account for the State of Colorado distribution of the Town's portion of the Colorado Lottery net proceeds. The Colorado Constitution directs 40% of the net proceeds of the Colorado Lottery to the State's Conservation Trust Fund for distribution to municipalities and counties and other eligible entities for parks, recreation, and open space purposes.

The Department of Local Affairs distributes CTF dollars from net Lottery proceeds to over 460 eligible local governments: counties, cities, towns, and Title 32 special districts that provide park and recreation services in their service plans. CTF funds are distributed quarterly on a per capita basis

The funds can be used for the acquisition, development, and maintenance of new conservation sites or for capital improvements or maintenance for recreational purposes on any

public site.\* New conservation sites are defined in statute as being interests in land and water, acquired after establishment of a conservation trust fund, for park or recreation purposes, for all types of open space, including but not limited to flood plains, green belts, agricultural lands or scenic areas, or for any scientific, historic, scenic, recreation, aesthetic or similar purpose

Prior to 2013, the lottery funds were accounted for in the Lodging Tax Fund since the general purpose of the use of those funds is the same as the lottery funds. The Town is required to report the funds and usage as if in a separate fund although leveraging the lottery funds with other funding is encourage, necessary and expected.

Examples of recent past projects where lottery funds have been used include: Rainbow Park Tot Lot playground, volleyball courts and restrooms. Future projects will include smaller projects from the POST master plan.

Revenues	Actual 2011	Actual 2012	Actual 2013	Projected 2014	Budget 2015	Budget 2016	2017	2018	2019
Lottery Funds	-	-	42,166	40,804	41,212	41,624	42,040	42,461	42,885
Transfer in from Lodging Tax Fund	-	-	39,103	-	-	-	-	-	-
Interest	-	-	84	-	25	25	25	25	25
<b>TOTAL REVENUE:</b>	<b>-</b>	<b>-</b>	<b>81,353</b>	<b>40,804</b>	<b>41,237</b>	<b>41,649</b>	<b>42,065</b>	<b>42,486</b>	<b>42,910</b>
Expenditures	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b><u>Parks, Trails &amp; Open Space</u></b>									
Rainbow Park Tot Lot & Restrooms	-	-	81,353	40,804	-	-	-	-	-
POST Projects	-	-	-	-	41,237	41,649	42,065	42,486	42,910
<b>TOTAL EXPENDITURES</b>	<b>-</b>	<b>-</b>	<b>81,353</b>	<b>40,804</b>	<b>41,237</b>	<b>41,649</b>	<b>42,065</b>	<b>42,486</b>	<b>42,910</b>
	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
INCREASE / (DEC) FUND BAL.	-	-	-	-	-	-	-	-	-
PRIOR FUND BALANCE	-	-	-	-	-	-	-	-	-
CURRENT FUND BALANCE	-	-	-	-	-	-	-	-	-

# Enterprise Funds

The Town of Silverthorne's Enterprise Funds comprise of two separate activities: water services and sanitary wastewater collection/treatment services. These two utility funds (water & sewer) derive revenue from tap fees and user charges as well as expenses for operations and capital projects. The purpose of these funds is to generate a small profit or at least pay for expenditures.

The Town has no utility operations or capital debt. The Town believes the Enterprise Fund should pay for the operation and capital through user charges

and tap fees, not by the issuance of long term debt. If there should be a need for borrowing for these funds, it should be in a short-term borrowing nature (one year or less) and should utilize excess cash available from one utility fund to cover the needs of the other utility fund.

The challenges facing the Town's water/sewer funds include addressing capital additions brought by growth, water rights opportunities and upgrading aging water/sewer lines.

## WATER & SEWER USER FEES & TAP REVENUE

In 2005, the Town commissioned Boyd Engineering to review the Town's water and sewer rate structure. The study recommended three fundamental changes to the Town's rate structure. During the 2007/2008 budget process the Council reviewed the recommendations and approved the implementation of these changes.

Prior to 2007, the Town billed water/sewer users on a quarterly basis for the previous three month's usage. All single family residences (no matter the size) were assessed 1 EQR (Equivalent Residential Unit). Other non-single family residence customers are assessed EQR's based on a variety of EQR calculations as stated in our Town Code. The rates structure included flat rates for water of \$41.21/QTR/EQR plus a one tiered usage charge of \$1.98/1,000 gallons of water consumed. Sewer was billed a flat rate of \$90.30/QTR/EQR

Following the recommendations of the study, the Town implemented the following changes to our water/sewer rates. The changes took place on January 1, 2007:

- Move to an inclining block water consumption rate structure to encourage conservation (see chart).

- Move to a fixed rate per EQR for water that covers a greater portion of the fixed portion of water expenses. Prior to 2007, the fixed water rate accounted for 54% of total water user revenues. The Town increased the fixed rate to cover closer to 60% of the water revenues.
- Beginning with building permits issued after 12/31/06, all homes with more than 3 bedrooms and/or 3 bathrooms are assessed an additional .1 EQR over 1 EQR. For example a residential building permit for a four bedroom and four bathroom home will be assessed 1.2 EQR. For homes that were already on the Town utility system, the EQRs for quarterly utility billing were increased by .1 for every bedroom and bathroom over three. As an example, a four bedroom and four bathroom home is now billed quarterly for 1.2 EQRs instead of the 1 EQR they had been billed in the past.
- Quarterly sewer fees are a fixed rate and are also based on the revised EQR calculation.

When the Town developed the rate structure, the goal was to transition to a conservation based system, yet keep the revenue results on the water and sewer funds revenue neutral. Meaning, we calculated what expenses would be and then calculate the dollar of revenues needed to cover

these expenses. That amount of revenue would be the goal for developing the rates.

Moving to the new EQR structure brings fairness to residential customers. Homes with more bedrooms and bathrooms have the ability to use more water and sewer services which requires the Town to provide the infrastructure in order to provide the higher service the capacity requires. While larger homes may not normally have their homes fully (second homes or two people living in a five bedroom home) utilized through-out the year, the fact remains that the Town must be able to provide services to those homes when they are fully used.

Staff analyzes the quarterly bills to review if the new rate structure is meeting our goals for

conservation and equity. The inclining block system for consumption will bring an emphasis on increased rates for higher consumption levels which in turn will encourage users to conserve water. The water fixed rate will fluctuate as a percentage of total water revenues based on dry verses wet year and as users switch to water conservation type products like low flow toilets. The challenge is to adjust the rate structure periodically to ensure enough revenue to cover expenditures.

The intention of the Town Council is to encourage water conservation and preserve our water and sewer system. We continue to strive to provide adequate and quality water to our customers and these rate structure changes help secure our systems.

**Current Inclining Block Water Consumption Rates**

- \$1.35/EQR/QTR/1,000 gallons – 0 to 15,000 gallons consumed**
- \$2.70/EQR/QTR/1,000 gallons - 15,001 – 30,000 gallons consumed**
- \$4.00/EQR/QTR/1,000 gallons – 30,001 – 50,000 gallons consumed**
- \$5.65/EQR/QTR/1,000 gallons – 50,001 and higher gallons consumed**

**Revenues in general**

Both Water and Sewer Fund Long Range Plans reflect the restricting of tap fees, which are bought during the building permit process. This complements the Town’s policy that future tap fee revenues should be restricted to pay for future expansion; in other words, growth should pay its way. User charges fund the operating costs of the Enterprise Funds.

Taps (otherwise known as EQRs) and the issuance of building permits over the last several years has increased and included the construction of a 64 unit apartment complex in 2013 and in late 2014 a future hotel pulled a building permit which is estimated to use 24 taps. In 2015 and

2016 we expect the sale of taps to stay similar to 2012. We budget conservatively as we have no guarantee that building permits will be issued until they happen. We have started to see some growth in housing starts but know from recent experience that can change. The Eagles Nest /Three Peaks, Angler Mountain Ranch and South Maryland Creek Ranch residential areas are the only areas that have land available for development. Because home construction in these areas are mostly made up of individually developed homes (one-owner projects), estimating the number of taps sales can be difficult. The actual and projected taps sales are:

**Water & Sewer Fund  
Water & Sewer Tap Actual & Projected Tap Sales**

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Commercial Taps	39	1	2	28	-	-	-	-	-	-	-	-	-	-
Residential Taps	16	22	96	40	22	22	25	25	25	25	25	25	25	25
<b>Total Taps</b>	<b>55</b>	<b>23</b>	<b>98</b>	<b>68</b>	<b>22</b>	<b>22</b>	<b>25</b>							

## Water Fund Long Range Plan

The Water Fund, one of the two Town Enterprise Funds, was established to finance and account for the acquisition, operation and maintenance of the facilities, services and water rights associated with providing water to the Town. The Water Fund consists of two programs:

operations and capital. The primary revenue sources include user charges and water tap fees. The following Long Range Plan identifies actual and projected revenues and expenditures for the past four years and the next five years.

REVENUES	Actual 2011	Actual 2012	Actual 2013	Projected 2014	Budget 2015	Budget 2016	2017	2018	2019
Operating Revenues	941,574	952,051	927,918	966,581	1,004,633	1,054,223	1,104,054	1,150,373	1,196,937
CIP Revenues	1,061,174	182,321	657,474	826,000	167,259	840,814	191,999	197,395	202,928
<b>TOTAL REVENUES</b>	<b>2,002,748</b>	<b>1,134,372</b>	<b>1,585,392</b>	<b>1,792,581</b>	<b>1,171,892</b>	<b>1,895,037</b>	<b>1,296,053</b>	<b>1,347,768</b>	<b>1,399,865</b>
EXPENSES	2011	2012	2013	2014	2015	2016	2017	2018	2019
Operating Expenses	1,492,438	931,055	889,068	990,598	990,300	1,528,160	1,085,007	1,180,634	1,205,127
CIP Expenses	515,812	463,815	347,074	1,610,566	273,839	924,872	178,800	179,609	180,439
<b>TOTAL EXPENSES</b>	<b>2,008,250</b>	<b>1,394,870</b>	<b>1,236,142</b>	<b>2,601,164</b>	<b>1,264,139</b>	<b>2,453,032</b>	<b>1,263,807</b>	<b>1,360,243</b>	<b>1,385,566</b>
INC / (DEC) FUND BAL.	(5,502)	(260,498)	349,250	(808,583)	(91,247)	(557,995)	32,246	(12,475)	14,299
PRIOR FUND BALANCE	2,162,016	2,156,514	1,896,016	2,245,266	1,436,683	1,344,436	786,441	818,687	806,212
CURRENT FUND BAL.	2,156,514	1,896,016	2,245,266	1,436,683	1,344,436	786,441	818,687	806,212	820,511
OPERATING RESERVE TARGET	396,219 (6 mos.)	465,527 (6 mos.)	444,534 (6 mos.)	495,299 (6 mos.)	495,150 (6 mos.)	514,080 (6 mos.)	542,504 (6 mos.)	590,317 (6 mos.)	602,563 (6 mos.)
<b>AVAILABLE FUND BAL.</b>	<b>1,760,295</b>	<b>1,430,489</b>	<b>1,800,732</b>	<b>941,384</b>	<b>849,286</b>	<b>272,361</b>	<b>276,183</b>	<b>215,895</b>	<b>217,948</b>

## Utility Operations / Water & Sewer



### WATER FUND OPERATIONS AND MAINTENANCE PROGRAM (Table A)

#### **Policy**

It is the policy of the Town is to provide a high quality water treatment and distribution system that exceeds water quality requirements and can be expanded to meet the future needs of the community. The Town will strive to conserve the community's water resources through policies in Town ordinances and engineering standards. The Town's Financial Policies direct the Town to develop an Asset Management Plan (AMP), which identifies how the Town will protect its capital investment and minimizes future maintenance and replacement costs. The Town will maintain accurate information on the condition, life span, usage and replacement cost of their capital assets to assist in long term planning.

#### **Services Provided to the Citizens**

Water is provided to the Town of Silverthorne through a system of wells, storage tanks and distribution lines. The Town system consists of eight wells feeding four pump stations and five underground water storage tanks with a total storage capacity of 2.68 million gallons. The Town's water system has seven pressure zones supplied by four booster stations and four pressure reducing vaults.

#### **2013/2014 Accomplishments**

- Zero Drinking Water Permit violations
- Zero lost time injuries
- Continued water main leak detection and fire hydrant maintenance programs
- Continued customer-system leak detection program
- Completed State Sanitary Survey of water system
- Improved in house water sewer mapping capabilities
- Completed Angler Mountain water storage tank project
- Completed Rainbow well / station re-habilitation
- Completed purchase of portable generator and upgrades to generator transfer switch connections
- Completed installation of master meter upgrades at all stations

- Completed corrosion control study and returned system to normal Lead and Copper sampling schedule
- Continued transition from Datamatic to Zenner Automated Meter Reading system

#### **2015/2016 Goals**

- Zero Drinking Water Permit violations
- Zero lost time injuries
- Continue design review and inspection of new water systems.
- Continue development of staff as water quality professionals through training and certification advancements
- Establish system wide water mainline valve maintenance and mapping program
- Master meter flow monitoring through our control computer system
- Decrease power consumption 10% in 2015 - 2016
- Complete Ptarmigan IMG Tank rehab project
- Complete Brain well / station rehab
- Complete Eagles Nest 3<sup>rd</sup> Booster, VFD,
- Compact Logix upgrade project
- Hire new operator
- Purchase new valve operation trailer
- Valve replacement in hotel district
- Hydrant replacement in Summit Place Shopping Center

#### **Issues**

- Water Rights management
- Water Infrastructure Security
- State mandated staffing requirements
- New water quality regulations and permit fees
- Continue to review Town code to assure that the code is representative of the "state of the art" for domestic water systems.
- Pursue potential grant and rebate opportunities.

**WATER FUND  
CAPITAL IMPROVEMENT PROGRAM (Table B)**

**Policy**

It is the policy of the Town is to provide a high-quality water distribution and treatment system that exceeds water quality requirements and meets the future needs of the community. The Town should assure that adequate water rights, transmission lines, and storage capacity are provided and acquired to meet the current and future needs of the community. New development shall be responsible for the provision of water system improvements needed by such development.

**Services Provided to the Citizens**

The Town owns adequate water rights for currently zoned build-out including irrigation in all but the driest years. With the current population of approximately 4,313 people and associated commercial business, the Town can provide water service with existing water rights.

As the Town's commercial base and residential population grows, there will be additional demands that will require expansion of the system. The Town's capital water system master plan was updated in 2013 to help plan for major expansions such as any new storage tanks or trunk transmission lines. This and previous studies indicate that various water connections from one part of the Town's distribution system to another will be required to optimize availability of water for domestic and fire use.

**Service Indicators:**

	<u>2013 Actual</u>	<u>2014 Projected</u>	<u>2015 Budget</u>	<u>2016 Budget</u>
Town Population	4,010	4,110	4,145	4,180
# of Water EQR's	3,243	3,339	3,364	3,386
# of Fire Hydrants	410	443	453	463
Miles of Water Main Footage	47.9	48.5	49.0	49.5

**2013/2014 Accomplishments**

- Completed Factory Talk upgrade. Continued upgrades to SCADA and computer systems
- Updated As-built drawings and collected GPS/GIS data
- Completed the Old Dillon Reservoir, with Dillon and Summit County
- Completed new water system model, master plan, and capital improvement plan
- Completed the second year of a three year well and pump house rehabilitation/efficiency project, received \$13,800 in rebates from Xcel
- Completed purchase of senior water rights to permit significant in-town irrigation even in the event of a Colorado River Compact Call

**2015/2016 Goals**

- Continue to replace and upgrade water mainline valves. Continue As-Built upgrade utilizing new LIDAR data and new water system model and master plan
- Continue to update Asset Management Plan with special consideration given to energy efficiency opportunities
- Continue computer control and monitoring system upgrades
- Complete construction of new Utilities Shop at Cottonwood

*Water Fund*

Table A

**Water Fund  
Operations Program Long Range Plan**

	Actual	Actual	Actual	Projected	Budget	Budget			
	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>REVENUES</b>									
Water User Charges	928,730	942,961	905,571	950,097	982,341	1,025,748	1,072,859	1,123,607	1,171,079
Charge for Service	5,235	4,241	4,306	5,298	4,600	4,600	4,600	4,600	4,600
Interest	6,201	4,849	3,000	2,078	17,691	23,875	21,595	22,166	21,258
Miscellaneous Income	1,408	-	15,042	9,108	-	-	5,000	-	-
<b>TOTAL REVENUES</b>	<b>941,574</b>	<b>952,051</b>	<b>927,918</b>	<b>966,581</b>	<b>1,004,633</b>	<b>1,054,223</b>	<b>1,104,054</b>	<b>1,150,373</b>	<b>1,196,937</b>
<b>EXPENSES</b>									
Administrative	141,236	142,808	139,188	144,987	150,695	158,133	165,608	172,556	179,541
Personnel Services	291,644	302,788	312,868	326,061	363,037	401,813	410,756	419,957	429,426
Professional Services	29,840	36,594	44,251	48,200	49,500	50,500	51,500	52,750	53,750
Purchased Services	161,942	159,965	174,015	166,991	184,714	189,714	196,143	202,371	209,411
Supplies	61,975	69,531	93,956	130,359	128,000	128,000	128,000	128,000	128,000
Asset Management Plan/Transfer	805,801	219,369	124,789	174,000	115,000	600,000	133,000	205,000	205,000
<b>TOTAL EXPENSES</b>	<b>1,492,438</b>	<b>931,055</b>	<b>889,068</b>	<b>990,598</b>	<b>990,300</b>	<b>1,528,160</b>	<b>1,085,007</b>	<b>1,180,634</b>	<b>1,205,127</b>
	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
OPERATING INC / (DEC) FUND	(550,864)	20,997	38,851	(24,017)	14,333	(473,937)	19,047	(30,261)	(8,190)
PRIOR FUND BALANCE	1,694,458	1,143,594	1,164,591	1,203,441	1,179,424	1,193,757	719,820	738,867	708,606
CURRENT FUND BALANCE	1,143,594	1,164,591	1,203,441	1,179,424	1,193,757	719,820	738,867	708,606	700,416
OPERATING RES. TARGET	396,219	465,527	444,534	495,299	495,150	514,080	542,504	590,317	602,563
	(6 mos.)	(6 mos.)	(6 mos.)	(6 mos.)	(6 mos.)	(6 mos.)	(6 mos.)	(6 mos.)	(6 mos.)
AVAILABLE FUND BALANCE	747,375	699,063	758,908	684,125	698,607	205,740	196,363	118,289	97,853

Table B

**Water Fund  
Capital Improvement Program Long Range Plan**

	Actual 2011	Actual 2012	Actual 2013	Projected 2014	Budget 2015	Budget 2016	2017	2018	2019
<b>REVENUES</b>									
Water Tap Fees	355,675	158,982	654,341	375,000	158,400	162,800	190,000	195,000	200,000
Interest	5,499	4,299	3,133	1,000	3,859	3,014	1,999	2,395	2,928
Misc Income/Grants	-	19,060	-	-	5,000	175,000	-	-	-
Transfers/Advancements	700,000	-	-	450,000	-	500,000	-	-	-
<b>TOTAL CAPITAL REVENUES</b>	<b>1,061,174</b>	<b>182,321</b>	<b>657,474</b>	<b>826,000</b>	<b>167,259</b>	<b>840,814</b>	<b>191,999</b>	<b>197,395</b>	<b>202,928</b>
<b>EXPENSES</b>									
Administrative	54,176	24,489	98,621	56,400	25,089	24,872	28,800	29,609	30,439
Wells	21,245	248,476	2,110	242,000	100,000	75,000	75,000	75,000	75,000
Water Line Extension & Replacement	-	13,990	100,000	100,000	50,000	50,000	50,000	50,000	50,000
Cottonwood Utility Shop	4,514	19,856	863	12,500	18,750	750,000	-	-	-
Water Rights/Old Dillon Reservoir	434,877	157,003	60,481	1,199,686	-	-	-	-	-
Advancements to Sewer	-	-	-	-	-	25,000	25,000	25,000	25,000
<b>TOTAL CAPITAL EXPENSES</b>	<b>515,812</b>	<b>463,815</b>	<b>347,075</b>	<b>1,610,566</b>	<b>273,839</b>	<b>924,872</b>	<b>178,800</b>	<b>179,609</b>	<b>180,439</b>
	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
INCREASE (DEC) FUND BALANCE	545,361	(281,494)	310,399	(784,566)	(106,580)	(84,058)	13,199	17,785	22,489
PRIOR FUND BALANCE	467,559	1,012,920	731,426	1,041,825	257,259	150,679	66,671	79,820	97,605
CURRENT FUND BALANCE	1,012,920	731,426	1,041,825	257,259	150,679	66,671	79,820	97,605	120,094
<b>CAPITAL PROJECTS</b>									
<u>Wells &amp; Tanks</u>									
Master Plan Update	21,245	88,096	-	-	-	-	-	-	-
Well Rehabilitation	-	37,144	2,110	227,000	100,000	75,000	75,000	75,000	75,000
Rainbow Pumpouse	-	114,575	-	-	-	-	-	-	-
Angler Mountain Generator	-	-	-	15,000	-	-	-	-	-
Misc/Projects to be Determined	-	8,661	-	-	-	-	-	-	-
Total Wells & Tank	21,245	248,476	2,110	242,000	100,000	75,000	75,000	75,000	75,000
<u>Lines</u>									
Misc Upgrades & Extensions	-	13,990	-	100,000	50,000	50,000	50,000	50,000	50,000
Total Lines	-	13,990	-	100,000	50,000	50,000	50,000	50,000	50,000

## Sewer Fund Long Range Plan

The Sewer Fund, the second of the Town's Enterprise Funds, was established to finance and account for the acquisition operation and maintenance of the facilities and services associated with providing sewer service to the Town. The Sewer Fund consists of two programs:

operations and capital. The primary source of revenues is user charges and sewer tap fees. The following Long Range Plan identifies actual and projected revenues and expenditures for the past three years and the future five years.

REVENUES	Actual 2011	Actual 2012	Actual 2013	Projected 2014	Budget 2015	Budget 2016	2017	2018	2019
Operating Revenues	1,372,912	1,354,821	1,333,996	1,367,687	1,349,698	1,332,949	1,398,128	1,448,589	1,501,873
CIP Revenues	326,747	138,607	1,244,161	303,200	179,950	544,005	206,321	216,967	227,900
<b>TOTAL REVENUES</b>	<b>1,699,659</b>	<b>1,493,428</b>	<b>2,578,157</b>	<b>1,670,887</b>	<b>1,529,648</b>	<b>1,876,954</b>	<b>1,604,449</b>	<b>1,665,556</b>	<b>1,729,773</b>
EXPENSES	2011	2012	2013	2014	2015	2016	2017	2018	2019
Operating Expenses	1,118,389	1,160,932	1,869,336	1,279,042	1,300,897	1,326,722	1,392,976	1,441,123	1,491,523
CIP Expenses	34,932	23,789	1,120,331	505,320	152,995	1,516,901	18,132	19,197	20,290
<b>TOTAL EXPENSES</b>	<b>1,153,321</b>	<b>1,184,721</b>	<b>2,989,667</b>	<b>1,784,362</b>	<b>1,453,892</b>	<b>2,843,623</b>	<b>1,411,108</b>	<b>1,460,320</b>	<b>1,511,813</b>
<b>INCREASE / (DEC) FUND</b>	<b>546,338</b>	<b>308,707</b>	<b>(411,510)</b>	<b>(113,475)</b>	<b>75,756</b>	<b>(966,669)</b>	<b>193,341</b>	<b>205,236</b>	<b>217,960</b>
<b>PRIOR FUND BALANCE</b>	<b>2,480,525</b>	<b>3,026,863</b>	<b>3,335,570</b>	<b>2,924,060</b>	<b>2,810,585</b>	<b>2,886,341</b>	<b>1,919,672</b>	<b>2,113,013</b>	<b>2,318,249</b>
<b>CURRENT FUND BAL.</b>	<b>3,026,863</b>	<b>3,335,570</b>	<b>2,924,060</b>	<b>2,810,585</b>	<b>2,886,341</b>	<b>1,919,672</b>	<b>2,113,013</b>	<b>2,318,249</b>	<b>2,536,209</b>
<i>Operating Res. Target</i>	<i>559,195</i>	<i>580,466</i>	<i>584,668</i>	<i>639,521</i>	<i>650,449</i>	<i>663,361</i>	<i>696,488</i>	<i>720,562</i>	<i>745,761</i>
	(6 mo.)	(6 mo.)	(6 mo.)	(6 mo.)	(6 mo.)	(6 mo.)	(6 mo.)	(6 mo.)	(6 mo.)
<b>AVAILABLE FUND BAL.</b>	<b>2,467,668</b>	<b>2,755,104</b>	<b>2,339,392</b>	<b>2,171,064</b>	<b>2,235,892</b>	<b>1,286,311</b>	<b>1,416,525</b>	<b>1,597,687</b>	<b>1,790,448</b>

## Utility Operations / Water & Sewer



### SEWER FUND OPERATIONS AND MAINTENANCE PROGRAM (Table C)

#### **Policy**

The policy of the Town is to provide a high quality wastewater collection and treatment system that meets water quality requirements and can expand to meet the future needs of the community. The Town will continue to work cooperatively with the Joint Sewer Authority (Authority) to provide the treatment facilities required for the build out of the Silverthorne Comprehensive Plan area.

The Town's Financial Policies direct the Town to develop an Asset Management Plan (AMP), a plan which identifies how the Town will protect capital investment and minimizes its future maintenance and replacement costs. The Town will maintain accurate information on the condition, life span, use and replacement cost of capital assets to assist in the long term planning.

#### **Services Provided to the Citizens**

The Authority provides sanitary wastewater treatment and trunk line collection facilities. Under the management of the Town of Silverthorne, The Authority operates the Blue River Wastewater Treatment Plant (BRWTP), located at the north end of Town, and the major sewer interceptor lines that transmit flow to the plant. There are three interceptor lines operated by the Authority known as the east bank, west bank, and joint interceptors. All the other sanitary sewer collection lines in Town are maintained by the Town. The BRWIP provides advanced treatment for wastewater. The BRWTP was constructed in the 1963, first as an aerated lagoon and

has since been upgraded and expanded on four occasions and now has a design capacity of 4.0 million gallons of maximum daily flow. The Town Sewer collection system includes one lift station and one Siphon Vault structure.

#### **2013/2014 Accomplishments**

- Performed sewer main televised inspection to identify inflow and infiltration (I&I) on about 1/2 of the collection system each year.
- Computerized control system upgrades.
- Lift Station Pump replacements/upgrades
- LiDAR data update in late 2014

#### **2015/2016 Goals**

- Complete review of Town Code and Engineering Standards using finalized Model and Master plan.
- Complete Asset Management Plan revision.
- Continue Inspection and Cleaning Program
- Update digital mapping of sewer system manholes, mainlines, and service tap locations using new LiDAR data.

#### **Issues**

- Compliance with any new regulations.
- Sewer infrastructure security.
- Safety and operator certification training
- Continue to review Town code to assure it is representative of the "state of the art" for domestic wastewater systems.
- Review plans submitted by developers for conformance with Town Standards

**SEWER FUND  
CAPITAL IMPROVEMENT PROGRAM (Table D)**

**Policy**

The policy of the Town is to provide a high quality wastewater collection and treatment system that is protective of the environment and is designed to be expanded to meet the future needs of the community. New development should be responsible for the provision of wastewater system improvements required to meet the needs of their project.

**Services Provided to the Citizens**

- Assure that capital construction projects comply with all local, State and Federal regulations.

**2013/2014 Accomplishments**

- Rehabilitated 10 manholes to minimize Inflow and Infiltration.
- Completed upgrades and replacements to pumps and equipment in Sewer Lift Station.
- Complete replacement of lift station computerized control system.
- Completed new collection system Model and Master Plan

**2015/2016 Goals**

- Continue operation of the Three Peaks Lift station until the new Maryland Creek Ranch Lift Station comes on line in 2016, make improvements transferable to the new lift station where possible.
- Update Asset Management Plan with new system Master plan information
- Continue manhole rehabilitation program
- Complete any needed repairs to system identified during routine inspection and cleaning.
- Complete sewer main lining on Center Circle.
- Complete Construction of new Utilities Shop at Cottonwood

**Issues**

- Wastewater Infrastructure Security
- Water Quality Control Division Regulations and fees
- Pursuit of potential grant opportunities.

**Service Indicators:**

	<u>2013 Actual</u>	<u>2014 Projected</u>	<u>2015 Budget</u>	<u>2016 Budget</u>
Town Population	4,010	4,110	4,145	4,180
# of Sewer EQR's	3,238	3,332	3,357	3,379
# of Manholes	950	975	1020	1030
Miles of Sewer Main Footage	34 (+4 JSA)	34 (+4 JSA)	34 (+4 JSA)	34 (+4 JSA)

Table C

**Sewer Fund  
Operations & Maintenance Program Long Range Plan**

<b>REVENUES</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Projected 2014</b>	<b>Budget 2015</b>	<b>Budget 2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Sewer User Charges	1,132,969	1,145,427	1,163,115	1,212,378	1,254,489	1,307,828	1,362,459	1,412,765	1,465,825
Charge for Service	5,161	4,241	4,381	3,273	4,400	4,400	4,400	4,400	4,400
Interest	4,782	5,769	4,000	2,036	14,809	20,721	31,269	31,424	31,648
Misc./Reimburse from 5A	230,000	199,384	162,500	150,000	76,000	-	-	-	-
<b>TOTAL REVENUES</b>	<b>1,372,912</b>	<b>1,354,821</b>	<b>1,333,996</b>	<b>1,367,687</b>	<b>1,349,698</b>	<b>1,332,949</b>	<b>1,398,128</b>	<b>1,448,589</b>	<b>1,501,873</b>
<b>EXPENSES</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Administrative	114,291	122,082	117,150	121,769	127,370	133,295	139,813	144,859	150,187
Personnel Services	51,451	52,765	55,099	56,357	64,065	70,908	72,486	74,110	75,781
Professional Services	2,500	9,228	8,563	9,200	9,500	9,500	9,500	9,750	9,750
Purchased Services	838,675	864,870	914,122	933,716	971,962	1,010,019	1,043,177	1,084,404	1,127,805
Supplies	70,050	85,284	65,253	68,000	78,000	78,000	78,000	78,000	78,000
Asset Management Plan	41,422	26,703	9,149	90,000	50,000	25,000	50,000	50,000	50,000
Transfer out to Capital Prog.	-	-	700,000	-	-	-	-	-	-
<b>TOTAL EXPENSES</b>	<b>1,118,389</b>	<b>1,160,932</b>	<b>1,869,336</b>	<b>1,279,042</b>	<b>1,300,897</b>	<b>1,326,722</b>	<b>1,392,976</b>	<b>1,441,123</b>	<b>1,491,523</b>
<b>INC / (DEC) FUND BAL.</b>	<b>254,523</b>	<b>193,889</b>	<b>(535,340)</b>	<b>88,645</b>	<b>48,801</b>	<b>6,227</b>	<b>5,151</b>	<b>7,466</b>	<b>10,350</b>
<b>PRIOR FUND BALANCE</b>	<b>985,555</b>	<b>1,240,078</b>	<b>1,433,967</b>	<b>898,627</b>	<b>987,272</b>	<b>1,036,073</b>	<b>1,042,300</b>	<b>1,047,451</b>	<b>1,054,917</b>
<b>CURRENT FUND BALANCE</b>	<b>1,240,078</b>	<b>1,433,967</b>	<b>898,627</b>	<b>987,272</b>	<b>1,036,073</b>	<b>1,042,300</b>	<b>1,047,451</b>	<b>1,054,917</b>	<b>1,065,267</b>
<b>OPERATING RES TARGET:</b>	<b>559,195</b>	<b>580,466</b>	<b>584,668</b>	<b>639,521</b>	<b>650,449</b>	<b>663,361</b>	<b>696,488</b>	<b>720,562</b>	<b>745,761</b>
	(6 mo.)	(6 mo.)	(6 mo.)	(6 mo.)	(6 mo.)	(6 mo.)	(6 mo.)	(6 mo.)	(6 mo.)
<b>AVAILABLE FUND BAL.</b>	<b>680,883</b>	<b>853,501</b>	<b>313,958</b>	<b>347,751</b>	<b>385,625</b>	<b>378,939</b>	<b>350,963</b>	<b>334,355</b>	<b>319,506</b>

Table D

**Sewer Fund  
Capital Improvement Program Long Range Plan**

REVENUES	Actual 2011	Actual 2012	Actual 2013	Projected 2014	Budget 2015	Budget 2016	2017	2018	2019
Sewer Tap Fees	317,866	130,307	539,984	301,200	127,600	132,000	155,000	160,000	165,000
Interest	8,881	8,300	4,177	2,000	27,350	37,005	26,321	31,967	37,900
Grants/Donations	-	-	-	-	-	350,000	-	-	-
Transfers/Advancement Pymt	-	-	700,000	-	25,000	25,000	375,000	25,000	25,000
<b>TOTAL CAPITAL REVENUES</b>	<b>326,747</b>	<b>138,607</b>	<b>1,244,161</b>	<b>303,200</b>	<b>179,950</b>	<b>544,005</b>	<b>206,321</b>	<b>216,967</b>	<b>227,900</b>
EXPENSES	2011	2012	2013	2014	2015	2016	2017	2018	2019
Administrative	32,675	13,861	54,416	30,320	15,495	16,901	18,132	19,197	20,290
Utility Shop	2,257	9,928	1,725	25,000	37,500	1,500,000	-	-	-
Sewer Lines/Interceptors	-	-	-	-	100,000	-	-	-	-
Sewer Plant Expansion	-	-	1,064,190	-	-	-	-	-	-
Advancement to Water Fund	-	-	-	450,000	-	-	-	-	-
<b>TOTAL CAPITAL EXPENSES</b>	<b>34,932</b>	<b>23,789</b>	<b>1,120,331</b>	<b>505,320</b>	<b>152,995</b>	<b>1,516,901</b>	<b>18,132</b>	<b>19,197</b>	<b>20,290</b>
<b>INCREASE (DEC) FUND BAL.</b>	<b>291,815</b>	<b>114,818</b>	<b>123,829</b>	<b>(202,120)</b>	<b>26,955</b>	<b>(972,895)</b>	<b>188,189</b>	<b>197,770</b>	<b>207,610</b>
<b>PRIOR FUND BALANCE</b>	<b>1,494,971</b>	<b>1,786,786</b>	<b>1,901,604</b>	<b>2,025,433</b>	<b>1,823,313</b>	<b>1,850,268</b>	<b>877,373</b>	<b>1,065,562</b>	<b>1,263,332</b>
<b>CURRENT FUND BALANCE</b>	<b>1,786,786</b>	<b>1,901,604</b>	<b>2,025,433</b>	<b>1,823,313</b>	<b>1,850,268</b>	<b>877,373</b>	<b>1,065,562</b>	<b>1,263,332</b>	<b>1,470,942</b>

## Other Funds

The Town of Silverthorne administers a several unique funds including a Fiduciary Fund, also known as Agency and Trust Funds. The Fund is used to account for assets held by a government as an agent for individuals, private organizations, other governments, and or funds. These Funds are custodial in nature and do not involve measurement of result of operations. Additionally the Town manages an Improvement District, two Internal Funds and an Urban Renewal Authority.

### **Joint Sewer Authority (Blue River Wastewater Treatment Plant)**

The Silverthorne Dillon Joint Sewer Authority (Authority) is a joint venture which provides wastewater collection and treatment facilities for the central basin of Summit County, Colorado. The participants are the Town of Silverthorne, the Town of Dillon, Dillon Valley Metropolitan District, Buffalo Mountain Metropolitan District, and Mesa Cortina Metro District. The Town of Silverthorne assumes responsibility for the operations of the Blue River Wastewater Treatment Plant (BRWTP) as well as the management of all construction projects. Because the Town is the largest participant in the plant, it's appropriate for the Town to manage the facility. The Town of Silverthorne records its investments in the Authority and its share of operating costs in the Sewer Fund.

The mission of the Authority is to provide wastewater collection, treatment and disposal services that meet or exceed all applicable national, state, or local regulations at the least cost to the customer. This is accomplished through ongoing preventative maintenance programs, energy conservation programs, and competent and efficient management and staff.

The Authority provides wastewater treatment at the BRWTP. The BRWTP treatment process consists of complete-mix, conventional secondary-

activated sludge with nitrification/ denitrification followed by phosphorus removal. Biosolids handling consists of aerobic digester stabilization and dewatering through centrifugation after which all solids are composted by an outside contractor to the EQR level. The wastewater discharged by the BRWTP to the Blue River meets or exceeds all State and Federal requirements.

### **South Maryland Creek Ranch General Improvement District**

In late 2005, the Town annexed South Maryland Creek Ranch (SMCR) into the Town of Silverthorne. SMCR is located directly north of the Eagles Nest/Three Peaks subdivision on the west side of Highway 9. The approximately 416 acres is approved to develop 82 single family residences and one club house/ranch house; there will be no commercial development. The area will include approximately seven acres of park and a trail system that will lead to forest service trail heads.

As part of the annexation agreement, SMCR organized a General Improvement District (District). The District is a public or quasi-municipal subdivision of the State of Colorado. By virtue of office and operation of law, the Town Council shall constitute ex official the Board of Directors of the District. The District may incur obligations and liabilities only for the purposes of the District. In essence, the Town required SMCR to reimburse the Town for the cost of Town services (road maintenance, police services, etc.) less any revenues (sales taxes, building permit revenues, etc.) the annexation may produce to the Town. This stems from the fact the Town does not have a general property tax and the amount of revenues, such as sales tax revenues, that a residential property produce does not normally cover the costs of Town services that are provided to a residential property.

SMCR held an election in April of 2006 asking the land owner for approval to create the District and to assess a property tax not to exceed 30 mills annual to offset the cost of Town services. The election passed and the property tax will begin with the 2006 property tax collection which is collected in 2007.

SMCR was platted in 2006 and some infrastructure has been constructed. The actual subdivision of SMCR has not taken place. However, in late 2014 the developer has begun conversations with the Town to increase the number of homes within the subdivision from 82 single-family to 240. Because the SMCR is in the beginning stages of development, very few Town services are being provided. For 2015, the estimated services provided to SMCR will be for public safety and a minimal work on the water system that has been installed. Therefore, the Town is estimating the District will cost the Town \$7,157 for 2015 and \$7,352 for 2016 and has budgeted as such.

The developer is the only land owner at this time and has agreed to pay the District for the 2015 cost of Town services to the District. The Town assessed the District for 30 mills for 2014 property taxes with a credit of 30 Mills. This nets to zero mills to the District. The Town in turn will bill the District for the cost of Town services.

Again this District is in the beginning stages of development and will require more detailed analysis of costs verse revenues generated each fiscal year. A fiscal analysis was created as part of the annexation. This analysis will be used and refined as needed. The next two years should better define the long term development of

SMCR, which will allow the Town to better project liability deficits for the District.

### **Internal Service Funds**

Internal Service Funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the Town, on a cost-reimbursement basis.

The Town has two internal service funds for compensated absences and Town obligated insurance claims for employees and their covered dependents for health and short-term disability claims.

Further details as to the internal service funds are described later in this section.

### **Silverthorne Urban Renewal Authority (URA) Fund**

The Town of Silverthorne adopted an update to the Town's 1996 Urban Renewal Plan in February, 2013. This plan was updated in order to assist the Town in achieving the long-standing vision of fostering a vibrant and pedestrian-oriented Town Core. The Town's 2011 Community Survey identified development of the downtown core and economic development as the two biggest issues facing the community in the next five years. The updated plan provides the guidance and resources necessary as the Town moves forward. The URA is one a several economic development tools the Town is using to bring businesses and activity to the Town.

Further detail as to the URA fund is described later in this section.

## Blue River Wastewater Treatment Plant Long Range Plan

The operating costs related to the day-to-day operations, maintenance of current assets and the costs related to capital projects are recorded in this Agency Fund. While the Fund is treated and accounted for as an Agency Fund on the Town's financial statements, the Authority's financial statements are recorded as an Enterprise Fund in nature, which operates similar to a private

business, that is, the cost of providing services to the participants is recovered through charges based on usage. The following Long Range Plan identifies projected revenues and expenditures for the next five years. Entities listed below are the members of the Authority (Silverthorne, Dillon, Dillon Valley, Buffalo Mountain, and Mesa Cortina).

REVENUES	Actual 2011	Actual 2012	Actual 2013	Projected 2014	Budget 2015	Budget 2016	2017	2018	2019
Entities – Operations	1,634,621	1,604,623	1,623,319	1,620,464	1,671,013	1,731,042	1,787,861	1,844,233	1,902,646
Entities – AMP	621,845	1,429,055	666,183	1,753,766	988,985	782,560	840,894	876,784	861,103
Entities – Capital	23	20	11	6	56	76	116	119	123
<b>TOTAL REVENUES</b>	<b>2,256,489</b>	<b>3,033,698</b>	<b>2,289,513</b>	<b>3,374,236</b>	<b>2,660,054</b>	<b>2,513,678</b>	<b>2,628,871</b>	<b>2,721,136</b>	<b>2,763,872</b>
EXPENDITURES	2011	2012	2013	2014	2015	2016	2017	2018	2019
Entities – Operations	1,347,050	2,292,773	1,321,951	1,435,647	1,603,678	1,723,107	1,768,673	1,830,109	1,894,528
Entities – AMP	332,905	780,163	769,008	2,094,576	950,000	755,000	746,000	2,556,000	1,128,000
Entities – Capital	-	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>1,679,955</b>	<b>3,072,936</b>	<b>2,090,959</b>	<b>3,530,223</b>	<b>2,553,678</b>	<b>2,478,107</b>	<b>2,514,673</b>	<b>4,386,109</b>	<b>3,022,528</b>
<b>INC. /(DEC.) FUND BAL.</b>	<b>576,534</b>	<b>(39,238)</b>	<b>198,554</b>	<b>(155,987)</b>	<b>106,376</b>	<b>35,571</b>	<b>114,198</b>	<b>(1,664,973)</b>	<b>(258,656)</b>
<b>PRIOR FUND BAL.</b>	<b>3,758,944</b>	<b>4,335,478</b>	<b>4,296,240</b>	<b>4,494,794</b>	<b>4,338,807</b>	<b>4,445,183</b>	<b>4,480,754</b>	<b>4,594,952</b>	<b>2,929,979</b>
<b>CURRENT FUND BAL.</b>	<b>4,335,478</b>	<b>4,296,240</b>	<b>4,494,794</b>	<b>4,338,807</b>	<b>4,445,183</b>	<b>4,480,754</b>	<b>4,594,952</b>	<b>2,929,979</b>	<b>2,671,323</b>
<b>OPER. RES. TARGET</b>	<b>673,325</b>	<b>646,387</b>	<b>660,976</b>	<b>717,824</b>	<b>801,839</b>	<b>861,554</b>	<b>884,337</b>	<b>915,054</b>	<b>947,264</b>
	<i>(6 mo.)</i>	<i>(6 mo.)</i>	<i>(6 mo.)</i>	<i>(6 mo.)</i>	<i>(6 mo.)</i>	<i>(6 mo.)</i>	<i>(6 mo.)</i>	<i>(6 mo.)</i>	<i>(6 mo.)</i>
<b>AVAILABLE FUND BAL.</b>	<b>3,662,153</b>	<b>3,649,853</b>	<b>3,833,818</b>	<b>3,620,983</b>	<b>3,643,344</b>	<b>3,619,200</b>	<b>3,710,615</b>	<b>2,014,925</b>	<b>1,724,059</b>

**PLANT CAPACITY**

The following is a comparison of plant capacity to estimated use by the participants for the next ten years.

	Projected 2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Available EQR Cap.	11,400	11,400	11,400	11,400	11,400	11,400	11,400	11,400	11,400	11,400	11,400
EQRs in Use	8,510	8,539	8,566	8,591	8,618	8,646	8,673	8,701	8,728	8,756	8,728
% of Cap. In Use	75%	75%	75%	75%	76%	76%	76%	76%	77%	77%	77%

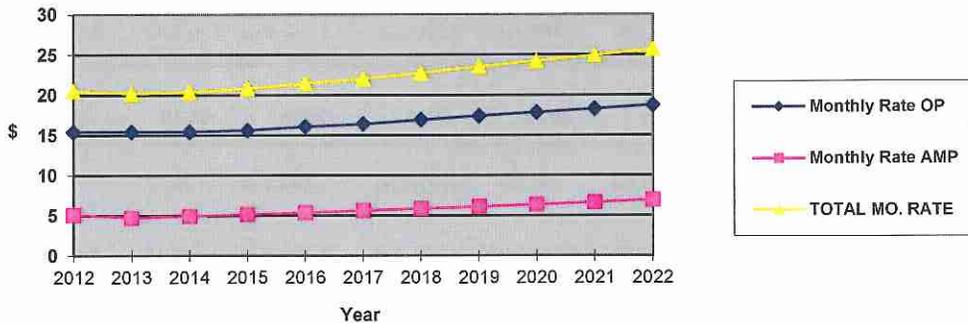
**RATES**

The following table and chart analyze rate structures for a ten-year period of time. For 2015 and 2016, operation and AMP rates are scheduled to increase; by .41 per EQR in 2015 and .68 in 2016. The AMP program plans on a 5% annual increase in order to keep up with

inflation. The Long Range Plans for Operations and AMP Programs show excellent cash conditions with the ten-year projections. Staff intends to review rates annually and to consider rates adjustments based on cash reserve policies.

Blue River Wastewater Treatment Plant  
Annual Monthly Rates/EQR

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Monthly Rate OP	15.42	15.42	15.42	15.62	16.08	16.40	16.90	17.40	17.84	18.28	18.74
Monthly Rate AMP	5.10	4.75	4.95	5.16	5.38	5.61	5.85	6.11	6.37	6.65	6.95
TOTAL MO. RATE	20.52	20.17	20.37	20.78	21.46	22.01	22.75	23.51	24.21	24.93	25.69
% Inc. From Prior Year	1%	-2%	1%	2%	3%	3%	3%	3%	3%	3%	3%



## Joint Sewer Authority – Blue River Wastewater Treatment Plant



### JOINT SEWER AUTHORITY OPERATIONS AND MAINTENANCE PROGRAM (Table A)

#### **Policy**

The Town's Comprehensive Plan directs the Joint Sewer Authority (JSA) to provide a high quality wastewater collection and treatment system that consistently provides higher quality service and treatment than is required by local, State and Federal standards, and that will meet the future needs of the community.

#### **Services Provided to the Citizens**

The JSA provides day-to-day operation and maintenance of the Blue River Wastewater Treatment Plant (BRWTP) and JSA wastewater interceptors. JSA staff consistently maintains compliance with State and Federal regulations. To accomplish this operations staff performs daily process control and effluent testing, preventative maintenance of equipment, changes to the operating parameters of the plant to optimize the treatment process, and self-monitoring reporting to the appropriate State and Federal agencies. The JSA provides this service to Silverthorne, Dillon, Dillon Valley, Buffalo Mountain and Mesa Cortina.

#### **2013/2014 Accomplishments**

- Production of a high quality plant effluent that is very protective of the Blue River's outstanding water quality.
- Excellent scores on the EPA laboratory quality assurance program since 1992.

- Staff stays informed of regulatory issues and policy development, evaluating their consequences for the JSA. Staff frequently submits comments to help identify where regulatory change to improve water quality can provide the "best bang for the buck".
- Upgrades to automation systems help control chemical and electrical costs while optimizing plant performance.
- No lost time injuries in over 28 years.
- The interceptor collection system is cleaned and video inspected on a three year rotation. Inspection reports help identified areas in need of corrective action.
- Implemented the recommendations from an electrical energy evaluation and analysis study. The study was funded by a \$20,000 Xcel Energy Rebate.
- Purchased 100kW of production in the Summit County Solar Garden.

#### **2015/2016 Goals**

- Continue to optimize the facilities treatment processes. Staff will operate the Joint Authority facilities to meet the requirements of discharge permit while striving to minimize costs.
- Promote continued collaboration among the Joint Authority participants through improved service and communication.

**Blue River Wastewater Treatment Plant Fund**

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- Investigate new operating schemes that can further reduce operations and maintenance costs while maximizing process performance and maintaining regulatory compliance.
- Promote operator training and reward advances in operator certification.

**Issues**

- Inflow and Infiltration (I&I) of surface and ground water entering the sewer system through damaged pipe and manholes has resulted in higher O&M costs during spring runoff. Projects to repair and replace sewer lines have been completed and progress to control I&I has been made but more work on the part of the JSA Participants is needed. Additional O&M charges are assessed for influent flow in excess of a Participants connected capacity. These charges are paid directly to the JSA to help defray the cost of treating I&I. I&I repair work will result in decreased hydraulic loading to the Treatment Facility and free-up reserved capacity.

- New regulations to control the amount of nutrients discharged to rivers and streams will be phased in over the next ten years. The BRWTP is one of 46 treatment plants in Colorado that will be required to meet the first round of the nutrient regulations. Staff has tested different process modifications to determine the most efficient operating mode to economically meet the requirements of the new regulations. As a result of the process testing a project has been designed that includes the installation of pumping and aeration equipment that will be needed to meet the requirements of the regulation. Nutrient removal is very energy intensive. As the regulations are phased in, staff time and O&M costs will increase.
- Continue to adequately capitalize the Operations and Maintenance Program to assure that we can maintain the existing infrastructure as needed.

**Service Indicators**

	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2016 Budget</b>
Annual Gallons of Flow	423,680,000	466,888,000	513,577,000	539,256,000
Average Daily Gallons of Flow	1,161,000	1,279,000	1,407,000	1,477,000
EQRs On Line	8,411	8,510	8,539	8,566
Gallons per day per EQR	138	150	165	172
Annual BOD, lbs	853,796	890,544	928,837	968,777
Average Daily BOD, lbs	2,339	2,440	2,545	2,654
Plant Square Footage	81,070	81,070	81,070	81,070
Annual Electrical/Natural Gas Costs	\$258,831	\$240,283	\$263,355	\$297,152

\* BOD = Biochemical Oxygen Demand or lbs. of oxygen added to the system to process.

## ASSET MANAGEMENT PLAN PROGRAM (Table B)

### Policy

The Town's Financial Policies direct the JSA to develop an Asset Management Plan (AMP) that protects capital investment and minimizes future maintenance and replacement costs. When replacements are required, the JSA will carefully evaluate new technology that will minimize energy consumption and staffing requirements while assuring reliability. The JSA will maintain accurate information on the condition, life span, use and replacement cost of the capital assets to assist in long term planning.

### Services Provided to the Citizens

The AMP was established to ensure that funds are available to replace or rehabilitate equipment and machinery. The AMP year-to-year expenses are determined by tracking the condition of all machinery and equipment and determine the needs of each. The determination is based on a number of factors: the preventative maintenance program, vibration analysis, whether more efficient equipment is available and whether replacement is less expensive than continued maintenance.

### 2013/2014 Accomplishments

- Completed the State site and engineering design approval process for the construction of treatment plant improvements to control nutrients.
- Replaced Motor Control Center #2.
- Replaced the power distribution switchgear.
- Replaced Motor Control Center # 1.
- Completed preliminary design work to replace two undersized segments of the East Bank Interceptor.
- An exterior building maintenance program has been taking place for a number of years. Exterior stucco and siding has been repaired and replaced. At the same time improvements are being made to the building insulation.
- Numerous pumps have been replaced.
- Added Variable Frequency Drives to numerous motors. Xcel Energy rebates covered 40% of the cost.

- Replaced one of the two pretreatment fine screens with a new model and rebuilt the old as a third spare.

### 2015/2016 Goals

- Replace Motor Control Center # 5 & #7
- Continue the exterior building maintenance program concentrating on rebuilding dormers.
- Complete the design for a new 1million gallon digester.
- Plant wide upgrade of the SCADA and programmable logic control systems.
- Complete wetland permitting and mitigation for the construction of a new digester
- Complete the construction of plant improvements for compliance with nutrient control regulation 85

### Issues

- On September 30th, 2012 regulations became effective to control the discharge of nutrients from wastewater treatment facilities in Colorado. When a new BRWTP discharge permit is issued in 2015, expenditures to purchase equipment to enhance nitrogen removal will be required. The cost of compliance with the nutrient criteria could be significant as the regulations are phased in over the next ten years. The upcoming financial obligations associated with the addition of new pumping, mixing and aeration equipment along with the maintenance of this equipment will need to be considered in the AMP Budget Long Range Plan.
- The Blue River Waste Water Treatment Plant (BRWWTP) is aging. Much of the facility was constructed in the 1970's. The AMP Long Rang Plan includes budget estimates for maintenance and upgrade projects.
- The JSA wastewater collection and transmission system is also aging. A separately funded Interceptor AMP program is in place to fund interceptor sewer improvements.

## **CAPITAL IMPROVEMENT PROGRAM (Table C)**

### **Policy**

The Town's Comprehensive Plan directs that the JSA should provide services in a manner that contributes to an efficient framework for incremental community growth and development. Public facilities and services should be provided in a manner that meets the physical needs of all users. Construction projects for the purpose of increasing plant capacity and or complying with new regulations are funded by the Capital Improvement Program

### **Services Provided to the Citizens**

- Manage construction projects of JSA facilities.
- Assure that capital construction projects comply with all local, State and Federal regulations.

### **2013/2014 Accomplishments**

- Increase of the Treatment Facility Capacity. January 1st 2013 a paper expansion i.e. an expansion requiring no physical construction, was completed to increase capacity from 10,000 EQR's to 11,400 EQR's.
- Our current discharge permit expired July 2011 and is in administrative extension until a new permit is issued, expected in 2015. When a new permit is issued we expect it will include a compliance schedule to construct treatment facilities improvements to meet the requirements of the Colorado nutrient criteria. JSA staff and its Engineers have already completed the State site and design approval processes for a project to construct treatment plant improvements that will assure compliance with the nutrient regulations as they are phased in over the next ten years. Construction will begin late 2014.
- Successfully applied for a \$1,000,000 State grant to help with cost of compliance associated with the nutrient control regulations.

### **2015/2016 Goals**

- Through continued membership and participation, the JSA will support the activities of the Summit Water Quality Committee, QQ Committee, and the Colorado Wastewater Utility.
- Complete the construction of the nutrient control treatment plant improvements.

### **Issues**

- In the spring of 2014 high inflow and infiltration (I&I) of surface and ground water entering the

wastewater collection system through damaged sewer pipe and manholes caused influent flows to reach 75% of the hydraulic capacity of the treatment facility. If flow reaches 85% of the hydraulic capacity the Colorado Water Quality Control Division requires action on our part to either expand the treatment facility or control the I&I. JSA Participants that contribute flow above their constructed capacity are subject to capital I&I charges that are paid to the other JSA Participants who have unused constructed capacity. If the participant with excess I&I fails to correct the problem, the JSA Agreement has provisions that direct the JSA Lead Agency to either correct a Participant's I&I or expand the treatment facility to handle the excess I&I. All expenses associated with correcting the problem shall be borne by the Participant with the excess I&I.

- Colorado Nutrient Criteria became effective September 30th 2012. Regulations to control the discharge of phosphorus and nitrogen from wastewater treatment facilities will be phased in over ten years. Regulation 85 will set permit limits for nutrients when the JSA is issued a new permit in 2015. Regulation 31 will become effective between 2017 and 2022 and set stream standards for phosphorus and nitrogen in the Blue River. The BRWTP already has a tertiary process to remove phosphorus. Capital expenditures to construct nitrogen removal facilities will need to be made as the regulations become effective.
- The Water Quality Control Division has proposed listing the Blue River below Dillon Reservoir as impaired for aquatic life. The JSA has provided funding for studies to determine the cause of the impairment. In 2014 the JSA and the Summit Water Quality Committee will fund studies by the University of Colorado to determine causes associated with the low aquatic insect population.
- Front Range development has increased demand on water resources in our area. A change in the way Denver Water operates Dillon Reservoir is already creating longer periods of low flow in the Blue River at the JSA treatment facility's discharge point. Lower flows in the river can lead to more restrictive removal requirements for certain pollutants. When future discharge permits are issued capital construction projects designed to meet stricter discharge limits may be required.

*Blue River Wastewater Treatment Plant Fund*

Table A

**Blue River Wastewater Treatment Plant  
Operations Program Long Range Plans**

<b>REVENUES</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Projected 2014</b>	<b>Budget 2015</b>	<b>Budget 2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
<b>Entities – Operations</b>									
Silverthorne	529,995	534,166	542,564	552,737	568,138	589,084	604,803	627,141	650,702
Dillon	290,822	291,44	291,933	292,256	296,245	305,659	312,220	321,771	331,614
Buffalo Mountain	366,135	365,624	366,356	368,151	372,652	383,090	391,065	402,981	415,261
Dillon Valley	196,535	172,635	174,793	177,049	176,667	179,657	183,250	188,748	194,410
Mesa Cortina	39,609	39,318	39,595	39,839	40,350	41,863	42,745	44,166	45,538
Interest	10,357	9,684	4,629	2,429	26,556	36,754	55,370	55,945	56,369
Miscellaneous Income	58,858	51,433	61,925	45,000	45,000	45,000	45,000	45,000	45,000
Administrative (10% of OP)	142,310	140,319	141,524	143,003	145,405	149,935	153,408	158,481	163,752
<b>TOTAL REVENUES</b>	<b>1,634,621</b>	<b>1,604,623</b>	<b>1,623,319</b>	<b>1,620,464</b>	<b>1,671,013</b>	<b>1,731,042</b>	<b>1,787,861</b>	<b>1,844,233</b>	<b>1,902,646</b>
<b>EXPENSES</b>									
Administrative (10% of OP)	142,310	140,319	141,524	143,003	145,405	149,935	153,408	158,481	163,752
Personnel Services	490,022	504,365	502,260	520,283	601,473	678,293	700,383	716,439	732,963
Professional Services	37,740	35,223	38,339	48,521	64,000	64,000	64,000	64,000	64,000
Purchased Services	526,850	484,374	490,361	518,881	572,300	610,379	626,392	662,589	700,980
Supplies	150,128	128,493	149,467	204,959	220,500	220,500	224,490	228,600	232,833
Refund to Entities	-	999,999	-	-	-	-	-	-	-
<b>TOTAL EXPENSES</b>	<b>1,347,050</b>	<b>2,292,773</b>	<b>1,321,951</b>	<b>1,435,647</b>	<b>1,603,678</b>	<b>1,723,107</b>	<b>1,768,673</b>	<b>1,830,109</b>	<b>1,894,528</b>
<b>INCREASE (DEC) FUND BAL.</b>	<b>287,571</b>	<b>(688,150)</b>	<b>301,368</b>	<b>184,817</b>	<b>67,335</b>	<b>7,935</b>	<b>19,188</b>	<b>14,124</b>	<b>8,118</b>
<b>PRIOR FUND BALANCE</b>	<b>1,684,775</b>	<b>1,972,346</b>	<b>1,284,196</b>	<b>1,585,564</b>	<b>1,770,381</b>	<b>1,837,716</b>	<b>1,845,651</b>	<b>1,864,839</b>	<b>1,878,963</b>
<b>CURRENT FUND BALANCE</b>	<b>1,972,346</b>	<b>1,284,196</b>	<b>1,585,564</b>	<b>1,770,381</b>	<b>1,837,716</b>	<b>1,845,651</b>	<b>1,864,839</b>	<b>1,878,963</b>	<b>1,887,081</b>
<b>OPER. RES. TARGET</b>	<b>673,325</b>	<b>646,387</b>	<b>660,976</b>	<b>717,824</b>	<b>801,839</b>	<b>861,554</b>	<b>884,337</b>	<b>915,054</b>	<b>947,264</b>
	<i>(6 mo.)</i>	<i>(6 mo.)</i>	<i>(6 mo.)</i>	<i>(6 mo.)</i>	<i>(6 mo.)</i>	<i>(6 mo.)</i>	<i>(6 mo.)</i>	<i>(6 mo.)</i>	<i>(6 mo.)</i>
<b>AVAILABLE FUND BAL.</b>	<b>1,298,821</b>	<b>637,809</b>	<b>924,588</b>	<b>1,052,557</b>	<b>1,035,877</b>	<b>984,097</b>	<b>980,502</b>	<b>963,909</b>	<b>939,817</b>

*Blue River Wastewater Treatment Plant Fund*

**Table B**

**Blue River Wastewater Treatment Fund  
Asset Management Plan Project Long Range Plan**

<b>REVENUES</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Projected 2014</b>	<b>Budget 2015</b>	<b>Budget 2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Entities – AMP									
Silverthorne	205,467	215,965	250,396	263,010	276,367	290,186	304,695	319,930	335,926
Dillon	103,967	109,279	114,479	120,246	126,353	132,671	139,304	146,269	153,583
Buffalo Mountain	112,696	118,454	108,857	114,341	120,148	126,156	132,463	139,087	146,041
Dillon Valley	58,346	61,327	56,358	59,197	62,204	65,314	68,580	72,009	75,609
Mesa Cortina	12,725	13,375	13,007	13,662	14,355	15,072	15,826	16,617	17,448
Interest	12,635	11,837	8,482	4,505	38,470	52,074	78,938	81,784	31,408
Intercept Fee/Transfers/Grants	116,009	898,818	114,605	1,178,805	351,088	101,088	101,088	101,088	101,088
<b>TOTAL REVENUES</b>	<b>621,845</b>	<b>1,429,055</b>	<b>666,183</b>	<b>1,753,766</b>	<b>988,985</b>	<b>782,560</b>	<b>840,894</b>	<b>876,784</b>	<b>861,103</b>
<b>EXPENSES</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Major Maintenance / AMP	332,905	780,163	769,008	2,094,576	950,000	755,000	746,000	2,556,000	1,128,000
<b>TOTAL EXPENSES</b>	<b>332,905</b>	<b>780,163</b>	<b>769,008</b>	<b>2,094,576</b>	<b>950,000</b>	<b>755,000</b>	<b>746,000</b>	<b>2,556,000</b>	<b>1,128,000</b>
<b>INC/(DEC) FUND BAL.</b>	<b>288,940</b>	<b>648,892</b>	<b>(102,825)</b>	<b>(340,810)</b>	<b>38,985</b>	<b>27,560</b>	<b>94,894</b>	<b>(1,679,216)</b>	<b>(266,897)</b>
<b>PRIOR FUND BAL.</b>	<b>2,070,509</b>	<b>2,359,449</b>	<b>3,008,341</b>	<b>2,905,516</b>	<b>2,564,706</b>	<b>2,603,691</b>	<b>2,631,251</b>	<b>2,726,145</b>	<b>1,046,929</b>
<b>CURRENT FUND</b>	<b>2,359,449</b>	<b>3,008,341</b>	<b>2,905,516</b>	<b>2,564,706</b>	<b>2,603,691</b>	<b>2,631,251</b>	<b>2,726,145</b>	<b>1,046,929</b>	<b>780,032</b>
<b>CAPITAL PROJECTS DETAIL</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Interceptors	43,651	5,601	3,003	50,000	285,000	50,000	100,000	100,000	100,000
Pump Room & Pumps	29,893	74,740	22,816	72,576	10,000	80,000	80,000	-	-
Pumps Scum	-	-	-	60,000	-	-	-	-	-
MCC Secondary	-	-	125,368	-	80,000	90,000	-	-	-
Nutrient Grant Project	-	-	29,285	1,200,000	30,000	-	-	-	-
VFD Replacement	-	13,923	6,096	20,000	30,000	30,000	30,000	30,000	30,000
Pretreatment	-	-	79,500	47,000	60,000	-	100,000	250,000	-
Clairiffocculator/Thickner	-	-	-	200,000	-	-	-	-	-
Centrifuge	-	361,916	30,000	-	-	-	-	-	-
Plant/Office Maintenance	134,823	30,678	8,590	140,000	-	-	-	-	-
Digester Rehabilitation	17,723	244,696	3,886	-	-	-	-	2,000,000	-
Solar Garden	-	-	369,538	-	-	-	-	-	-
East A- Basin Rehabilitation	-	-	-	-	50,000	-	-	-	-
Vehicle/Heavy Equipment	-	-	-	-	-	-	40,000	40,000	-
Pavement/Security Gate	-	-	6,208	60,000	60,000	75,000	100,000	-	-
Security	-	-	-	60,000	-	-	-	-	-
UV Disinfection	-	-	-	125,000	-	-	-	-	-
Odor Control/HVA	13,932	10,121	-	-	-	-	100,000	-	-
Valve Replacement	-	-	-	-	-	-	6,000	6,000	8,000
Process Equipment	92,883	38,489	-	60,000	60,000	-	80,000	80,000	80,000
Copier	-	-	6,816	-	-	-	-	-	10,000
Pond Related	-	-	-	-	50,000	80,000	-	-	100,000
Dormer Rebuild	-	-	73,100	-	-	-	-	-	-
Roof Replacement	-	-	-	-	185,000	-	60,000	50,000	-
Filter #3	-	-	-	-	50,000	-	50,000	-	-
Clairfier #3 Rehab.	-	-	-	-	-	200,000	-	-	-
Control Logix Upgrade	-	-	-	-	-	150,000	-	-	-
Discharge Relocate	-	-	-	-	-	-	-	-	800,000
Other	-	-	4,803	-	-	-	-	-	-
<b>Total</b>	<b>332,905</b>	<b>780,163</b>	<b>769,008</b>	<b>2,094,576</b>	<b>950,000</b>	<b>755,000</b>	<b>746,000</b>	<b>2,556,000</b>	<b>1,128,000</b>

Table C

**Blue River Wastewater Treatment Fund  
Capital Expansion Program Long Range Plan**

<b>REVENUES</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Projected 2014</b>	<b>Budget 2015</b>	<b>Budget 2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Entities – Capital									
Silverthorne	-	-	1,064,190	-	-	-	-	-	-
Dillon	-	-	(252)	-	-	-	-	-	-
Buffalo Mountain	-	-	(671,786)	-	-	-	-	-	-
Dillon Valley	-	-	(347,800)	-	-	-	-	-	-
Mesa Cortina	-	-	(44,352)	-	-	-	-	-	-
Interest	23	20	11	6	56	76	116	119	123
<b>TOTAL REVENUES</b>	<b>23</b>	<b>20</b>	<b>11</b>	<b>6</b>	<b>56</b>	<b>76</b>	<b>116</b>	<b>119</b>	<b>123</b>
<b>EXPENSES</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Capital Expansion	-	-	-	-	-	-	-	-	-
<b>TOTAL EXPENSES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>INC./ (DEC) FUND BAL.</b>	<b>23</b>	<b>20</b>	<b>11</b>	<b>6</b>	<b>56</b>	<b>76</b>	<b>116</b>	<b>119</b>	<b>123</b>
<b>PRIOR FUND BALANCE</b>	<b>3,660</b>	<b>3,683</b>	<b>3,703</b>	<b>3,714</b>	<b>3,720</b>	<b>3,776</b>	<b>3,852</b>	<b>3,967</b>	<b>4,086</b>
<b>CURRENT FUND BALANCE</b>	<b>3,624</b>	<b>3,660</b>	<b>3,683</b>	<b>3,706</b>	<b>3,733</b>	<b>3,780</b>	<b>3,893</b>	<b>4,010</b>	<b>4,130</b>

## Compensated Absences Internal Service Fund Long Range Plan

The Town elects to account for personal time and compensated time as it is earned. The Town's operating budgets, specifically the General Fund, expenses the program where the "time" is earned in the payroll period when it was earned.

As per Governmental Accounting Standards Board (GASB), because the Town chooses to account for compensated absences in this manner, the Town must utilize an internal service fund for General Fund compensated absences. This is due to the long-term (more than one-year) nature of accumulation.

Employees accrue personal leave time which may be used in place of traditional sick and vacation time. Personal leave accrues to employees based on

a sliding scale, and may be carried over to subsequent periods. Upon termination in good standing, employees are compensated for 100% of unused personal time.

Compensation time is earned when a full-time employee works over 40 hours in a week. The time is figured at time and half for each hour worked over 40 hours. The Town's personnel policies state that "an employee may not work over 80 hours of compensation time in a year and they may not accrue more than 80 hours on the records at any time." Upon termination, employees are compensated for 100% of unused compensation time.

<b>Revenues</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Projected 2014</b>	<b>Budget 2015</b>	<b>Budget 2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Earned Compensated Absences	501,236	507,615	505,000	525,200	546,208	568,056	590,779	614,410
<b>TOTAL REVENUE:</b>	<b>501,236</b>	<b>507,329</b>	<b>505,000</b>	<b>525,200</b>	<b>456,208</b>	<b>568,056</b>	<b>590,779</b>	<b>614,410</b>
<b>Expenses</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Compensated Absences Used	495,931	517,679	500,000	520,000	540,000	562,432	584,929	608,326
<b>TOTAL EXPENSES</b>	<b>495,931</b>	<b>517,679</b>	<b>500,000</b>	<b>520,000</b>	<b>540,000</b>	<b>562,432</b>	<b>584,929</b>	<b>608,326</b>
<b>INCREASE / (DEC) FUND BAL.</b>	<b>5,305</b>	<b>(10,350)</b>	<b>5,000</b>	<b>5,200</b>	<b>5,408</b>	<b>5,624</b>	<b>5,849</b>	<b>6,083</b>
<b>PRIOR FUND BALANCE</b>	<b>413,533</b>	<b>418,838</b>	<b>408,488</b>	<b>413,488</b>	<b>418,688</b>	<b>424,096</b>	<b>429,720</b>	<b>435,569</b>
<b>CURRENT FUND BALANCE</b>	<b>436,758</b>	<b>408,488</b>	<b>413,488</b>	<b>418,688</b>	<b>424,096</b>	<b>429,720</b>	<b>435,569</b>	<b>441,652</b>

## Health & Short-Term Disability Claims Internal Service Fund Long Range Plan

The Town self-insures, in some portion, the employee's and their dependents health and short-term disability claims. The Claims Internal Service Fund accounts for the payment of claims related to the Town's health and short-term disability insurance.

Funding is obtained through monthly premiums charged to each department based on the type of coverage the employee elects. The Town self-insures up to a maximum of \$65,000 per covered individual for health insurance claims. Stop-loss

insurance policies have been purchased to cover losses above these limits. This fund also covers the wellness program that the Town provides to encourage healthy life styles and better health.

The Town fully covers claims for short-term disability based on the Town's coverage policy. The Town use to self-insure for dental claims but in 2014 switched to Delta Dental Insurance and no longer accounts for dental insurance claims.

<b>Revenues</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Projected 2014</b>	<b>Budget 2015</b>	<b>Budget 2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Medical Claims Premiums	951,134	677,074	687,621	722,002	758,102	796,008	839,788	881,777
Dental Claims Premiums	57,702	60,308	-	-	-	-	-	-
Short-term Disability Claims Premiums	20,836	18,613	17,910	18,447	19,001	19,571	20,158	20,763
Miscellaneous	5,552	1,973	1,200	1,200	1,200	1,200	1,200	1,200
<b>TOTAL REVENUE:</b>	<b>1,035,224</b>	<b>757,968</b>	<b>706,731</b>	<b>741,650</b>	<b>778,303</b>	<b>816,778</b>	<b>861,146</b>	<b>903,740</b>
<b>Expenses</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Medical Claims	1,026,634	715,829	550,000	675,000	708,750	744,188	781,397	820,467
Dental Claims	67,142	59,327	2,282	-	-	-	-	-
Short-Term Disability Claims	15,631	16,759	15,000	15,000	15,000	15,000	15,000	15,000
Affordable HealthCare Act Fees	-	-	14,430	14,652	14,874	1,110	1,110	1,110
Wellness Program	23,586	22,654	23,500	23,500	23,500	23,500	23,500	23,500
<b>TOTAL EXPENSES</b>	<b>1,132,994</b>	<b>814,570</b>	<b>605,212</b>	<b>728,152</b>	<b>762,124</b>	<b>783,798</b>	<b>821,007</b>	<b>860,077</b>
<b>INCREASE / (DEC) FUND BAL.</b>	<b>(97,770)</b>	<b>(56,602)</b>	<b>101,519</b>	<b>13,498</b>	<b>16,179</b>	<b>32,981</b>	<b>40,139</b>	<b>43,663</b>
<b>PRIOR FUND BALANCE</b>	<b>305,850</b>	<b>208,080</b>	<b>151,478</b>	<b>252,997</b>	<b>266,495</b>	<b>282,674</b>	<b>315,655</b>	<b>355,794</b>
<b>CURRENT FUND BALANCE</b>	<b>208,080</b>	<b>151,478</b>	<b>252,997</b>	<b>266,495</b>	<b>282,674</b>	<b>315,655</b>	<b>355,794</b>	<b>399,457</b>

## Silverthorne Urban Renewal Authority Fund Long Range Plan

The Town of Silverthorne adopted an update to the Town's 1996 Urban Renewal Plan in 2013. This plan was updated in order to assist the Town in achieving the long-standing vision of fostering a vibrant and pedestrian-oriented Town Core. The Town's 2011 Community Survey identified development of the downtown core and economic development as the two biggest issues facing the community in the next five years. The URA area of the Town includes: The Town Core district, along with several in the Town Core Periphery and Gateway District.

Funding is obtained from several revenues sources, including advances from the General Fund, partnerships and Tax Increment Financing (TIF). TIF is not an additional tax on residents, businesses, or property owners in Silverthorne. Rather, it is the net-new sales and property tax revenues resulting from new development and redevelopment in a defined area of the community. Because of the long-term nature of this funding mechanism, the Town is able to bond against those future revenues to fund infrastructure improvements. In order to establish the TIF revenue stream, the Town updated the 1996 Blight

Study and Urban Renewal Plan. The Town expects to begin collecting TIF revenues in 2015.

An intergovernmental agreement between the URA and the Town provides the opportunity, via an advancement of Town funds, for the URA to acquire properties which will further the goals of the Town and the URA, as outlined in the 2013 Urban Renewal Plan.

Since the activation of the URA in 2013, the URA has purchased two commercial properties. In 2013, the URA purchased the Smith Ranch Commercial Site located at Hwy 9 and Ruby Ranch Road. The property consists of an 11 acre site zoned Planned Unit Development for commercial uses. At 11 acres in size, the Smith Ranch Commercial Site is one of the few remaining large parcels of land zoned for commercial development in Silverthorne, and is an important property for the Town's ongoing economic development efforts. The 11.2 acre property was purchased for a price of \$3.15 million. In 2014, the URA, in an equal partnership with Craig Realty, purchased a .5 acre commercial property on Blue River Pkwy near the I-70 interchange for \$1.47million.

<b>Revenues</b>	<b>Actual 2013</b>	<b>Projected 2014</b>	<b>Budget 2015</b>	<b>Budget 2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Tax Increment Financing (TIF)	-	-	31,463	32,092	32,734	33,389	34,057
Funding from Partners	-	734,250	-	-	16,118	16,923	17,770
Rebate from State of Colorado	-	-	60,000	-	-	-	-
Transfer in from General Fund	3,185,983	757,046	12,000	-	-	-	-
<b>TOTAL REVENUE:</b>	<b>3,185,983</b>	<b>1,491,296</b>	<b>103,463</b>	<b>32,092</b>	<b>48,852</b>	<b>50,312</b>	<b>51,826</b>
<b>Expenses</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Professional Fees	39,236	5,000	20,000	20,000	20,000	20,000	20,000
Land – Smith Ranch Commercial	3,148,429	16,114	-	-	-	-	-
Land – Acorn Commercial	-	1,468,500	29,300	30,700	32,235	33,847	35,539
<b>TOTAL EXPENSES</b>	<b>3,187,665</b>	<b>1,489,614</b>	<b>49,300</b>	<b>50,700</b>	<b>52,235</b>	<b>53,847</b>	<b>55,539</b>
<b>INCREASE / (DEC) FUND BAL.</b>	<b>(1,682)</b>	<b>1,682</b>	<b>54,163</b>	<b>(18,608)</b>	<b>(3,383)</b>	<b>(3,535)</b>	<b>(3,713)</b>
<b>PRIOR FUND BALANCE</b>	<b>-</b>	<b>(1,682)</b>	<b>-</b>	<b>54,163</b>	<b>35,555</b>	<b>32,172</b>	<b>28,637</b>
<b>CURRENT FUND BALANCE</b>	<b>(1,682)</b>	<b>-</b>	<b>54,163</b>	<b>35,555</b>	<b>32,172</b>	<b>28,637</b>	<b>24,924</b>

# Financial Summary

## **Financial Condition of the Town**

The Town of Silverthorne begins 2015 in a financially secure condition. 2014 projected year-end fund balance for the General Fund Long Range Plans reflects \$5.42 million. This is approximately a \$1.41M increase to fund balance from year-end 2013. Fiscal year 2014 included advancing \$716K to the Urban Renewal Authority (URA) which allowed the URA to purchase another valuable commercial property. The Town also sold the land under the commercial portion of the Town Center for \$1.1M. With these unique one-time transfers and revenues removed, the General Fund actually had an operating increase to fund balance in the amount of \$801K. The Town maintains its target for fund balance reserves through projected 2017 but is reflecting falling below the 6-month operating reserve after 2016. This will be corrected prior to 2017's budget process.

No doubt, the Town is heavily dependent on sales tax revenues to provide town services. Fiscal years 2009 – 2011 had the Town being reactive to the economic down turn by planning and making budget cuts in 2009 which continued into 2010 and 2011. The Town eliminated six full-time positions. However, we've since brought back four full-time positions although not necessarily the same lost positions. Salary freezes were in place for 2010 and 2011, supplies and service expenditures were not being increased unless it was price related and no new services were being added. The economy over the last several years has improved and is projected to continue into 2015 and 2016. The Town is able to bring back salary increases which were needed in order to bring our employee wages closer to current salary market levels. We've added an economic development program and the URA which should help position and direct the Town for the future.

Wages and benefits compose 71% of Town expenditures in the General Fund. The Town did not give annual performance based salary increases

in 2010-2012 but did give a 1.5% cost of living increases in 2012 and an up to 3% merit during 2013 and 2014 respectively. On a positive note health insurance costs have seen minor increases while still adjusting to the new Affordable Health Care requirements. Management cautiously watches sales tax revenues, employment and utilities markets as these areas will have a major impact on the General Fund if they fluctuate in either direction. Maintaining fund reserves helps to establish the Town's immediate future as safe. We expect 2016 revenues to increase slightly from 2015 and continue to see increases 2017 and beyond. However, expenditures are increasing as well. Good conservative financial planning has allowed the Town to present balance budgets. Planning ahead and striving for diversity in our revenue base will be an important factor to the Town's future. The Town provides brief information in the following areas, which also helps in understanding the Town's overall financial condition.

## **Bond Rating**

The Town of Silverthorne maintains a "BAA" rating from Moody's and a "BBB+" from Standard & Poor's. This is a respectable rating for a community the size of Silverthorne and with a history of dependency on sales tax revenues. In order to improve the bond rating, the Town would need to increase the revenue base and diversify from the current dependence on retail sales tax. We don't expect to see any change in our current revenue base in the near future. The Town is currently debt free except for small lease purchase notes on heavy equipment.

## **Balanced Budget**

The proposed General Fund operating expenditures for 2015 is \$10,535,556, compared to revenues of \$10,556,712. In 2016, operating expenditures are \$10,750,060, compared to revenues of \$10,784,815. An increase to fund balance is expected in the amount of \$9K and \$35K respectively for 2015 & 2016. Staff presents

this document and long range plans as its best product of budgeting and forecasting for 2015 & 2016. The challenge of the future is to continue to monitor the budget to guarantee the Town stays on course for revenues in order to meet needs for expected expenditures.

### **Capital & Special Revenue Budget**

The dedication of 60% of the Town's 2% sales tax to capital projects provides funding for capital improvements. In past budgets the Sales Tax CIP Fund has been impacted by the Excise Tax Revenue Bonds, Series 1998. The annual debt payment consumed about \$500,000 of the total budget. Thanks to fully calling the principal in 2009, the Town now has an additional \$500,000 per year available for projects. Expenditures for asset replacement/maintenance have been increased as a priority. Street Improvements will continue to be a major piece of the capital budget, as the results of growth, traffic and age. Additionally, we'll need to incorporate projects from the Parks, Open Space and Trail master plan that will be prioritized in early 2015.

The Town created four Special Revenue Funds to address issues and revenues reserved for special uses. The first fund is the Lodging Tax Fund that accounts for the 2% lodging tax applied to short-term rentals (less than 30 days). This fund is used for the purchase of capital related to parks trails and open space. The second fund is the

Development Excise Tax Fund. This fund is where the \$2 per sq. ft. of new residential permits is placed. The fund is used for growth-related capital expenditures, although it is legal to utilize the funds for paying for operations and maintenance of Public Safety and Public Works. The Conservation Trust Fund is funded by a small amount of funds from the State lottery proceeds which can be used for park, open space and trail projects. And lastly an affordable housing fund (Housing 5A Fund) was created in 2007 to help fund sustainable housing in Silverthorne and the surrounding Summit County area through a designated sales tax and impact assessment on new development.

All of the Capital and Special Revenues Funds were created by voter approved elections and therefore must be used as specified. None of the funds from these funds can be used for General Fund expenditures.

### **Debt**

As stated above, outside of small lease purchases on heavy equipment purchases, the Town is debt free. This includes our governmental and utility enterprise funds. The Debt Management section discusses how debt has been used in the past. The Town does have intentions to issue approximately \$1.5M in long term debt financing in 2016 in order to construct the next major section of the Blue River Trail.

# Budget Summaries

The following summary shows fiscal year by Fund in 2015 & 2016. These tables provide an opportunity to view revenues and expenditures by fund type.

## BUDGET SUMMARY FOR FISCAL YEAR 2015 BY FUND

	General Fund	Capital & Special Revenue Funds	Silverthorne Urban Renewal Authority	Enterprise Funds	Grand Total
<b>Funding Sources</b>					
Sales Taxes	6,703,415	2,826,395	-	-	9,529,810
Other Taxes	819,534	611,141	31,463	-	1,462,138
Licenses & Permits	269,533	90,000	-	-	359,533
Charges for Services	2,023,910	-	-	2,245,831	4,269,741
Fines & Forfeits	125,000	-	-	-	125,000
Interest	81,266	35,339	-	63,709	180,314
Tap Charges	-	-	-	286,000	286,000
Miscellaneous	70,000	147,000	60,000	5,000	282,000
Other Financing Sources	464,054	76,000	12,000	101,000	653,054
Total Revenues & Other Financing Sources	10,556,712	3,785,875	103,463	2,701,540	17,147,590
Beginning Sources Available	5,417,711	2,354,227	-	4,247,268	12,019,206
<b>Total Available Resources</b>	<b>15,974,423</b>	<b>6,140,102</b>	<b>103,463</b>	<b>6,948,808</b>	<b>29,166,796</b>
<b>Expenditures</b>					
General Governments	2,246,075	122,112	-	-	2,368,187
Public Safety	1,954,162	-	-	-	1,954,162
Public Works	2,595,830	-	-	-	2,595,830
Community Development	809,248	-	-	-	809,248
Recreation & Culture	2,930,241	-	-	-	2,930,241
Capital Outlay	-	3,520,900	-	361,250	3,882,150
Urban Renewal Authority	-	-	49,300	-	49,300
Water	-	-	-	839,605	839,605
Sewer	-	-	-	1,173,527	1,173,527
Debt Service					
Principal	-	-	-	-	-
Interest	-	-	-	-	-
Other Uses	12,000	152,000	-	343,649	507,649
Total Expenditures & Other Uses	10,547,556	3,795,012	49,300	2,718,031	17,109,899
Ending Fund Balances	5,426,867	2,345,090	54,163	4,230,777	12,056,897
<b>Total Fund Commitments &amp; Fund Balances</b>	<b>15,974,423</b>	<b>6,140,102</b>	<b>103,463</b>	<b>6,948,808</b>	<b>29,166,796</b>

**BUDGET SUMMARY FOR FISCAL YEAR 2016 BY FUND**

	<b>General Fund</b>	<b>Capital &amp; Special Revenue Funds</b>	<b>Silverthorne Urban Renewal Authority</b>	<b>Enterprise Funds</b>	<b>Grand Total</b>
<b>Funding Sources</b>					
Sales Taxes	6,837,483	2,882,922	-	-	9,720,405
Other Taxes	829,331	620,153	32,092	-	1,481,576
Licenses & Permits	269,533	90,000	-	-	359,533
Charges for Services	2,079,794	-	-	2,342,576	4,422,370
Fines & Forfeits	125,000	-	-	-	125,000
Interest	108,537	46,926	-	84,615	240,078
Tap Charges	-	-	-	294,800	294,800
Financing Proceeds	-	1,500,000	-	-	1,500,000
Miscellaneous	52,000	204,000	-	525,000	781,000
Other Financing Sources	483,136	800,000	-	525,000	1,808,136
<b>Total Revenues &amp; Other Financing Sources</b>	<b>10,784,814</b>	<b>6,144,001</b>	<b>32,092</b>	<b>3,771,991</b>	<b>20,732,898</b>
Beginning Sources Available	5,426,867	2,345,090	54,163	4,230,777	12,056,897
<b>Total Available Resources</b>	<b>16,211,681</b>	<b>8,489,091</b>	<b>86,255</b>	<b>8,002,768</b>	<b>32,789,795</b>
<b>Expenditures</b>					
General Governments	2,219,798	178,568	-	-	2,398,366
Public Safety	1,997,607	-	-	-	1,997,607
Public Works	2,623,638	-	-	-	2,623,638
Community Development	874,851	-	-	-	874,851
Recreation & Culture	3,034,165	-	-	-	3,034,165
Capital Outlay	-	5,888,272	-	2,375,000	8,263,272
Urban Renewal Authority	-	-	50,700	-	50,700
Water	-	-	-	870,027	870,027
Sewer	-	-	-	1,193,427	1,193,427
Debt Service					
Principal	-	-	-	-	-
Interest	-	-	-	-	-
Other Uses	-	150,000	-	858,201	1,008,201
<b>Total Expenditures &amp; Other Uses</b>	<b>10,750,059</b>	<b>6,216,840</b>	<b>50,700</b>	<b>5,296,655</b>	<b>22,314,254</b>
Ending Fund Balances	5,461,622	2,272,251	35,555	2,706,113	10,475,541
<b>Total Fund Commitments &amp; Fund Balances</b>	<b>16,211,681</b>	<b>8,489,091</b>	<b>86,255</b>	<b>8,002,768</b>	<b>32,789,795</b>

*Budget Summaries*

The following summary of prior, current and proposed years for all funds provides an opportunity to observe five years of information.

**SUMMARY OF PRIOR, CURRENT AND PROPOSED YEARS FOR ALL FUNDS**

<b>ALL FUNDS COMBINED</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Projected 2014</b>	<b>Budgeted 2015</b>	<b>Budgeted 2016</b>
<b>Revenues and Other Sources</b>						
Sales Taxes	7,751,173	8,160,996	8,983,606	9,342,950	9,529,810	9,720,405
Other Taxes	1,055,928	1,108,838	1,456,210	1,441,975	1,462,138	1,481,576
Licenses & Permits	570,985	291,456	618,974	387,900	359,533	359,533
Charges for Services	3,915,711	4,192,199	4,205,995	4,292,604	4,269,741	4,422,370
Fines & Forfeits	118,523	83,922	124,730	110,000	125,000	125,000
Interest	72,755	65,690	38,434	19,604	180,314	240,078
Tap Charges	673,541	289,269	1,194,325	676,200	286,000	294,800
Proceeds from Sale of Land	-	-	-	1,113,278	-	-
Financing Proceeds	-	-	-	-	-	1,500,000
Miscellaneous	364,659	530,154	671,047	509,521	282,000	781,000
Other Financing Sources	1,544,688	711,559	6,325,985	3,437,775	653,054	1,808,136
<b>Total Revenues &amp; Other Sources</b>	<b>16,067,963</b>	<b>15,434,083</b>	<b>23,619,306</b>	<b>21,331,807</b>	<b>17,147,590</b>	<b>20,732,898</b>
Beginning Sources Available	12,773,190	13,178,710	14,677,240	11,231,644	12,019,206	12,056,897
<b>Total Available Resources</b>	<b>28,841,153</b>	<b>28,612,793</b>	<b>38,296,546</b>	<b>32,563,451</b>	<b>29,166,796</b>	<b>32,789,795</b>
<b>Expenditures and Other Uses</b>						
General Government	1,658,452	1,568,501	2,107,211	2,017,129	2,368,187	2,398,366
Public Safety	1,696,797	1,726,112	1,777,197	1,827,705	1,954,162	1,997,607
Public Works	2,062,359	2,126,862	2,120,050	2,369,481	2,595,830	2,623,638
Community Development	695,909	676,672	750,395	821,819	809,248	874,851
Recreation Development	2,566,259	2,577,156	2,666,719	2,771,284	2,930,241	3,034,165
Capital Outlay	3,924,988	2,609,025	6,204,138	4,939,740	3,882,150	8,263,272
Urban Renewal Authority	-	-	3,187,665	1,489,614	49,300	50,700
Water	651,202	788,247	749,880	845,611	839,605	870,027
Sewer	1,004,099	1,038,850	1,052,186	1,157,273	1,173,527	1,193,427
Other Uses	1,402,378	824,128	6,449,461	2,304,590	507,649	1,008,201
<b>Total Expenditures/Other Uses</b>	<b>15,662,443</b>	<b>13,935,553</b>	<b>27,064,902</b>	<b>20,544,246</b>	<b>17,109,899</b>	<b>22,314,254</b>
Ending Fund Balance	13,178,710	14,677,240	11,231,644	12,019,206	12,056,897	10,475,541
<b>Total Fund Commitments</b>	<b>28,841,153</b>	<b>28,612,793</b>	<b>38,296,546</b>	<b>32,563,451</b>	<b>29,166,796</b>	<b>32,789,795</b>
<b>&amp; Fund Balances</b>						

# Budget Ordinance

## **TOWN OF SILVERTHORNE, COLORADO ORDINANCE NO. 2014-14**

**AN ORDINANCE RECOGNIZING REVENUES, APPROPRIATING EXPENDITURES, APPROVING TRANSFERS AND ADOPTING THE TOWN OF SILVERTHORNE, JOINT SEWER AUTHORITY AND THE SOUTH MARYLAND CREEK RANCH GENERAL IMPROVEMENT DISTRICT BUDGETS FOR THE YEAR BEGINNING ON THE FIRST DAY OF JANUARY, 2015 AND ENDING ON THE LAST DAY OF DECEMBER, 2015.**

**WHEREAS**, the Town Manager, designated by the Home Rule Charter (Section 6.1.b.4) to prepare the budget, has prepared and submitted to the Mayor and Town Council a proposed annual budget for the Town of Silverthorne, Colorado, for the fiscal year beginning January 1, 2015 and ending December 31, 2015, and;

**WHEREAS**, the annual Budget is prepared in accordance with the Home Rule Charter, Article VIII (Town Finances) and Section II (Budget Policies) of the Town of Silverthorne Financial Policies previously approved by the Council, and;

**WHEREAS**, in accordance with the Home Rule Charter (Sections 4.5 - Procedure for passage of Ordinances and 14.13 - Publication of ordinances, notices and other documents) and the Town's Financial Policies (Section II.B.5 - Citizen participation), notice of the proposed budget was published in a newspaper of general circulation in Summit County prior to the public hearing scheduled in November, and;

**WHEREAS**, in accordance with the Home Rule Charter (Section 4.5.c - Public hearing requirements) and the Town's Financial Policies (Section II.B.6 Public Hearing) a public hearing will be held at the regularly scheduled Town Council meeting on November 12th, and;

**WHEREAS**, the adopted budget is be available for review in the office of the Finance Director located in Town Hall, and;

**WHEREAS**, Town Council work sessions were held to discuss the proposed budget and citizens were invited and encouraged to attend and participate in these discussions regarding the proposed budget, and;

**WHEREAS**, in accordance with the Home Rule Charter (Section 8.2), the budget was submitted to the Town Council at least forty-five days prior to the date provided by law for approval by the member of the Town Council, and;

**WHEREAS**, in accordance with the Home Rule Charter (Section 8.4), the Town Council shall adopt on final reading an ordinance adopting the budget and appropriating moneys for the purposes therein, and;

**WHEREAS**, the adopted budget as submitted and summarized below recognizes revenues, appropriates expenditures (expenses in the water, sewer, and joint sewer authority enterprise funds) and approves transfers for the calendar year 2015:

**NOW, THEREFORE, THE COUNCIL OF THE TOWN OF SILVERTHORNE, COLORADO ORDAINS:**

**Section 1:**

The budget for the Town of Silverthorne, Colorado for the fiscal year 2015 as submitted, amended and summarized by fund as described below is hereby adopted, which adoption shall constitute appropriations of the amounts specified therein as expenditures from the Funds indicated or expenses from Enterprise Funds; and that the estimated Beginning Balances, Revenues and Other Sources is hereby declared to be a reasonable projection of the amount of Revenue available for appropriation and to provide an adequate Fund Balance at the close of the fiscal year beginning January 1, 2015 and ending December 31, 2015 more particularly described as follows:

<b>Fund / Department</b>	<b>Beginning Balance</b>	<b>Revenue</b>	<b>Transfers In</b>	<b>Expenditures</b>	<b>Transfers Out</b>	<b>Ending Balance</b>
<b>GENERAL FUND</b>						
Administrative Serv.	-	7,533,528	464,054	2,246,075	-	-
Public Safety	-	187,157	-	1,954,162	-	-
Public Works	-	305,840	-	2,595,830	-	-
Community Dev.	-	252,832	-	809,248	-	-
Rec & Culture	-	1,813,301	-	2,930,241	-	-
Other Uses – URA	-	-	-	12,000	-	-
Reserve Funds	4,863,739	-	-	-	-	5,267,778
Available Funds	553,972	-	-	-	-	159,089
<b>Total General Fund</b>	<b>5,417,711</b>	<b>10,092,658</b>	<b>464,054</b>	<b>10,547,556</b>	<b>-</b>	<b>5,426,867</b>
<b>SALES TAX CAPITAL IMPROVEMENT FUND</b>						
Administrative Service	-	2,840,422	-	57,500	-	-
Public Safety	-	-	-	51,595	-	-
Public Works	-	147,000	-	1,150,000	-	-
Community Dev.	-	-	-	-	-	-
Rec. & Culture	-	-	-	-	-	-
Asset Management	-	-	-	2,054,004	-	-
Reserve Funds	935,192	-	-	-	-	609,515
<b>Total CIP Fund</b>	<b>935,192</b>	<b>2,987,422</b>	<b>-</b>	<b>3,313,099</b>	<b>-</b>	<b>609,515</b>
<b>LODGING TAX FUND</b>						
Lodging Tax	-	147,900	-	-	-	-
Other	-	4,904	-	-	-	-
Reserves – P,T & OS	18,480	-	-	117,814	-	26,659
Reserves – Blue River	268,560	-	-	-	-	272,588
Reserves - Marketing	39,893	-	-	25,000	-	37,676
<b>Total Lodging Fund</b>	<b>326,933</b>	<b>152,804</b>	<b>-</b>	<b>142,814</b>	<b>-</b>	<b>336,923</b>
<b>DEVELOPMENT EXCISE TAX FUND</b>						
Excise Tax	-	140,000	-	-	-	-
Other	-	15,655	-	-	-	-
Reserves Funds	1,043,668	-	76,000	58,750	-	1,216,573
<b>Total Dev. Excise Fund</b>	<b>1,043,668</b>	<b>155,655</b>	<b>76,000</b>	<b>58,750</b>	<b>-</b>	<b>1,216,573</b>

*Budget Ordinance*

Fund / Department	Beginning Balance	Revenue	Transfers In	Expenditures	Transfers Out	Ending Balance
<b>HOUSING 5A FUND</b>						
Housing Sales Tax	-	282,030	-	-	-	-
Impact Fees	-	90,000	-	-	-	-
Other	-	727	-	-	-	-
Reserves	48,434	-	-	87,112	152,000	182,079
<b>Total Housing 5A Fund</b>	<b>48,434</b>	<b>372,757</b>	<b>-</b>	<b>87,112</b>	<b>152,000</b>	<b>182,079</b>
<b>CONSERVATION TRUST FUND</b>						
State Conservation Trust	-	41,212	-	41,237	-	-
Other	-	25	-	-	-	-
<b>Total Conservation Trust Fund</b>	<b>-</b>	<b>41,237</b>	<b>-</b>	<b>41,237</b>	<b>-</b>	<b>-</b>
<b>WATER FUND</b>						
Operations	1,179,424	1,004,633	-	839,605	150,695	1,193,757
Capital Improvement	257,259	167,259	-	223,750	50,089	150,649
<b>Total Water Fund</b>	<b>1,436,683</b>	<b>1,171,892</b>	<b>-</b>	<b>1,063,355</b>	<b>200,784</b>	<b>1,344,436</b>
<b>SEWER FUND</b>						
Operations	987,272	1,273,698	76,000	1,173,527	127,370	1,036,073
Capital Improvement	1,823,313	154,950	25,000	137,500	15,495	1,850,268
<b>Total Sewer Fund</b>	<b>2,810,585</b>	<b>1,428,648</b>	<b>101,000</b>	<b>1,311,027</b>	<b>142,865</b>	<b>2,886,341</b>
<b>INTERNAL SERVICE FUNDS</b>						
Compensated Absences	413,488	525,200	-	520,000	-	418,688
Insurance Claims	252,997	741,650	-	728,152	-	266,495
<b>Total Internal Service Funds</b>	<b>666,485</b>	<b>1,266,850</b>	<b>-</b>	<b>1,248,152</b>	<b>-</b>	<b>685,183</b>
<b>JOINT SEWER AUTHORITY FUND</b>						
Entities - Operations	1,770,381	1,671,013	-	1,458,273	145,405	1,837,716
Entities - AMP	2,564,706	988,985	-	950,000	-	2,603,691
Entities - Capital	3,720	56	-	-	-	3,776
<b>Total JSA Fund</b>	<b>4,338,807</b>	<b>2,660,054</b>	<b>-</b>	<b>2,408,273</b>	<b>145,405</b>	<b>4,445,183</b>
<b>SOUTH MARYLAND CREEK RANCH GID</b>						
Operations	-	7,157,	-	7,157	-	-
<b>Total SMCR General Imp. Dist.</b>	<b>-</b>	<b>7,157,</b>	<b>-</b>	<b>7,157</b>	<b>-</b>	<b>-</b>
<b>TOTAL ALL FUNDS</b>	<b>17,024,498</b>	<b>20,337,134</b>	<b>641,054,</b>	<b>20,228,532</b>	<b>641,054</b>	<b>17,133,100</b>

**Section 2:**

The Town Council hereby authorizes and directs the Town Manager to enter into such contracts and execute such documents on behalf of the Town as may be necessary and customary to expend the funds hereby appropriated for all operations and capital projects within the budget as hereby adopted all in accordance with the requirements of the Home Rule Charter and the Town's Financial Policies.

**Section 3:**

The budget hereby approved and adopted shall be signed by the Mayor and Town Clerk and made a part of the public records of the Town of Silverthorne, Colorado.

**MOVED, SECONDED, APPROVED AND FINALLY PASSED ON SECOND AND FINAL READING THIS 12TH DAY OF NOVEMBER 2014**

**TOWN OF SILVERTHORNE, COLORADO  
TOWN COUNCIL  
BY:**

\_\_\_\_\_  
Bruce Butler, Mayor

**ATTEST:**

By: \_\_\_\_\_  
Michele Miller, Town Clerk

Approved on first reading	October 22, 2014
Published by title only on first reading	October 22, 2014
Approved on second reading	November 12, 2014
Published by title only on second reading	November 12, 2014

**TOWN OF SILVERTHORNE, COLORADO  
RESOLUTION NO. 2014-17**

**A RESOLUTION ADOPTING A BUDGET FOR THE PURPOSE OF DEFRAYING THE  
EXPENSES AND LIABILITIES FOR THE FISCAL YEARS ENDING DECEMBER 31,  
2015 AND 2016**

**WHEREAS**, in accordance with the provisions of section 8.1 – 8.4 of the Charter of the Town of Silverthorne, the Town Manager of the Town has submitted to the Town Council, a budget estimate of the revenues and expenses of conducting the affairs thereof for the fiscal years ending December 31, 2015 and 2016; and,

**WHEREAS**; after full and final consideration of the budget estimates, the Town Council is of the opinion that the budget should be approved and adopted:

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

That the budget estimate of the revenues and expenses of conducting the affairs of said Town for fiscal years ending December 31, 2015 and 2016, as submitted by the Town Manager, be and the same is hereby adopted and approved as the budget for defraying the expenses of liabilities against the Town of Silverthorne, Colorado, for the fiscal years ending December 31, 2015 and 2016.

**ADOPTED AND APPROVED THIS 12<sup>TH</sup> DAY OF NOVEMBER, 2014**

By: \_\_\_\_\_  
Bruce Butler, Mayor

Attest: \_\_\_\_\_  
Michele Miller, Town Clerk

## Contributions

The Town contributes funds to a number of non-profit organizations, youth programs, student scholarships and special events every year. Because contributions are issued on an annual basis, this part of the budget document reflects past years and budget year 2015. Every summer, the Town invites organizations to submit a request for funding along with its financial statements, budget, 501 C documentation, a list of officers and/or directors, and a summary of major funding sources.

The Town of Silverthorne participates in a local group of governmental and local foundation organizations to develop a standard application that can be used county-wide and that has a common deadline (usually the end of August). The application requires non-profits to provide a history of the funding they have received from each jurisdiction in the past and the amount that they are requesting from each for the upcoming year. This way, each funding jurisdiction is provided with more complete information on where the funding is going and where it is most needed. The coordinated process also helps non-profits by cutting down on the time it takes to prepare grant applications. A summary of the information contained in the grant applications is provided to the Town Council during the budget cycle for final decisions.

The Schmidt Scholarship, issued for higher education beyond high school, is an important part of our annual contributions. The Town gives six to fifteen scholarships to Silverthorne high school graduates for continuous education whether for college/university or trade school.

As part of the 2015 & 2016 budget process, Council requested budgeting \$54,000 in available funds for each budget year. Additionally, we track “in kind” type of services and facilities the Town offers to numerous non-profits throughout the year. The majority of these “in kind” types of donations include the use of the Pavilion, Recreation Center and park fields. While this doesn’t cost the Town direct funds, it does allow the non-profit organizations to not expend funds and/or fund-raise using Town facilities.

**HISTORIC CONTRIBUTION SUMMARY**

ORGANIZATION	2010	2011	2012	2013	2014	2015
<b>ARTS, ENTERTAINMENT AND CULTURE</b>						
Alpenglow Chamber/Breckenridge Music Institute	500	0	500	500	500	500
National Repertory Orchestra	0	250	250	250	250	250
Summit Choral Society	500	250	250	0	0	0
Summit Community Band	500	250	0	0	0	0
Town of Frisco – Fireworks	1,000	1,000	0	0	0	0
<b>TOTAL</b>	<b>2,500</b>	<b>1,750</b>	<b>1,000</b>	<b>750</b>	<b>750</b>	<b>750</b>
<b>EDUCATION</b>						
Colorado Mountain College	0	500	0	0	0	0
Girl Scouts/Top of the World Service Unit	500	500	750	750	750	750
Keystone Science School	0	0	0	0	0	1,000
Schmidt Scholarships	11,000	13,000	15,000	13,000	13,000	15,000
Silverthorne Elementary	2,005	2,000	2,000	2,000	2,000	2,000
Summit Independent Business Alliance	0	500	200	200	250	0
Summit County 4-H Council	0	0	500	0	0	0
Summit County Library Foundation	0	0	250	250	500	0
Summit High School/Education Foundation	500	500	0	0	1,000	1,000
Lake Dillon Child Care	1,000	1,000	750	750	0	0
<b>TOTAL</b>	<b>15,005</b>	<b>18,000</b>	<b>19,450</b>	<b>16,950</b>	<b>17,500</b>	<b>19,750</b>
<b>ENVIRONMENT</b>						
Blue River Watershed Group	0	500	500	500	1,000	1,000
Colorado Avalanche Information Center	1,000	1,000	1,000	1,000	1,000	1,000
Continental Divide Land Trust/Colorado 14ers initiative	100	500	0	0	500	500
Friends of Eagles Nest Wilderness/Dillon Ranger Station	1,250	500	0	400	0	0
2013 Flood – United Way Larimer/Longmont Foundation	0	0	0	4,000	0	0
Silverthorne Community Garden	1,000	500	500	0	0	1,000
Town Clean Up	2,104	1,736	4,334	1,500	1,215	1,500
<b>TOTAL</b>	<b>5,454</b>	<b>4,736</b>	<b>6,334</b>	<b>7,400</b>	<b>3,715</b>	<b>5,000</b>
<b>SUPPORT GROUPS, HEALTH &amp; HUMAN SERVICES</b>						
Advocates for Victims of Assault	2,000	2,000	2,000	2,500	2,000	3,000
Bristlecone Health Services, Inc.	1,000	2,000	1,500	2,000	3,000	3,000
CASA of the Continental Divide	1,000	1,000	2,000	2,500	3,000	3,000
Colorado West Mental Health - Summit Center	250	500	750	750	750	0
Family Intercultural Resource Center	1,000	2,000	2,000	2,500	3,000	3,500
Family Wellness Center/Mind Spring Health	500	500	250	0	0	750
Northwest Colorado Legal Services Project	500	500	500	0	0	0
Summit County Child Resource/Early Childhood Options	500	500	300	0	0	0
Summit Community Care Clinic	3,000	3,000	3,000	3,500	3,500	4,000
Summit County Youth and Family	0	1,500	1,000	1,000	0	0
Summit County Rotary – Community Dinner	1,500	1,500	2,000	2,500	2,500	2,750
Summit County Senior Citizens	500	0	0	0	0	0
Summit County Social Services - Church Fund	1,000	500	500	1,000	0	500
Summit Medical Center Foundation	500	500	0	0	0	0
Summit Prevention Alliance	500	500	500	0	0	0
Swan Center Outreach/League for Animals & People	400	250	250	750	2,000	2,750
Timberline Adult Services & Disability Options	2,000	1,500	1,500	2,000	2,000	2,000
<b>TOTAL</b>	<b>16,150</b>	<b>18,250</b>	<b>18,050</b>	<b>21,000</b>	<b>21,750</b>	<b>25,250</b>
<b>SPORTS &amp; RECREATION</b>						
Breckenridge Outdoor Education	500	500	500	1,000	1,000	1,000
Snowboard Outreach Society	500	500	500	500	500	750
Town Community Picnic & Misc.	3,868	2,864	3,778	3,607	4,362	3,000
<b>TOTAL</b>	<b>4,868</b>	<b>3,864</b>	<b>4,778</b>	<b>5,107</b>	<b>5,862</b>	<b>4,750</b>
<b>TOTAL PAVILION/RECREATION IN-KIND DONATIONS</b>	<b>20,585</b>	<b>21,490</b>	<b>19,725</b>	<b>26,540</b>	<b>21,970</b>	<b>25,105</b>
<b>TOTAL OF ALL CONTRIBUTIONS</b>	<b>64,562</b>	<b>68,090</b>	<b>69,337</b>	<b>77,747</b>	<b>71,547</b>	<b>80,605</b>

## Debt Management

The Town of Silverthorne's Financial Policies defines debt as a liability that places a future contractual or other obligation against future revenues of the Town. This type of funding is confined to capital improvements and is not to be used for current or annual operations. Outside of a minor lease purchase obligation in the amount of \$180,000, the Town does not currently have any outstanding bond debt although it does intend to issue debt in the amount of \$1.5M in 2016. The Town is not debt adverse. The cost benefit for financing has not been favorable in the last five years plus the Town has not necessarily had a need. The following summary describes the recent Town's liability for bond related debt.

In 1998, the Town issued \$6.3 M in Excise Tax Revenue Bonds, Series 1998. The bonds

provided funds to build the Town Center Pavilion project and related public improvements along Blue River Parkway. These bonds became callable in January of 2008. Due to favorable financial conditions and available fund balance, the Town was able to call a portion (\$1.825M) of the bonds in May of 2008. At that time there was \$3.67M in outstanding principal. The called principal covered the payments that would have been due in 2009 - 2013. After the 2008 call, the remaining amount of principal was \$1.845M which covered principal payments for 2014 - 2017. In October of 2009, the Town elected to call the remaining \$1.845M in outstanding principal. In total the Town saved \$843,024 in future interest payments. The net present value analysis for both callings reflected a total savings of \$548,173.

### Legal Limits

Colorado State Statute limits the total amount of General Obligation debt to three percent (3%) of the jurisdiction's actual property value. The Town of Silverthorne continues to maintain a

zero level of debt that is applicable to this margin. The following table represents the computation of the Town's legal debt margin.

<b>Legal Debt Margin</b>	
Estimated Assessed Value (Determined by County Assessor)	\$ 152,959,220
Debt Limit: 3% of Assessed Value	4,588,777
Amount of Outstanding Debt Applicable to Debt Limit : Total Bonded Debt	-
<b>Legal Debt Margin</b>	<b>\$ 4,588,777</b>

# Transfers

The Financial Policies describe the importance of utilizing revenues when calculating overhead allocations (also known as transfers). Revenues are an indicator of activity levels in a fund, which in turn defines the service levels performed. This section identifies the proposed transfers between funds for the next five years and provides a brief description of the purpose of each transfer. This does not include the advancement repayments from the 5A Housing & Water Funds.

	2013	2014	2015	2016	2017	2018	2019
<b>GENERAL FUND</b>							
<b>Other Sources</b>							
JSA Administrative Fees	141,524	143,003	145,405	149,935	153,408	158,481	163,752
Water Admin Transfer	237,809	201,387	175,784	183,005	194,408	202,165	209,980
Sewer Admin Transfer	171,566	152,089	142,865	150,196	157,945	164,056	170,477
<b>TOTAL</b>	<b>550,899</b>	<b>496,479</b>	<b>464,054</b>	<b>483,136</b>	<b>505,761</b>	<b>524,702</b>	<b>544,209</b>
<b>Other Uses</b>							
Transfer to Urban Renewal	(3,185,983)	(716,114)	(12,000)	-	-	-	-
<b>TOTAL</b>	<b>(3,185,983)</b>	<b>(716,114)</b>	<b>(12,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CIP FUND</b>							
<b>Other Sources</b>							
Transfer from Dev. Excise Fund	-	-	-	500,000	-	-	-
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Uses</b>							
Transfer to Lodging Fund	(762,500)	(195,000)	-	(150,000)	-	-	(100,000)
<b>TOTAL</b>	<b>(762,500)</b>	<b>(195,000)</b>	<b>-</b>	<b>(150,000)</b>	<b>-</b>	<b>-</b>	<b>(100,000)</b>
<b>SPECIAL REVENUE FUNDS</b>							
<b>Other Sources</b>							
Transfer from CIP/Excise Tax Funds	1,525,000	450,000	-	300,000	-	-	200,000
<b>TOTAL</b>	<b>1,525,000</b>	<b>450,000</b>	<b>-</b>	<b>300,000</b>	<b>-</b>	<b>-</b>	<b>200,000</b>
<b>Other Uses</b>							
Transfer to Lodging Fund	(762,500)	(255,000)	-	(150,000)	-	-	(100,000)
<b>TOTAL</b>	<b>(762,500)</b>	<b>(255,000)</b>	<b>-</b>	<b>(150,000)</b>	<b>-</b>	<b>-</b>	<b>(100,000)</b>
<b>WATER FUND</b>							
<b>Other Uses</b>							
Transfer to General Fund	(237,809)	(201,387)	(175,784)	(183,005)	(194,408)	(202,165)	(209,980)
<b>TOTAL</b>	<b>(237,809)</b>	<b>(201,387)</b>	<b>(175,784)</b>	<b>(183,005)</b>	<b>(194,408)</b>	<b>(202,165)</b>	<b>(209,980)</b>
<b>SEWER FUND</b>							
<b>Other Uses</b>							
Transfer to General Fund	(171,566)	(152,089)	(142,865)	(150,196)	(157,945)	(164,056)	(170,477)
<b>TOTAL</b>	<b>(171,566)</b>	<b>(152,089)</b>	<b>(142,865)</b>	<b>(150,196)</b>	<b>(157,945)</b>	<b>(164,056)</b>	<b>(170,477)</b>
<b>JSA FUND</b>							
<b>Other Uses</b>							
Transfer to General Fund	(141,524)	(143,003)	(145,405)	(149,935)	(153,408)	(158,481)	(163,752)
<b>TOTAL</b>	<b>(141,524)</b>	<b>(143,003)</b>	<b>(145,405)</b>	<b>(149,935)</b>	<b>(153,408)</b>	<b>(158,481)</b>	<b>(163,752)</b>
<b>URBAN RENEWAL FUND</b>							
<b>Other Uses</b>							
Transfer from General Fund	3,184,983	716,114	12,000	-	-	-	-
<b>TOTAL</b>	<b>3,184,983</b>	<b>716,114</b>	<b>12,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Other Sources & Uses**

These administrative transfers are a percentage of the revenues collected in the Water, Sewer, and JSA Funds to the General Fund for services performed. The transfers between the General Fund and the CIP and Special Revenue Funds are to provide needed funding for debt retirement and one-time capital projects.

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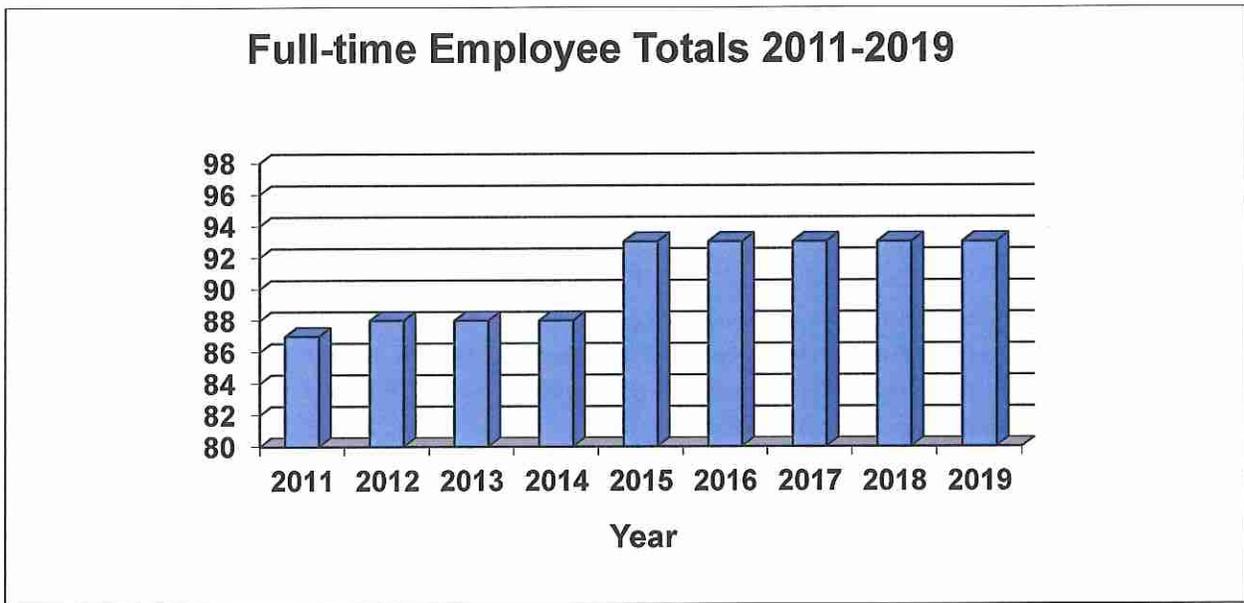
# Personnel Summary

Summary of Approved Full-time Positions by Department									
	2011	2012	2013	2014	2015	2016	2017	2018	2019
Elected / Appointed	8	8	8	8	8	8	8	8	8
Admin Services	10	10	10	9	10	10	10	10	10
Public Safety	18	19	19	19	18	18	18	18	18
Public Works	20	20	20	21	21	21	21	21	21
Water & Sewer	4	4	4	4	5	5	5	5	5
Com Development	6	6	6	6	7	7	7	7	7
Recreation & Culture Pavilion	19	19	19	19	21	21	21	21	21
Subtotal TOS EE's	81	82	82	82	86	86	86	86	83
JSA	6	6	6	6	7	7	7	7	7
<b>Total Full-time EE's</b>	<b>87</b>	<b>88</b>	<b>88</b>	<b>88</b>	<b>93</b>	<b>93</b>	<b>93</b>	<b>93</b>	<b>93</b>

**2015 & 2016 Full-time Employees by Department**

Department	Percentage
Admin	11%
Rec	23%
PW	23%
PS	19%
JSA	7%
CD	7%
W&S	5%
Pavilion	4%



**Personnel Summary**

In 2014, we combined the Assistant Town Manager position with the Community Development Director to create the Assistant Town Manager of Development Services & URA Executive Director position. This position will be added in the Administrative Services department starting in 2015.

The Community Service Officer position was moved to Community Development and changed to a part-time position. Additional full-time positions added in 2015 include: Planning Manager, Planner II, Recreation Center Head Custodian, 3/4-time Gymnastics Coach, Water/Sewer Operator and JSA Waste Water Operator.

<b>Administrative Services Personnel</b>									
	2011	2012	2013	2014	2015	2016	2017	2018	2019
Mayor & Council	7	7	7	7	7	7	7	7	7
Municipal Judge	1	1	1	1	1	1	1	1	1
<b>Total Elected / Appointed</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>
Town Manager	1	1	1	1	1	1	1	1	1
Executive Assistant	1	1	1	1	1	1	1	1	1
Assistant Town Mgr/URA	1	1	1	0	1	1	1	1	1
Human Resources	1	1	1	1	1	1	1	1	1
Finance Director	1	1	1	1	1	1	1	1	1
Town Clerk/Muni Court Coord	1	1	1	1	1	1	1	1	1
Town Accountant	1	1	1	1	1	1	1	1	1
Revenue Administrator	1	1	1	1	1	1	1	1	1
Accounts Payable/Payroll	1	1	1	1	1	1	1	1	1
Admin Assist/Dpty Crk Clrk	1	1	1	1	1	1	1	1	1
	<b>10</b>	<b>10</b>	<b>10</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

**Highlights**

- Moved Assistant Town Manager position to Community Development in 2014; returning the position to the Administrative Services department in 2015 and forward.

<b>Community Development Personnel</b>									
	2011	2012	2013	2014	2015	2016	2017	2018	2019
ATM / Director	1	1	1	1	0	0	0	0	0
Planning Manager	0	0	0	0	1	1	1	1	1
Planners	2	2	2	2	3	3	3	3	3
Bldg Prmt Coord/Admin	1	1	1	1	1	1	1	1	1
MIS / IT	2	2	2	2	2	2	2	2	2
	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

**Highlights**

- Promoted Director to Assistant Town Manager of Development Services & URA Executive Director in 2014; moved position to Administrative Services Department in 2015
- Hired part-time Planner II in 2014, and made the position full-time in 2015.
- Added Planning Manager position in 2015.
- Moved the Public Safety Community Service Officer position to the Community Development and made the position part-time.

*Personnel Summary*

<b>Public Safety Personnel</b>									
	2011	2012	2013	2014	2015	2016	2017	2018	2019
Chief	1	1	1	1	1	1	1	1	1
Admin Assist	2	2	2	2	2	2	2	2	2
Sergeant	4	4	4	4	4	4	4	4	4
CSO	1	1	1	1	0	0	0	0	0
Officer/Detective	10	10	10	10	11	11	11	11	11
COPS Officer	0	1	1	1	0	0	0	0	0
	<b>18</b>	<b>18</b>	<b>19</b>	<b>19</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>

**Highlights**

- Restructured the CSO position and moved to Community Development as part-time position.
- COPS Grant paid for one Officer for 3 years; by terms of the grant agreement, the Town must retain the position for at least 1 year thereafter.

<b>Public Works Personnel</b>									
	2011	2012	2013	2014	2015	2016	2017	2018	2019
Director	1	1	1	1	1	1	1	1	1
Assistant Director	1	1	1	1	1	1	1	1	1
Admin Assistant	1	1	1	1	1	1	1	1	1
Sr. Equip Operator	2	2	2	2	2	2	2	2	2
Equip Operator	6	6	6	7	7	7	7	7	7
Maintenance Worker	3	3	3	3	3	3	3	3	3
Fleet Manager	1	1	1	1	1	1	1	1	1
Mechanic	1	1	1	1	1	1	1	1	1
Engineer	1	1	1	1	1	1	1	1	1
Bldg Maint Coord	1	1	1	1	1	1	1	1	1
Bldg Maint Tech	1	1	1	1	1	1	1	1	1
Cardio Maint/Custodian	1	1	1	1	1	1	1	1	1
	<b>20</b>	<b>20</b>	<b>20</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>21</b>

**Highlights**

- Added an additional Equipment Operator 2014.
- Added a seasonal employee for the winter plowing season.

<b>Recreation &amp; Culture Personnel</b>									
	2011	2012	2013	2014	2015	2016	2017	2018	2019
Director	1	1	1	1	1	1	1	1	1
Admin Assistant	1	1	1	1	1	1	1	1	1
Coordinator	5	5	5	5	5	5	5	5	5
Pool Manager	2	2	2	2	2	2	2	2	2
Head Lifeguard	3	3	3	3	3	3	3	3	3
Front Desk Mgr	1	1	1	1	1	1	1	1	1
¾-time Front Desk Clerk	3	3	3	3	3	3	3	3	3
¾-time Gymnastic Coach	0	0	0	0	1	1	1	1	1
Custodian	3	3	3	3	4	4	4	4	4
	<b>19</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>21</b>

**Highlights**

- Made the part-time Gymnastic coach a ¾- time employee in 2015.
- Added an additional custodian in 2015.

*Personnel Summary*

<b>Pavilion Personnel</b>									
	2011	2012	2013	2014	2015	2016	2017	2018	2019
Pav/Mrktng Coord	1	1	1	1	1	1	1	1	1
Spcl Events Assist	1	1	1	1	1	1	1	1	1
Bldg Maint Tech	1	1	1	1	1	1	1	1	1
Bldg Maint Worker	1	1	1	1	1	1	1	1	1
	<b>4</b>								

**Highlights**

<b>Water &amp; Sewer Personnel</b>									
	2011	2012	2013	2014	2015	2016	2017	2018	2019
Utility Manager	1	1	1	1	1	1	1	1	1
Superintendent	1	1	1	1	1	1	1	1	1
Lead C Operator	1	1	1	2	2	2	2	2	2
Operator	1	1	1	0	1	1	1	1	1
	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

**Highlights**

- Adding one Operator in 2015.

<b>Blue River Wastewater Treatment Plant Personnel Summary</b>									
	2011	2012	2013	2014	2015	2016	2017	2018	2019
Plant Super.	1	1	1	1	1	1	1	1	1
Chief Plant Operator	1	1	1	1	1	1	1	1	1
Lab Dir/Mgr	1	0	0	0	0	0	0	0	0
W/W Operators	3	4	4	4	5	5	5	5	5
	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

**Highlights**

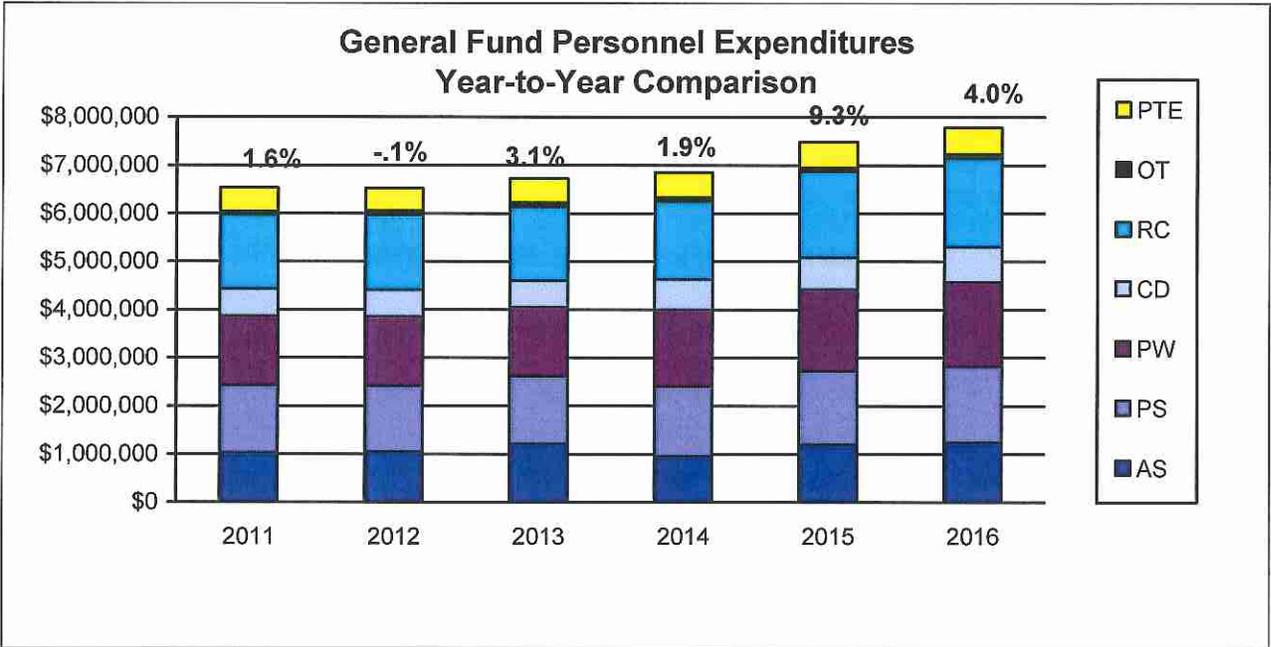
- Adding one W/W Operator in 2015.

**Personnel Expenditures**

The Town believes that our employees are our best asset. Through fair and equitable policies, competitive wages and benefits, and continued emphasis on employee development as both individuals and team members, the Town strives to employ the best people available. A Personnel Summary of Expenditures table and Personnel Expenditures graph follow.

**SUMMARY OF PERSONNEL EXPENDITURES**

Wages & Benefits:	11 Actual	12 Actual	13 Actual	14 Proj.	15 Budget	16 Budget
AS	1,032,230	1,046,993	1,211,492	955,640	1,198,180	1,239,711
PS	1,385,594	1,358,084	1,405,099	1,448,525	1,527,946	1,577,968
PW	1,443,870	1,443,586	1,435,647	1,594,153	1,693,995	1,755,475
CD	561,186	555,509	542,383	631,849	660,530	725,637
RC	1,548,926	1,559,258	1,538,743	1,612,213	1,785,593	1,848,708
Reg. Wages Total	5,971,806	5,963,430	6,133,364	6,242,380	6,866,244	7,147,499
Part-Time Wages:						
AS	20,033	20,148	20,049	30,257	33,717	34,897
PS	-	-	-	-	-	-
PW	71,813	54,654	63,113	54,654	90,000	90,000
CD	-	-	-	-	-	-
RC	396,656	390,228	420,930	439,750	416,651	430,849
PT Wages Total	488,502	465,030	504,092	524,661	540,368	555,746
Overtime:						
AS	240	1,356	1,277	3,415	2,000	2,000
PS	42,271	52,455	53,841	46,500	45,000	45,000
PW	8,892	15,943	14,357	19,544	17,000	17,000
CD	-	-	-	-	1,000	1,000
RC	17,322	21,123	17,570	14,789	15,500	15,500
Overtime Total	68,725	90,877	87,045	84,248	80,500	80,500
General Fund Total	6,529,033	6,519,337	6,724,501	6,851,289	7,487,112	7,783,745
Water Fund Total	291,644	302,788	312,868	326,061	363,037	401,813
Sewer Fund Total	51,451	52,765	55,099	56,357	64,065	70,908
Total Wages	6,872,128	6,874,890	7,092,468	7,233,707	7,914,214	8,256,466
	1.6%	0.0%	3.2%	2.0%	9.4%	4.3%



# Appendix "A"

## Financial Policies

### I. Financial Planning Policies

#### INTRODUCTION

A long-range plan that estimates revenue and expenditure activity in the Town as impacted by regional and national economies is necessary to support the Council and community in decisions they make regarding Town services. This planning must recognize the effects of economic cycles on the demand for services and the Town's revenues. Financial planning should be designed to ensure the delivery of needed services as defined by policy and the Comprehensive Plan.

#### POLICIES

The financial planning and subsequent budgeting for all funds shall be based on the following policies:

1. Five-year plans - The Town will prepare annually a five (5) year financial plan for each operating fund. Each plan will include revenues, expenditures and other sources and uses with sufficient detail to identify the items with major impact.
2. Conservative revenue estimates - Revenue estimates should be prepared on a conservative basis to minimize the possibility that economic fluctuations could imperil ongoing service programs during the budget year.
3. Include contingencies - Expenditure estimates should anticipate contingencies that are foreseeable.
4. Include asset management on long-range plans - The five-year plan will include capital, equipment and associated maintenance based on the approved projects. Major renovation or maintenance projects will be identified on long-range plans.
5. Use proven methods - The Town will constantly test both its planning methodology and use of planning tools in order to provide information that is timely, accurate and widely disseminated to users throughout the Town.

#### LONG-RANGE PLANS

The Town recognizes that it is a major force in a complex regional economic system. The Town should have the capacity to evaluate and anticipate changes in both regional and national economic systems in order to engage in strategic financial and management planning. The purpose of these plans will be to allow the Council and citizens to evaluate the impact of the financial needs of these programs on the regional economy and to coordinate funding needs with all funds.

1. Department responsibilities - Department Directors and the Finance Department will share responsibility for the preparation of five-year financial plans for operations and asset management needs. The Town Manager will review and approve detailed work sheets used to generate the long-range plans. The Finance Department will assist in developing appropriate systems to monitor and update the long-range plans.
2. Regular status reports - The Staff will continually update the long-range plans when any significant change is anticipated. The Staff may distribute the long-range plans to the Council at any time to inform the Council. The long-range plans will be submitted to the Council for approval at least twice a year. The first update will follow the closing of the year and will include a final comparison of actual to budget for the completed year. The second report will be presented before the presentation of the annual budget and will include an update on the current budget.
3. Rate structure - The plans must disclose revenue assumptions including rate structures and consumption. The long-range plans will include annual rate increases based on inflation unless the Council overrides this direction.
4. Staffing - The plans will identify staffing levels including justification for any changes and related costs or savings.

5. Expenditures - The plans will include expenditures based on the service levels, policies and work load indicators (population, EQRs, etc.) approved by the Council.

6. Include reserves - The plans will include reserves for operations, debt service coverage and asset replacement as established in the Financial Policies and / or as required to bond issues.

## **II. Budget Policies**

### **INTRODUCTION**

The Staff is responsible for preparing, monitoring and reporting on the Town's annual budget. This function is fulfilled in compliance with the Home Rule Charter and direction of the Council.

### **A. BUDGET POLICIES**

The annual budget will be administered based on the following policies:

1. The Fiscal Year - The fiscal year of the Town is the calendar year, January 1<sup>st</sup> through December 31<sup>st</sup>. The Town may adopt budgets for a budget term of one or more fiscal years. Although the Town legally appropriates its budget on an annual basis, a two-year budget process has been developed that results in the Council approving a two-year budget plan by Resolution.

2. Present a balanced budget to the Council - The Town will pay for all current expenditures with current revenues. The Town will avoid budgetary procedures that balance current expenditures at the expense of meeting future years' expenses, such as postponing maintenance and other expenditures, accruing future years' revenues, or rolling over short term debt. The exceptions to this policy would be planned equipment purchases, operating maintenance and capital projects based on accumulated funding over the years.

3. Increase efficiency in all Town operations - The Town staff will identify programs to increase efficiency in order to provide for "long-term cost savings" to the Town. This may include the use of technology, revised organizational structures or other tools which may be identified.

4. Promote investment in our future - The Town staff, wherever possible will take a long term view of our investments (people and resources) and emphasize "quality" operations which encourage productivity for today and the future.

5. Share resources / services throughout the Town - The Town staff will explore ways to share staff, training resources and equipment / supplies in order to more effectively utilize our current resources.

6. Identify funding for new service levels - Proposals to add new services or increase existing services will be presented with revenue alternatives to fund or subsidize the new service levels. This includes initial costs and ongoing operations.

7. Asset Management Plan - The budget will provide adequate maintenance of capital plant and equipment and for their orderly replacement.

8. Employee programs - The Town recognizes that employees are the most valuable asset of the organization and commits to fund this resource appropriately including adequate funding for all retirement systems, benefit packages and employee incentive programs including training.

9. Overhead allocations - The budget will include transfers or overhead allocations for expenditures / services in the General Fund that benefit other Town funds. The determining factor to use for calculating this transfer or overhead allocation will be the revenues collected for that particular fund. Total revenues are also an indicator of activity levels which in turn defines the service levels performed.

### **B. BUDGET PREPARATION**

Each year the Staff will prepare the annual budget following these policies:

1. Council direction as goals - During the year of the preparation of the two-year budget, the Council is scheduled to meet with each Department to approve policy, and to identify goals and performance measures. It is the responsibility of the Staff to prepare a biennial budget to implement policy and accomplish the goals identified. Staff will identify the

impact to the budget, including alternatives when new service levels are approved by the Council.

2. Budget schedule - The staff will present Operating & Capital Budget in September and the Enterprise Fund Budget in October. The goal is approval of the Budget Resolution at the first regular Council meeting in November which meets the requirements of the Town Charter.

3. Town Manager review - The Town Manager will review the details of each proposed budget for efficiency and compliance with Council direction. Department Directors are allowed to request items not approved in the annual budget as presented by the Town Manager. Department Directors may include supplemental budget requests in the annual budget request to the Council.

4. Budget presentation - The biennial budget document will be prepared based on guidelines identified by the Government Finance Officers Association (GFOA). Traditionally this begins with an introduction to the budget followed by more detailed information presented by fund and department. The budget introduction includes a budget message and a highlights section identifying the major issues addressed by the Town and how the budget is adopted to address those issues. Expenditures shall be presented by salary, professional fees, services, supplies, contributions and other.

5. Citizen participation - The budget process will provide for the full participation of the public and ensure opportunities for public hearings and citizen participation.

6. Public hearings - Open public hearings will be held at regularly scheduled Town Council meetings and work sessions as required by the Home Rule Charter and to provide citizens additional opportunities for input regarding the proposed budget.

7. State, Charter and other requirements - The Town will adopt the budget in accordance to State, Home Rule Charter and other requirements and certify the mill levy to the County by the required date.

8. Non-profit contributions - Groups requesting grants from the Town of Silverthorne shall provide in addition to all other information requested a copy of the approved 501 (c) 3 status and other information as determined by Council.

9. Comprehensive Plan - The Financial Plan (Budget) and the Comprehensive Plan are considered the two key tools to provide a vision of the future and a method of accomplishing those goals. Based on the value of these two documents, the Town will develop a methodology to cross reference both tools in order to accomplish the goals of the community as expressed through the Town Council.

### **C. BUDGET MANAGEMENT**

Council approval of the annual budget is based on establishing limits. Authority for Departments to work within the limits approved by the Council are essential for efficient management of the Town. Departments will not exceed the approved budget without the prior approval of the Town Council. The budget will be managed based on the following policies:

1. Purchasing and accounting system - The Town will maintain a system for monitoring the budget during the fiscal year. Adequate tools must be available to assist staff in managing the budget. The budget system will provide for budget approval before any expenditure is committed by Town staff. This system shall also provide reports and inquiry systems which will be used by the staff to prepare Council reports.

2. Council reports - Staff will prepare reports and submit reports following June, September and November. The Council report will include information on expenditures comparing actual to budget and performance measures related to service levels. The report shall follow the same format as the budget approval.

3. Level of approval - The Council will approve specific grants for qualified non-profit organizations. In relationship to Department Budgets, the Council will approve:

- The number of full time positions and dollar amount for total regular staff, temporary staff and overtime by Department.
- The dollar amount for supplies and services for each program within each Department.
- Each specific Capital request including start up cost and ongoing maintenance.
- The total of expenditures from each fund for each Department.

4. Emergencies - As the result of a natural disaster, accident or unforeseen event, the Mayor or Town Manager may approve expenditures in excess of the approved budget. The Mayor and Council will be notified of major incidents as soon as possible and, if at all possible, before expenditures are approved.

5. Amending the approved budget - The staff may submit requests to amend the approved budget during the year. This will happen only after the staff has determined that no savings exists that can be transferred. Departments will provide information to the Town Council during regular Council meetings. The Finance Department will prepare appropriation ordinances officially amending the budget. Departments may expend funds after Town Council approval and before adoption of the appropriation ordinance.

a. Transfers of existing budget between departments - The Manager may approve transfer of budget between Departments within a fund.

b. Transfers between categories and programs - Department Directors may request Town Manager approval to transfer budget between categories (payroll, supplies & services, capital, etc.) and programs within a Department. The Manager will review requests to ensure compliance with the goals and objectives of the annual budget as approved by the Town Council.

6. Budget savings - During the budget year, some expenditure savings can be realized by Departments. Council encourages these efforts and as an incentive may approve policies relating to savings.

## **D. INTERGOVERNMENTAL BUDGETS**

Some service costs of the Town could be influenced by other governments, either because of duplication of services or service mandates imposed by State and Federal governments. Due to Amendment 1 revenue restrictions, the Town encourages other agencies to pay for services directly. Shared projects will be funded by each agency paying for the service.

1. Payment for services - The Town will budget expenditures for grant-funded programs only after grant award or letter of commitment and only for the amount of the grant award. Town overhead or "indirect" costs for grant-funded programs will be included in all grant proposals, where permitted. All grants will be reviewed for long-term impacts to the Town.

2. Outside involvement - The Town will aggressively oppose County, State or Federal actions that mandate expenditures that the Council considers unnecessary. The Town will pursue intergovernmental funding to support the incremental cost of those mandates.

3. Intergovernmental agreements - The Town will work with other governments to identify the jurisdiction most capable and appropriate to provide specific public services. When the Town cannot transfer responsibility for service delivery, it will consider intergovernmental agreements and contracts for service delivery.

## **E. AMENDMENT ONE INTRODUCTION**

On November 3, 1992, the Citizens of the State of Colorado approved Amendment 1, also known as the Taxpayers Bill of Rights (TABOR). This legislation was intended to change how governments operate. The major impact of this legislation is to restrict revenues collected by the Town. Amendment 1 specifically and significantly addresses the following issues: 1) spending limitations (revenues), 2) operating reserves, 3) emergency reserves, and 4) debt service.

On April 5, 1994, the Citizens of Silverthorne approved the following revenue change in compliance with Amendment 1:

Town of Silverthorne, Colorado  
Amendment One Election Question

QUESTION #1 - SHALL THE TOWN OF SILVERTHORNE BE AUTHORIZED TO COLLECT, RETAIN AND EXPEND THE FULL REVENUES GENERATED WITHOUT ANY INCREASE IN ANY TAX RATE AND EXPEND SUCH REVENUES ON DEBT SERVICE, MUNICIPAL OPERATIONS AND CAPITAL PROJECTS AND REDUCE TOWN OF SILVERTHORNE AD VALOREM PROPERTY TAXES TO ZERO, WITHOUT LIMITATION BY THE RESTRICTIONS OF ARTICLE X, SECTION 20 OF THE COLORADO CONSTITUTION, ALL FOR THE PERIOD JANUARY 1, 1994 TO DECEMBER 31, 2013.

SHALL THE TOWN OF SILVERTHORNE, COLORADO BE AUTHORIZED TO COLLECT, RETAIN AND EXPEND THE FULL AMOUNT OF REVENUES GENERATED BY THE TOWN OF SILVERTHORNE ESTIMATED AT EIGHT AND ONE HALF MILLION DOLLARS TOTAL IN 1994 AND INCREASING EACH YEAR TO THE ACTUAL AMOUNT COLLECTED NOT TO EXCEED THIRTY FIVE MILLION DOLLARS IN ANY ONE YEAR, WITHOUT ANY INCREASE IN SUCH TAX RATES AND TO EXPEND SUCH REVENUES FOR DEBT SERVICE, MUNICIPAL OPERATIONS AND CAPITAL PROJECTS AND REDUCE THE TOWN OF SILVERTHORNE MILL LEVY AND REVENUE GENERATED FROM AD VALOREM PROPERTY TAX TO ZERO, EXCEPT TO THE EXTENT OTHERWISE NECESSARY TO FULFILL CONTRACTUAL OBLIGATIONS RELATING TO GENERAL OBLIGATION BONDS OF THE TOWN, ALL FOR THE PERIOD JANUARY 1, 1994 TO DECEMBER 31, 2013.

Nothing in this question shall be construed to remove the remaining restrictions of Article X, Section 20 of the Colorado Constitution which is commonly known as Amendment One. The remaining restrictions include:

- \* Voter approval of all new taxes and tax rate increases.
- \* Voter approval of new Town General Obligation Debt and Sales Tax Revenue Debt.
- \* Voter approval to reinstate Ad Valorem Property Taxes in the Town of Silverthorne.
- \* All election requirements remain in effect.

On November 3, 2009, the Citizens of Silverthorne approved the following revenue change in compliance with Article X, Section 20 of the Colorado Constitution also known as TABOR:

Town of Silverthorne, Colorado  
Proposed Referred TABOR Measure 2A

SHALL THE TOWN OF SILVERTHORNE, COLORADO, WITHOUT CREATING ANY NEW TAX OR INCREASEING ANY CURRENT TAXES, BE PERMITTED TO RETAIN AND SPEND THE FUL AMOUNT OF THE TOWNTAXES,

GRANTS AND ALL OTHER REVENUE COLLECTED FROM ALL SOURCES INCLUDING ALL REVENUE RECEIVED IN 2010 AND EACH SUBSEQUENT YEAR, WITHOUT REGARD TO ANY REVENUE OR EXPENDITURE LIMITATIONS INCLUDING THOSE CONTAINED IN ARTICLE X, SECTION 20 OF THE COLROADO CONSTITUTION?

**POLICY**

The Town will be in compliance with the remaining requirements of Amendment 1 specifically including election, debt and reserve requirements. Considering the reasons behind the original approval of the Tabor Amendment (lack of trust in government), the Town shall take an active role in citizen participation, communication and relationship building with our citizens in order to maintain and increase our level of trust and accountability. The Town shall participate in regional and state wide organizations because the actions of other municipalities or levels of government shall influence state wide legislation which may impact Silverthorne.

**III. Accounting, Auditing, & Financial Reporting Policies**

**INTRODUCTION**

The Town will maintain a system of financial monitoring, control and reporting for all operations, funds and agencies in order to provide effective means of ensuring that overall Town goals and objectives will be met and to instill confidence in the Town's partners and investors that the Town is well managed and fiscally sound.

**POLICIES**

The Accounting, Auditing and Financial Reporting systems for the Town will be based on the following polices:

1. GAAP - The Town will maintain its accounting records and report on its financial condition and results of operations in accordance with State and Federal law and regulations, and Generally Accepted Accounting Principles (GAAP).
2. Independent audit - An independent firm of certified public accountants will annually perform a financial and compliance audit of the Town's financial statements. Their opinions will be contained in the

Town's Comprehensive Annual Financial Report (CAFR), and the Report on Compliance with the Single Audit Act of 1984 (if required based on federal funding levels).

3. Internal auditing - To complete a full range of audit services, the Town's Finance Department will supervise performance audits which review cash management, revenues, expenditures, purchasing and other areas that impact the Town budget.

4. Accounting internal controls - The Town will maintain an internal control structure consisting of three elements:

a. Control environment - Consisting of an "overall attitude and awareness of actions" as they influence the Town. The management and staff shall consider all the financial implications of decisions, both current and long term.

b. Accounting system - An effective accounting system will result in the 1) Identification and recording of all valid transactions; 2) Description on a timely basis of the type of transaction in sufficient detail to permit proper classification of the transaction for reporting purposes; 3) Recording of the transaction in the correct time period; and 4) Proper presentation of all transactions and related disclosures in the financial statements.

c. Control procedures - Consists of 1) Proper authorization of transactions and activities; 2) Adequate segregation of duties; 3) Adequate documents and records; 4) Adequate safeguards regarding access and use of assets and records; and 5) Independent checks on performance.

### **A. ACCOUNTING STRUCTURE**

The Town eventually will be a complex financial and service organization. All Town funds and operations must work to achieve the Town's mission and goals.

1. Number of funds - The Town will minimize the number of funds, Departments, programs and account codes. The funds will be categorized by standard GAAP functional classifications. The development of new funds, Departments, programs,

and accounts will be approved by the Finance Department.

2. Statement of purpose - Each fund in the Town will have a Statement of Purpose which consists of:

a. Intent - Purpose(s) of the fund.

b. Revenue restrictions - Source(s) of revenues to the fund and descriptions of restriction.

c. Contingency - Size and use of contingency, if any. Contingency levels shall be based on the uncertainties associated with the purposes of the fund or project.

d. Reserves - Size and purpose of required reserves. Required reserves will be based on operating, debt, capital replacement needs and prudent management requirements.

3. Funding subsidy - Funds that receive a Fund subsidy in addition to fees and charges or dedicated revenues will include a rationale for the subsidy and a means for determining the annual level of that subsidy or conditions under which the subsidy should be eliminated.

### **B. FINANCIAL REPORTING**

Financial reports will provide direction and guidance in several areas:

1. Budgetary comparisons - Comparing actual financial results with the legally adopted budget.

2. Financial condition and results of operations - Assessing the changes in fund balances as a result of operations.

3. Compliance - Assisting in determining compliance with finance-related laws, rules and regulations.

4. Efficiency and effectiveness - Assisting in evaluating management and staff in efficiency and effectiveness.

5. Manager reports - Department Directors will prepare reports at the end of June, September and November identifying the difference between actual and budget for revenues and expenditures. This requirement is also included in the Budget Policies.

Reports will identify the current and projected variance in budget as well as progress on performance measures. These reports will be presented to the Council with Manager comments.

### C. CHECK CONTROLS

The Town will follow these policies related to check controls and the signing of checks:

1. Payment discounts - The Town will take advantage of payment discounts to reduce expenditures when the rate offered is less than the rate of investment income the Town is earning on cash.

2. Invoice control - All invoices shall be mailed directly to the Finance Department and, when possible, the vendor will reference an approved purchase order number.

3. Check preparation - No check will be prepared for approval without an authorized purchase order, compliance with the procurement code and adequate budget unless specifically identified in these policies.

4. Check requirements - In most cases, the Staff will be required to complete the following steps to obtain a check:

a. Budget - Adequate budget must exist before staff considers a purchase.

b. Requisition - Staff will complete a "requisition" which identifies the vendor, amount, description of purchase, use of items as it relates to the budget (account coding), and budget available. The Department Directors approve requisitions based on efficiency, appropriateness and general financial and management practices, with final approval from the Town Manager.

c. Purchase orders - Approved requisitions become purchase orders and only at this time can an order be placed with an "approved vendor." Vendors must be established as legitimate businesses meeting Administrative requirements.

d. Invoices - Invoices are directed first to the Finance Department for entry into the accounting system for cash flow and cash discount reviews.

e. Department approval - Invoices are approved by Departments that the items were received in acceptable condition.

f. Contracts - Major purchases may require following the procurement code which may include Council approval of the contract before a requisition can be completed.

5. Check register - The Manager reviews and approves the check register.

6. Mayor approval - The Mayor, Mayor pro-tem or Council member appointed by the Mayor will approve the check registers.

7. Distribute checks - Checks will be mailed following approval. Staff may copy and distribute to the Council copies of each check register after they are approved by the Manager and the Mayor or Mayor's representative as requested.

## IV. Revenue Policies

### INTRODUCTION

The Town must consider its discretionary revenues as a group rather than in isolation. Both individual revenues and the total package must be viewed in the context of broader Town goals. The Town must be sensitive to the balance between the need for services and the Town's ability to raise fees, charges and taxes to support Town services. As much as is possible and feasible, Town services that provide private benefit should be paid by fees and charges in order to provide maximum flexibility in use of general taxes to meet the cost of broader public services.

### POLICIES

Revenues and rates in the annual budget and the long-range plans will be based on the following policies:

1. Specific use of services - Charges for services that benefit specific users should recover full costs, including all direct costs, indirect costs, depreciation on capital plant and equipment, and General Fund overhead. Departments that impose fees or service charges should prepare and periodically update cost-of-service studies for each such service. Competing

Town policies may dictate a subsidy of a portion of the costs of such services.

2. Diversify revenue - The Town should strive to diversify its revenues in order to maintain needed services during periods of declining economic activity.

3. Recapture investment - The revenue structure should be designed to "recapture" for the Town some of the financial benefits resulting from Town sponsored programs or community investments.

4. Additional resources - The Town will observe the following priorities in obtaining additional resources:

a. Use existing resources efficiently - The Town will use as efficiently as possible the resources that it already collects.

b. Collect existing revenues - The Town will collect as efficiently as possible the resources to which it is already entitled. The Town will minimize receivables and follow an aggressive policy of collecting receivables for services that must be billed.

c. Revenues are consistent with Town goals - The Town will seek new resources, consistent with the policies in this document and other Town goals.

5. Consider total revenue mix - The Town will review revenue-raising proposals in light of its total revenue mix in order to encourage economic stability and keep the Town competitive.

a. Town revenues impact - As part of the annual financial forecast or budget process, major revenue generating proposals will contain an evaluation of the impact on the community.

b. Total community in review - The evaluation should be based on prior year circumstances and include all local taxation and fees (including those of overlapping jurisdictions), not merely the specific service fee or tax proposal.

c. Review each five years - At a minimum, such an evaluation shall be made at least once each five years.

6. Department responsibility - Department Directors will inform the Manager of any revenue that varies

from budget by \$5,000 or 20%. Department Directors will provide notice immediately and in the identified reports to the Manager, and subsequently, to the Council.

7. Use proven methods - The Town will estimate its annual revenues by an objective, analytical process.

8. Use five-year plans - The Town will project revenues for the next five years and will update this projection annually.

9. Enterprise funds recover costs - The Town will set fees, user charges and other revenues for each enterprise fund (Water and Sewer) at a level that supports the total direct and indirect cost of the activity. Indirect costs include the cost of annual replacement needs due to depreciation of capital assets. Cost related to growth will be paid for by the growth.

10. Legal requirements - The Town will maintain compliance with legal revenue restrictions as identified by voters, for special revenue funds and other restricted revenues.

## **V. Operating Policies**

### **INTRODUCTION**

When the other Financial Policies fail to address a specific issue, general operating policies will be reviewed for direction. In some cases these policies repeat what has already been stated in other areas, but that is only to emphasize the importance and value of that policy. The Town must contain its expenditures to current revenues, 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.

### **POLICIES**

The Town shall follow these operating policies:

1. Current revenues to pay for current expenditures - Current revenues will exceed current expenditures. Each Town fund budget must identify ongoing resources that at least match expected ongoing annual

requirements. One-time cash transfers and ending balances in excess of reserves may be applied to reserves or to fund one-time expenditures; they will not be used to fund on-going programs. Each year the Long-range Plans will provide Council with the increase or decrease to cash balances.

2. Do not restrict revenues - The Town will not normally earmark discretionary revenues for specific purposes. This will preserve the ability of the Council to determine the best use of available revenues to meet changing service requirements.

3. Reserves - The Town will establish reserves for emergencies, unforeseen needs of a non-recurring nature, operating maintenance, equipment replacement and capital projects. The nature of reserves for specific funds will be spelled out in the Statement of Purpose for each fund.

4. Financial controls - The Staff will maintain a system of financial monitoring and control. The major components of this system include:

a. Fiscal Impact Analysis: The Staff will perform a fiscal impact analysis of each significant administrative or legislative action of the Town or affiliated agencies. Where appropriate, the analysis will include the impact on the current budget and the five-year financial plan.

b. Financial Accounting System and Periodic Status Reports: The Staff will prepare financial status reports on the revenues and expenditures to date and estimated year end balance as described in the Budget Policies.

c. Budget Controls: The Finance Department will maintain a system of budgetary controls. These controls will assist Department Directors in identifying actual to budget variances.

5. Review for efficiency and effectiveness - The Town will continually review the efficiency and effectiveness of its services to reduce costs and improve service quality. This will include a review of all existing administrative procedures and software to eliminate exception based procedures, policies implemented to avoid compliance, special interest projects or programs that benefit less than the majority.

6. Recover cost of providing services - Town operations will be run on a basis devoted to increase efficiency of service delivery or recover the cost of providing the service by a user fee or charge.

7. Cash reserves - The Town will maintain cash reserves in order to avoid borrowing for general operating purposes.

8. No voodoo - The Town will not increase accruals and non-cash enhancements to revenues in order to influence fund balances at year-end.

9. Inventories - The Town will maintain accurate inventories of capital assets, their condition, life span and cost. The Town Clerk's office will maintain the master inventory of assets for the Town.

10. Cash management systems - The Staff will develop, maintain and constantly seek to improve cash management systems which ensure the accurate and timely accounting, investment, and security of all cash assets. All cash received by the Town Departments will be deposited to the Cashier daily.

11. Competition and the service provided - The Town must review programs periodically in order to reduce needless competition with other public and private providers and to ensure the most cost-effective and efficient provision of services. The Town will encourage competition with privatization by comparing the cost to provide services.

12. Citizen input - An effective and comprehensive periodic Citizen-service-needs assessment will be conducted in order to ensure that Town service priorities keep pace with the dynamic needs of the community. The result of this needs assessment will be approved by the Town Council and may become an integral part of the budget and financial planning of the Town.

13. Utility conservation - The Town will avoid paying utility bills for any other organization in order to encourage conservation.

14. Budget preparation - Department directors will prepare all budget proposals for expenses in their

Departments. Utility expenses will be proposed by Department Directors. Savings or excess budget in utilities is restricted and will not be used for other expenditures without the prior approval of the Manager. The entire utility budget will be encumbered on purchase orders in the first month of each year.

15. Internal loans - Loans made between funds will not be charged interest.

16. Privatization - Whenever possible the Town will solicit bids from private businesses to provide services. The Town will compete in the bidding process against private organizations following all established bidding guidelines.

17. Procurement - No order shall be placed by any Town employee, contractor or representative that in any way encumbers or obligates the Town until after that person has received an approved purchase order. The Town will not be held responsible for any order placed by any employee, contractor or representative if the vendor has not received an approved purchase order before delivery of services or goods. The following policies will provide guidelines for all procurement:

a. Local preference - When all other factors are the same, the Town encourages staff to purchase locally provided the cost is within 10% of other bids on items up to \$25,000. Factors may include quality of product, quality of service, delivery, maintenance, and other issues that may be relevant.

b. Recycle - The Town encourages recycling and environmental concerns. When all other factors are the same, the Town encourages staff to purchase recycled products provided the cost is within 10% of other bids on items up to \$25,000.

c. Purchase order approvals - Requests for purchase orders will be approved by Staff, Department Directors and the Finance Director or Manager, based on the amount.

d. Bids and contracts -The Town recognizes the need to use outside sources for providing Professional Services (consultants), for constructing Capital

Projects (vendors & contractors) and for providing services for day-to-day operations and maintenance. The Town requires staff to solicit bids for any purchase of goods over \$100K or services over \$50K; however, Council may waive the bid requirement for purchases of services less than \$100K. Selection of vendors, contractors or consultants may be based on past experience with the Town, knowledge of the Town and region, philosophy of the nature of the job, availability of time, quality of product, quality of service and material, maintenance, warranties, price, and such other criteria as deemed appropriate for a particular public project. Once a vendor has been chosen, the Town Council shall approve the contract by resolution.

When bids are required, an "invitation for bids" shall be published in a local newspaper within 45 days and not less than 15 days from the bid deadline. The request for the invitation for bids shall include an adequate description of the work to be completed, any specifics which may be required of the vendor, all contractual terms, and conditions applicable to the public project. Bids shall be opened publicly at the time and place designated in the invitation for bids. The amount of each bid and such other relevant information as may be specified by rules, together with the name of each bidder, shall be entered on a record and open to public inspection. After the time of the award, all bids and documents shall be open to public inspection. The Town shall not be obligated to select the lowest bidder, but shall select based on the established criteria in the invitation to bid.

f. Exceptions - Minor purchases may be made through Petty Cash or Town credit cards for items approved in the budget. The cost of processing purchase orders, invoices and checks for payments make it practical that small purchases be exceptions to the procurement code.

g. Emergencies - In the event of natural disasters, accidents or other emergencies where the health, safety or welfare of the community is at risk the procurement requirements may be waived by the Manager. The staff will notify the Council of any emergency immediately identifying the emergency and any purchase that may be required.

18. Travel - When employees travel out of the County, they are required to use a Town vehicle if available. Only if no fleet vehicles are available will the Town reimburse employees for mileage at the approved IRS rate with prior Department Director approval. Out-of-town per diem will be paid at the approved IRS reimbursement level. Per Diem is reimbursement for all meals and incidentals; no additional reimbursements will be approved. Lodging will be prepaid by Town check or Town credit card in order to avoid taxes. An employee is allowed to make one "reasonable" phone call home for each night you are out of town and must use a Town-provided phone card. No phone reimbursement will be allowed outside of using the Town provided phone card.

19. Meals in Town - The Town shall restrict the purchase of meals locally to:

a. Work related meetings with outside officials with Department Director or Manager approval.

b. Employee evaluations may include breakfast or lunch meetings during work hours.

c. Preparation for Town-wide events on weekends (i.e.; Silverthorne Saturday).

d. Manager and / or Town Council members' meetings with media, citizens, employees, Council and outside officials.

20. Education and training - The Town Council has approved in the Personnel Policies the desire to hire the best and most qualified staff available. To maintain the quality of the staff over time, the Town will fund adequate participation in professional organizations and training. Recognizing the need for additional training, each Department Director will propose a budget which may include participation at the national level for Department Directors and professionals. In addition to participation in national organizations, it may from time to time benefit the Town to send employees to training out of the state. The staff will attempt to identify regional training programs or local programs when possible. The level of training and participation in organizations must be approved by Department Directors. Department director training will be approved by the Town

Manager, and Town Manager training will be approved by the Mayor. All training must be included and funded in the annual budget.

21. Education and training for Council and commissioners - The Town is committed to professional and progressive leadership. In order to maintain our position as leaders in the community and region, it may be beneficial to provide training for the Town Council or Planning Commission regarding key management and or technical issues. Travel for these members will be included in the annual budget. Annually the budget will include "at least" participation for one Council member at the Rocky Mountain Leadership Program and "at least" participation for one representative at the annual Planning Conference. Additionally, the budget will include our participation in CML, CAST, NWCCOG, and other organizations identified and funded in the annual budget. Staff will ask Council and the Planning Commission for interest in participating in programs when preparing the annual budget and forecasting the long-range plans.

22. Computer purchases - All town-wide computer related purchases must be approved by the Network Administrator, with final approval from the Finance Director or Town Manager.

## **VI. Capital Planning & Budgeting Policies**

### **INTRODUCTION**

The Capital Improvement Plan has a significant impact on the image of the Town. The following policies are designed to guarantee that current and future projects are maintained at a quality level and that capital projects do not restrict the Town's ability to provide basic services. The Town must preserve its current physical assets and plan in an orderly manner for future capital investments, including the operating costs associated with these projects. In addition to amenity improvements, the Town must make the capital investment needed to support and enhance the delivery of basic services. This commitment becomes even more important because the demands for basic services biases funding priorities toward the operating services (police officers and recreation programs) versus infrastructure (streets and buildings), which

could be an issue in the future. Capital expenditures include buildings, land, major equipment and other items that are of significant value and have a life greater than five years.

## **POLICIES**

The planning, funding and maintenance of all capital projects shall be based on the following policies:

1. Bond rating - The Town will maintain a strong bond rating that is consistent with other Town goals.
2. Five-year capital plans - Each Department with capital expenditures will develop and maintain five-year capital plans. This will include sources of funding and maintenance.
3. Citizen involvement - The Capital Budget development process will provide for the full participation of any Citizen Committee appointed by Town Council.
4. Details of plan - The Town will prepare, adopt and update annually a Town five-year Asset Management Plan that identifies Department needs for capital replacement and additions. The capital improvement plan lists all anticipated capital expenditures, total estimated cost, the year in which it will be started, the amount expected to be expended in each year, and the proposed method of financing these expenditures. Methods of financing can include bonding, assessment districts, pay-as-you-go (e.g. taxes, current revenues, cash balances), or other.
5. Current capital budget - The Town will prepare an annual Capital Budget that will include current year capital expenditures and sources of funds based on the current year of the Capital Improvement Plan.
6. Include future maintenance - As part of the annual Capital Budget, the Town will identify and include full costs of future maintenance needs and operating costs of new capital facilities and equipment prior to funding as part of the annual Capital Budget. It is essential to recognize that many smaller projects can have a significant impact on the existing staff and maintenance levels when you consider the total impact. All capital projects will identify the maintenance requirements in terms of staffing (hours per week) and Supplies & Services.
7. Identify project funding - The Town staff will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted to Council for approval. This will include capital construction as well as ongoing maintenance.
8. Asset Management Plan (AMP) - The Town will develop an Asset Management Plan that protects capital investment and minimizes future maintenance and replacement costs. The Town will maintain accurate information on the condition, life span use and replacement cost of their capital assets to assist in long term planning. The Asset Management Plan will also indicate future major repairs and their costs, utility costs, and other operating costs.
9. Planned funding - The budget will provide sufficient funding for adequate maintenance and scheduled replacement and enhancement of capital plant and equipment. Whenever the Asset Management Plan identifies there is a significant discrepancy between the need to maintain/modernize Town infrastructure or facilities and the funds available for such improvements, the Town staff will prepare and present to Council a strategy for meeting such needs. The long-range plans of the Town will include all costs identified in the Asset Management Plan.
10. Renovation - Although the annual operating budget should provide for adequate maintenance of capital plant and equipment, it is possible that even if this maintenance is provided eventually a major expenditure will be required. It is appropriate to consider these types of major expenditures when developing the capital improvement program.
11. Capital priority - In general, the following guidelines will be used to identify capital priorities: Safety, Complete existing projects, Maintenance of existing capital facilities, Extensions of existing systems and new projects. Maintenance should be given priority over acquisition of new facilities, unless a cost/benefit analysis indicates to the contrary. State, Federal and local mandates or new service demands may require acquisition of new facilities or new construction even when maintenance needs are not

fully met. Unique opportunities may arise which should be considered as a priority particularly if there is community support for acquisition. Maintenance of facilities should take priority over operating programs if deferring maintenance will result in greater costs to restore or replace neglected facilities.

12. Impact on Town policies and community - The Town will identify the ongoing costs and benefits that may be associated with each capital project to determine its effect on other city policies and the community as a whole.

13. Alternative funding - Assessment district financing is appropriate for those areas of the Town that are retroactively installing physical plant features which are normally required by subdivision standards at the time of development or which have been funded by another assessment district. Such physical plant features include curb, gutters, sidewalks, streetlights and sewers. Assessment districts are also appropriate in cases where these types of physical plant features are being upgraded for the benefit of property owners in the area. Unless otherwise directed by Council, assessment districts will include all costs associated with the project, including overhead and indirect costs, including but not limited to financing, and administrative costs. The Town will take actions to ensure that financial risk to the Town is minimized.

14. Equipment replacement - The Town will estimate its equipment replacement (items over \$1,000 with a life greater than one year) and maintenance needs for the next five years and will update this projection each year. From this projection, a maintenance and replacement schedule will be developed and followed.

15. Cash for equipment - Equipment replacement should be financed on a pay-as-you-go basis. Equipment should be replaced on a useful life basis considering optimum trade-in value and maintenance costs.

16. Capital Assets - Capital assets accounted for in the Comprehensive Annual Financial Report (CAFR) will use a base line of \$5,000 with a life greater than one year. The classification of Capital Assets in the CAFR can and will be different than how the town tracks capital and equipment internally.

## **VII. Investment Policies**

### **INTRODUCTION**

The purpose of this investment policy is to establish guidelines for the purchase and sale of investments for all funds of the Town of Silverthorne.

### **POLICIES**

Funds of the Town will be invested in accordance with these policies:

### **OBJECTIVE**

The Town's investment portfolio shall be managed in a manner to preserve and protect capital in the overall portfolio; that adequate funds are available to promptly pay Town financial obligations; and to earn a market average rate of return. The following is the Town's list of priorities with regard to investments:

1. Safety of principal - The foremost objective of the investment program. Investments of the Town shall be undertaken in a manner that seeks the preservation of capital in the overall portfolio.

2. Liquidity - The investment portfolio will remain sufficiently liquid to enable the Town to meet all operating requirements that might be reasonably anticipated.

3. Yield/return - The Town's investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the Town's investment risk constraints and the cash flow characteristics of the portfolio.

4. Delegation of authority - Authority to manage the Town of Silverthorne's investment program lies with the Finance Director or his/her delegate. No employee shall engage in any investment transaction except as provided for under the terms of this policy.

5. Ethics & conflict of interest - Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program. Employees and investment officials shall disclose any material financial interest in financial

institutions that conduct business within the Town, and they shall further disclose any larger personal financial/investment positions that could be related to the performance of the Town's portfolio. Employees and officers shall subordinate their personal investment transactions to those of the Town, particularly with regard to the timing of purchases and sales.

6. Internal controls - A system of internal controls will be established to ensure compliance with this policy. No position may engage in an investment transaction except as provided under the terms of this policy.

7. Prudence and indemnification - The standard of prudence to be applied by Staff shall be "prudent with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investments, considering the probable safety of their capital as well as the probable income to be derived." The prudent investor rule shall be applied in the context of managing the overall portfolio. Staff, acting in accordance with this policy and exercising due diligence, shall not be held personally responsible for a specific security's credit risk or market price changes, provided that these deviations are reported in a timely fashion and that appropriate action is taken to control adverse developments.

8. Authorized investments - The Town is required to follow State statutes and Home Rule restrictions regarding investments.

a. Treasury obligations: U.S. Treasury obligations - bills, notes, bonds, and strips.

b. Banks: Time certificates of deposit or deposit accounts in state of national banks which are insured by the Federal Deposit Insurance Corporation (F.D.I.C.). No moneys may be deposited into any banking any form unless such Colorado bank is approved as eligible public depository by the State of Colorado Banking Commissioner. All moneys deposited in such eligible public depository banks shall be collateralized as required by state statute and regulation.

c. Savings and loans: Any savings and loan association into such moneys in any form are deposited must be approved as an eligible public depository by the State of Colorado or Loan Commissioner. All deposit accounts in savings and loan associations will be collateralized as required by state statute and regulation.

d. U.S. government: U.S. Agency and U.S. Instrumentalities Securities which are backed by the full faith and credit of or sponsored by the U.S. Government. Included would be Government National Mortgage Association (G.N.M.A.), Federal National Mortgage Association (F.N.M.A.), Federal Home Loan Bank (F.H.L.B.), Federal Farm Credit Bank (F.F.C.B.) and Federal Home Loan Mortgage Corporation (F.H.L.M.C.) securities.

e. Pooled investments: Shares of any approved local government or state operated investment pool, Town Council must specifically approve the use of any investment pool, by resolution, before Town funds may be placed in the pool. Shares on any S.E.C. registered money market mutual fund with at least \$1 billion dollars in assets and an AAAM credit rating.

f. Commercial Paper: Commercial paper which has at least two credit rating and no credit rating which is less than A1+ by Standard & Poor's, P1 by Moody's or F1+ by Fitch.

g. Money market funds: Registered money market funds which seek constant share price and are rated AAAM by Standard & Poor.

9. Competitive bids: The Town shall seek multiple bids or offers on securities or on close substitutes securities as well as utilize the TRACE system records of all fixed-income securities' transacted prices to assure that best price execution is achieved on all transactions.

10. Diversification - The Town will diversify use of investment instruments to avoid incurring unreasonable risk in over investing in one specific instrument or in one institution. The following are recommended diversification guidelines:

- a. U.S. Treasury obligations: Up to 100% of the portfolio may be invested in this class.
  - b. Bank and Savings and Loan Certificates of Deposits: No more than 25% of the portfolio deposited in any single bank or savings and loan. No more than 50% of the portfolio in PDPA collateralized deposits.
  - c. U.S. Agency and Instrumentality Securities: No more than 80% of the portfolio may be invested in this class and no more than 50% of the portfolio in any single issuer.
  - d. Shared Investments: No more than 80% of the portfolio may be invested in this class if investments with no more than 50% in any single fund.
  - e. Commercial Paper: No more than 5% of the portfolio may be invested in commercial paper of any single issuer and no more than 20% of the portfolio may be invested in commercial paper cumulatively.
  - f. Money market funds: No more than 20% in any single fund and no more than 50% in this class of investments.
11. Sale of investments prior to maturity - When it is deemed necessary to sell investments prior to regular stated maturity dates, the existing portfolio will be analyzed along with current market conditions. The investment(s) which will result in the best economic gain or the least economic loss will be the first to be sold or traded. The factors to be considered prior to sale will be existing market rates, remaining time to maturity on the investment so that future earnings loss can be determined, and the timing in which the funds derived from the potential sale of the investment will be needed.
12. Safekeeping/Custody - All investments will be in the name of the Town of Silverthorne. Investments of non-negotiable Certificates of Deposit within the State of Colorado will be held in safekeeping or custody at the bank or savings and loan institution from which they were purchased or at a third part institution determined by the Finance Director. Safekeeping or custody receipts of all C.D.'s listing all pertinent information and copies of the C.D. will be mailed to

the Town's Finance Department. Marketable securities will be held in third party safekeeping or custody by an institution designated as agent for the Town of Silverthorne. When U.S. Treasury obligations are purchased, these may be held in an account at the Federal Reserve Bank-Treasury Direct in the name of the Town.

13. Eligible dealers - Securities dealers and banks that are designated as reporting dealers by the Federal Reserve Bank of New York (primary dealers). Securities dealers that are not designated reporting dealers by the Federal Reserve Council but are approved by the Town. Banks in the State of Colorado approved by the Town.

14. Cash flow review - the Town will maintain a cash management program. A cash-flow analysis of all funds will be reviewed on a quarterly basis. Disbursement, collection, and deposit of all funds will be scheduled to insure reasonable liquidity and maximum investment earnings.

15. Pool cash - When permitted by law, the Town will pool cash from several different funds for investment purposes.

16. Accounting system - The accounting system will provide regular information concerning cash position and performance.

## VIII. Reserve Policies

### INTRODUCTION

Cash reserve policies directly relate to fund accounting. Fund accounting has always been used as a control device to segregate financial resources and ensure that the segregated resources were only used for their intended purposes. Cash reserves also provide stability for operations and can cushion the impact to Town programs during times of economic downturns.

1. Target reserve - The Town will establish and maintain a target reserve to pay for needs caused by unforeseen emergencies that may include revenue shortages. This reserve will be based on 70% of annual debt service or six months of operating expenses whichever is greater. The Capital Improvements Fund will maintain a reserve based on

100% of the next fiscal year's annual debt service and any requirements of the actual debt issue. In the final years of debt service, the target may be reduced to amount based on the recommendation of staff provided the amount does not drop below the monthly target. The target reserve includes all reserves required by Amendment 1.

2. Contingency reserve - The Town will establish and budget a contingency reserve in the General Fund to provide for unanticipated expenditures of a non-recurring nature, or to meet unexpected small increases in service delivery costs. Major projects may also include contingency reserves.

3. Fund reserves - The first priority of the Town will be to maintain target reserves by individual funds based on the above target. The Town Council may identify specific reserves on an individual basis. Council may set policies restricting purchases to available current cash which would significantly reduce the required reserves in the Capital Revenue fund.

4. Town wide targets and reserves - Each Fund will maintain individual reserves. When a cash reserve deficit exists, the Town Council will identify the specific fund to off set the deficit and a plan to increase the reserve in the fund.

## **IX. Debt Policies**

### **INTRODUCTION**

Long-term debt is a liability that places a future contractual or other obligation against future revenues of the Town. For example, long-term debt includes liabilities arising from bonds, lease purchase agreements, and installment purchase contracts.

1. Use for capital - The Town will confine long-term borrowing to capital improvements or projects that cannot be financed from current revenues.

2. Life of bonds not to exceed 75% of life of project - When the Town finances capital projects by issuing bonds, it will pay back the bonds within a period not to exceed 75% of the expected useful life of the project.

3. Debt restrictions - The Town will not use long-term debt for current or annual operations.

4. Bond rating - The Town will maintain good communications with bond rating agencies about its financial condition. The Town will follow 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.

5. Legal debt limits - The Town will review its legal debt limitation established by the State (Charter) at least annually. Debt limits will be included in the statistics sections of the Financial Plan and Financial Report.

6. Annual review - The Town of Silverthorne will conduct an annual review of its debt taking into consideration current market rates and future cash flows.

## **X. Fraud Policies**

### **INTRODUCTION**

The Town's fraud policy is established to outline the development of controls which will aid in the detection and prevention of fraud against the Town. It is the intent of the Town to promote consistent organizational behavior by providing guidelines and assigning responsibility for controls and conduct of investigations.

### **POLICIES**

This policy applies to any fraud, or suspected fraud involving employees as well as vendors, consultants, contractors, outside agencies doing business with employees of such agencies, and/or any other parties with a relationship with the Town.

1. Reporting - Employees and any other parties with an objective, good-faith belief of fraud, or abuse or misuse of Town property should contact the Director of Administrative Services. Reports may provide this notice by reasonable means (i.e. orally, in writing, e-mail, etc.) and this notice may be provided anonymously.

Should the suspected fraud or abuse involve the Director of Administrative Services and/or the Town

Manager then the employee or other party may report the suspected fraud or abuse to the Town Attorney.

The Town will not retaliate against an employee or a "reporting" party, who makes a report based on an objective, good-faith belief of fraud, or abuse or misuse of Town property. The Town will take no effort to determine the identity of anyone who specifically requests anonymity and, to the extent possible under the circumstances, will not reveal the identity of an employee or "reporting" party who requests confidentiality.

2. Actions Constituting Fraud - The terms embezzle, misappropriation and other fiscal wrongdoings refer to, but are not limited to:

- Any dishonest or fraudulent act
- Forgery or alteration of any document or account belonging to the Town
- Forgery or alteration to a check, bank draft, or any other financial document
- Misappropriation of funds, securities, supplies, or other assets
- Impropriety in the handling or reporting of money or financial transactions
- Profiteering as a result of insider knowledge of Town activities
- Disclosing confidential and proprietary information to outside parties that could put Town monies at risk.
- Accepting or seeking anything of substantial value from contractors, vendors or persons providing services/materials to the Town for personal gain.
- Destruction, removal, unauthorized or inappropriate use of records, furniture, fixtures, and equipment; and/or
- Any similar or related inappropriate conduct

The Town's Code of Ethics should also be referenced for clarification. The Code of Ethics can be found as Article IV in the Town Code and in the Employee Handbook.

Suspected improprieties concerning an employee's moral, ethical, or behavioral conduct, should be resolved by departmental management and Human

Resources rather than the Director of Administrative Services.

If there is any question as to whether an action constitutes fraud, contact the Director of Administrative Services.

3. Investigation Responsibilities - The Director of Administrative Services has the primary responsibility for the investigation of all suspected fraudulent acts as defined in the policy. If the investigation substantiates that fraudulent activities have occurred, the Director of Administrative Services will issue reports to appropriate designated personnel and, if appropriate, to the Town Council through the Town Manager.

If the suspected fraudulent act involves the Director of Administrative Services and/or the Town Manager, then other appropriate means will be used to investigate the suspected fraudulent act.

Decisions to prosecute and/or refer the examination results to the appropriate law enforcement and/or regulatory agencies for independent investigation will be made in conjunction with legal counsel and the Town Manager, as will final decisions on disposition of the case.

4. Confidentiality - The Town treats all information received confidentially. Any employee or reporting party who suspects dishonest or fraudulent activity will notify the Director of Administrative Services immediately.

Should the suspected fraud or abuse involve the Director of Administrative Services and/or the Town Manager then the employee or other party may report the suspected fraud or abuse to the Town Attorney.

Investigation results will not be disclosed or discussed with anyone other than those who have a legitimate need to know. This is important in order to avoid damaging the reputations of persons suspected but subsequently found innocent of wrongful conduct and to protect the Town from potential civil liability.

5. Reporting Procedures - Great care must be taken in the investigation of suspected improprieties or wrongdoings so as to avoid mistaken accusations or

alerting suspected individuals that an investigation is under way.

An employee or other party who discovers or suspects fraudulent activity will contact the Director of Administrative Services immediately. The employee or other complainant may remain anonymous. All inquiries concerning the activity under investigation from the suspected individual, his or her attorney or representative or any other inquirer should be directed to the Director of Administrative Services or Town Attorney. No information concerning the status of an investigation will be given out.

The reporting individual should be informed of the following:

- Do not contact the suspected individual(s) or other potentially involved in an effort to determine facts or demand restitution.

- Do not discuss the case, facts, suspicions or allegations with anyone unless specifically asked to do so by the Town Attorney or Director of Administrative Services.

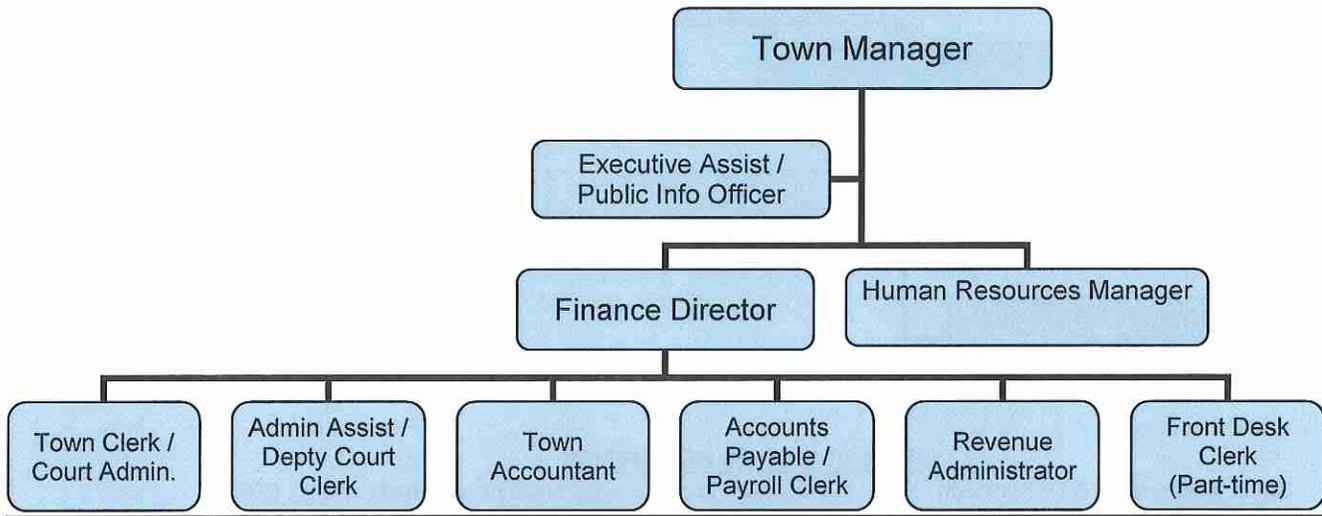
6. Termination - If an investigation results in a recommendation to terminate an individual, the recommendation will be reviewed for approval by the designated representatives from Human Resources and the Town Attorney and, if necessary, by outside counsel, before any such action is taken. The Director of Administrative Services does not have the authority to terminate an employee. The decision to terminate an employee is made by the employee's management. Should the Director of Administrative Services believe the management decision inappropriate for the facts, than the case will be presented to executive level management for a decision.

## Appendix "B" Personnel Summaries

The primary organizational chart for the Town of Silverthorne was included in the Introduction Section of this document. Appendix "B" contains several additional charts and graphs, the organization by department, and the salary ranges and positions in each department.

### Silverthorne Traditional Organizational Charts by Department

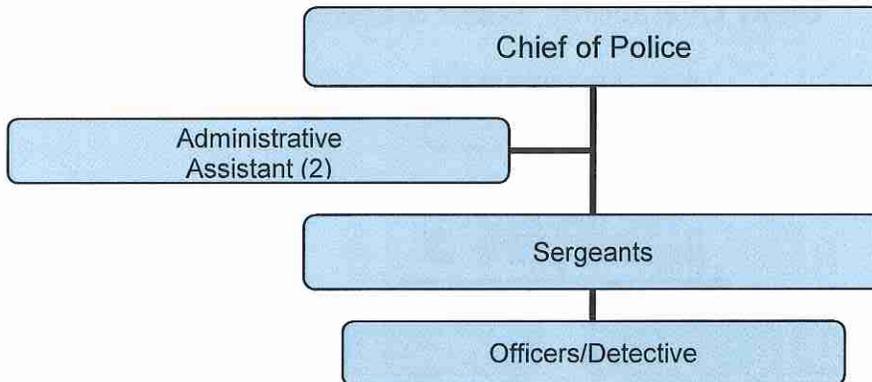
#### Administrative Services



#### **ADMINISTRATIVE SERVICES PROGRAMS**

- Financial Administration - financial reporting & management, financial planning, revenue collections, payroll
- Public Policy & Administration - Mayor & Town Council, Town Manager, legal services, public relations, municipal court, election administration, records management and economic development
- Human Resources Administration – personnel management, compensation, benefits, and risk management

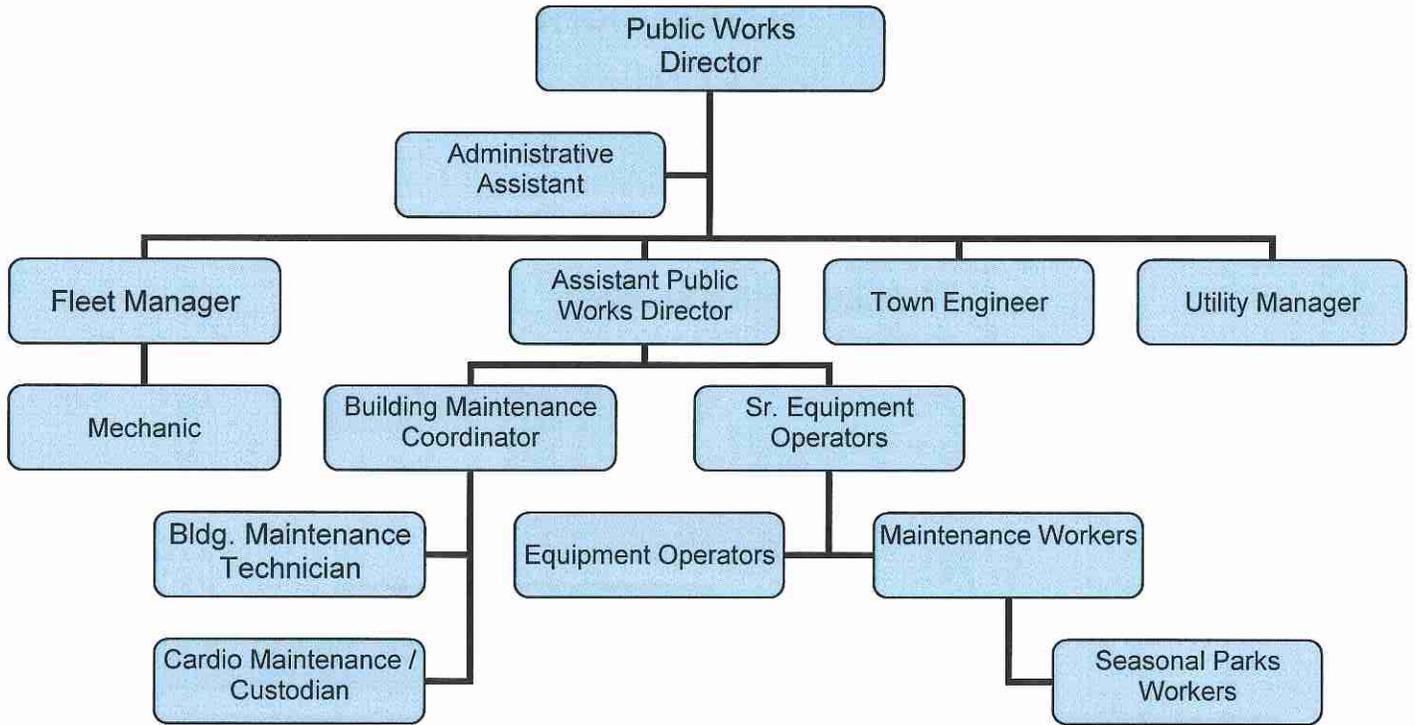
#### Public Safety



#### **PUBLIC SAFETY PROGRAMS**

- Community Policing – crime prevention; education, Citizens Advisory Committee, code enforcement, traffic calming
- Law Enforcement - residential and commercial calls for service while maintaining professional standards
- Inter-Agency Cooperation – LEAF Grant, Tactical Team; board and committee participation
- Administration & Public Assistance – records retention and release, public outreach programs, general information, finger printing, and parking permits

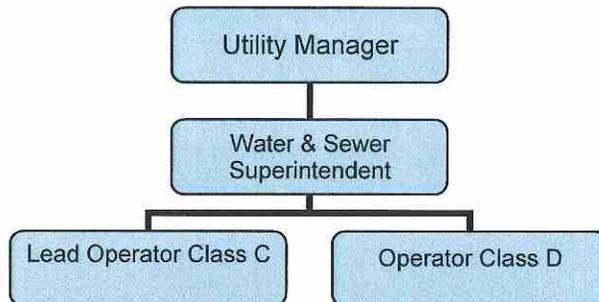
**Public Works**



**PUBLIC WORKS PROGRAMS**

- Street Maintenance & Construction - street maintenance and sweeping, snow plowing and removal, CDOT coordination, and assistance to citizens and businesses relating to street systems
- Parks Maintenance - mowing, flowers, irrigation, trails maintenance
- Fleet - vehicle and equipment maintenance
- Capital Projects Management - on-going design, inspection, and management of all Town capital projects
- Engineering & New Development Review - design review, field inspection; flood plain management
- Facilities Maintenance - on-going maintenance of Town Hall, Recreation Center, Pavilion & US Forest Service

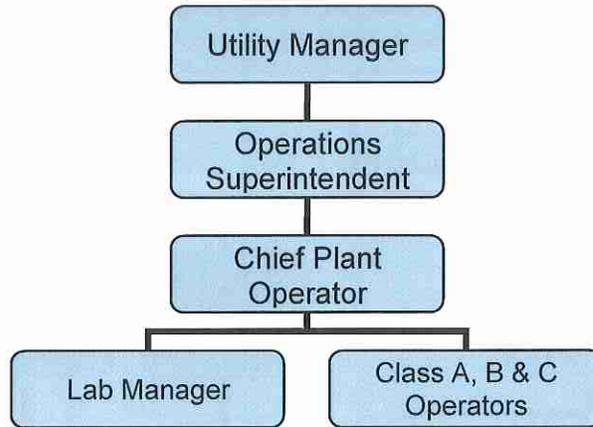
**Utility Operations: Water & Sewer**



**WATER & SEWER PROGRAMS**

- Water Supply & Distribution - maintenance of water and sewer system facilities
- Meter Readings - quarterly
- New Development Inspections

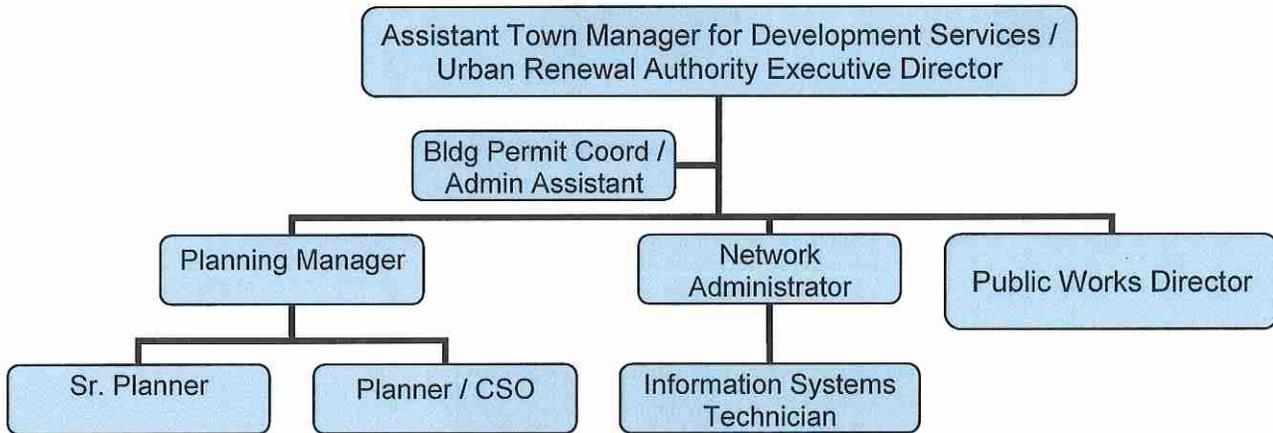
### Joint Sewer Authority – Blue River Wastewater Treatment Plant



#### JOINT SEWER AUTHORITY PROGRAMS

- Wastewater Treatment – for Silverthorne, Dillon, Dillon Valley, Wilderrest & Mesa Cortina
- Facilities Maintenance - on-going maintenance of treatment plant

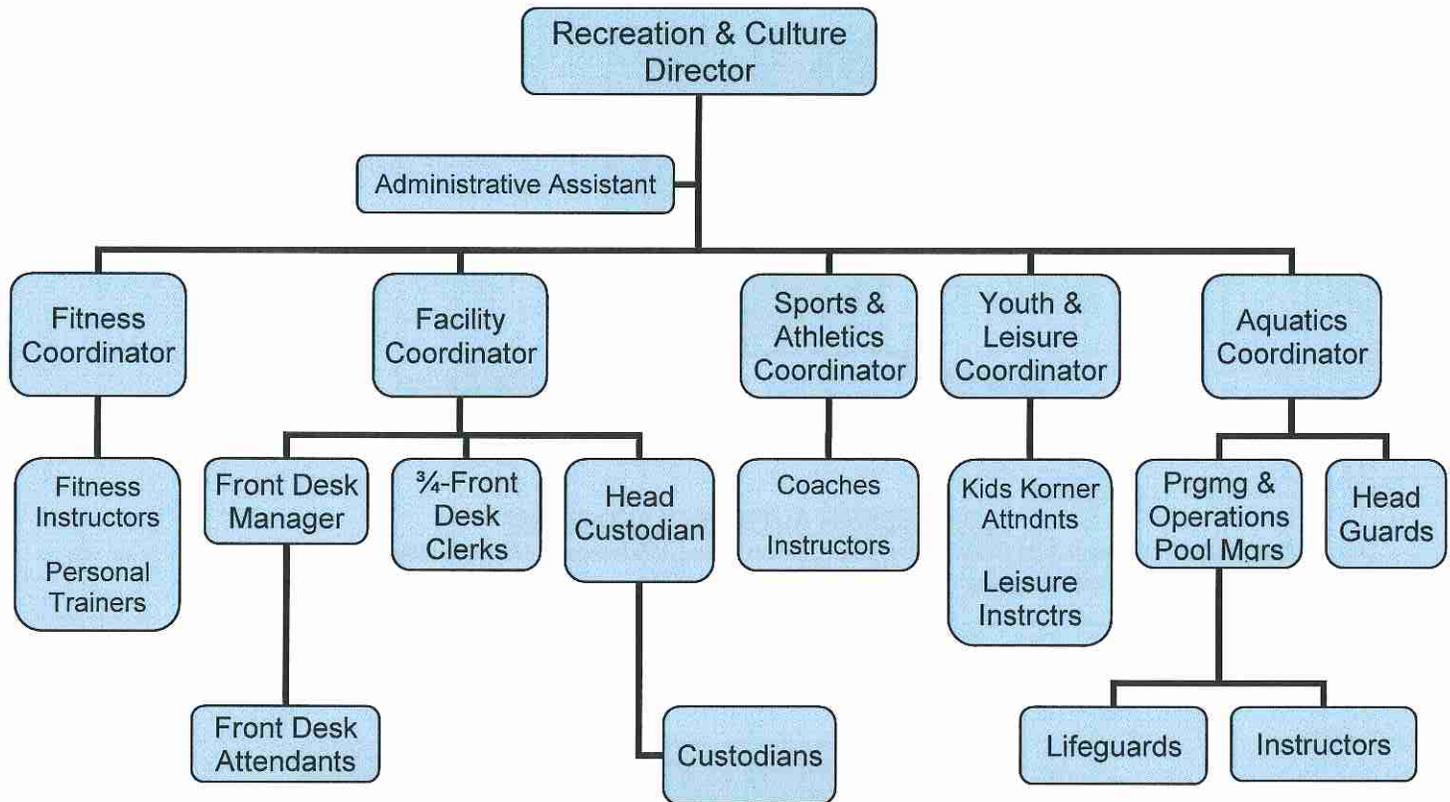
### Community Development



#### COMMUNITY DEVELOPMENT PROGRAMS

- Long-range Planning - document the goals, plans & vision of the citizens for the community
- Current Planning - ensure that new development achieves the plans of the citizens for the community
- Building Code Compliance - ensure that physical structures comply with life/safety regulations & with conditions required by the current planning process
- Zoning Code Compliance - ensure that property is maintained at an appropriate level; work in conjunction with Public Safety
- MIS/GIS - provide stable & secure computer network & related systems; provide general property information to the public and staff
- Administration & Financial Planning - assist public with development procedures, mapping, permitting, statistics or other issues; forecast financial impact of growth as well as the cost and maintenance of plan implementation

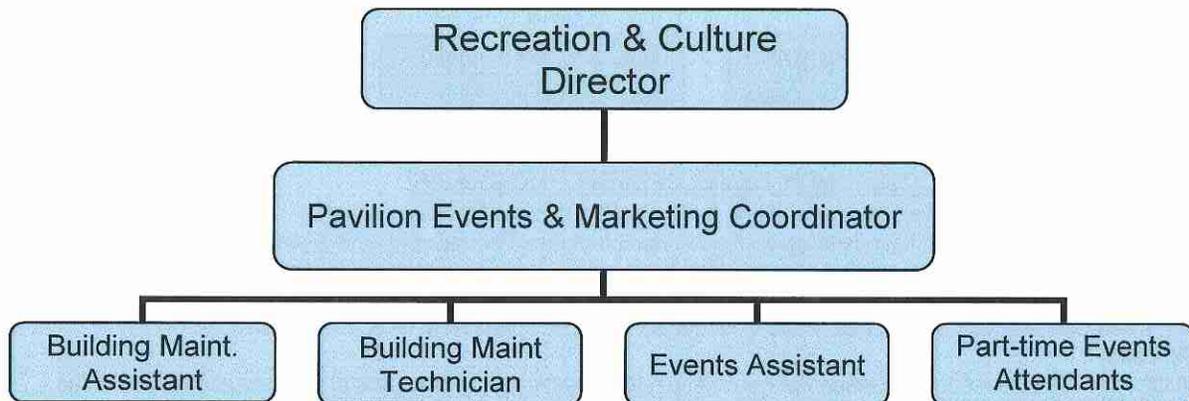
### Recreation & Culture



#### RECREATION AND PUBLIC FACILITIES PROGRAMS

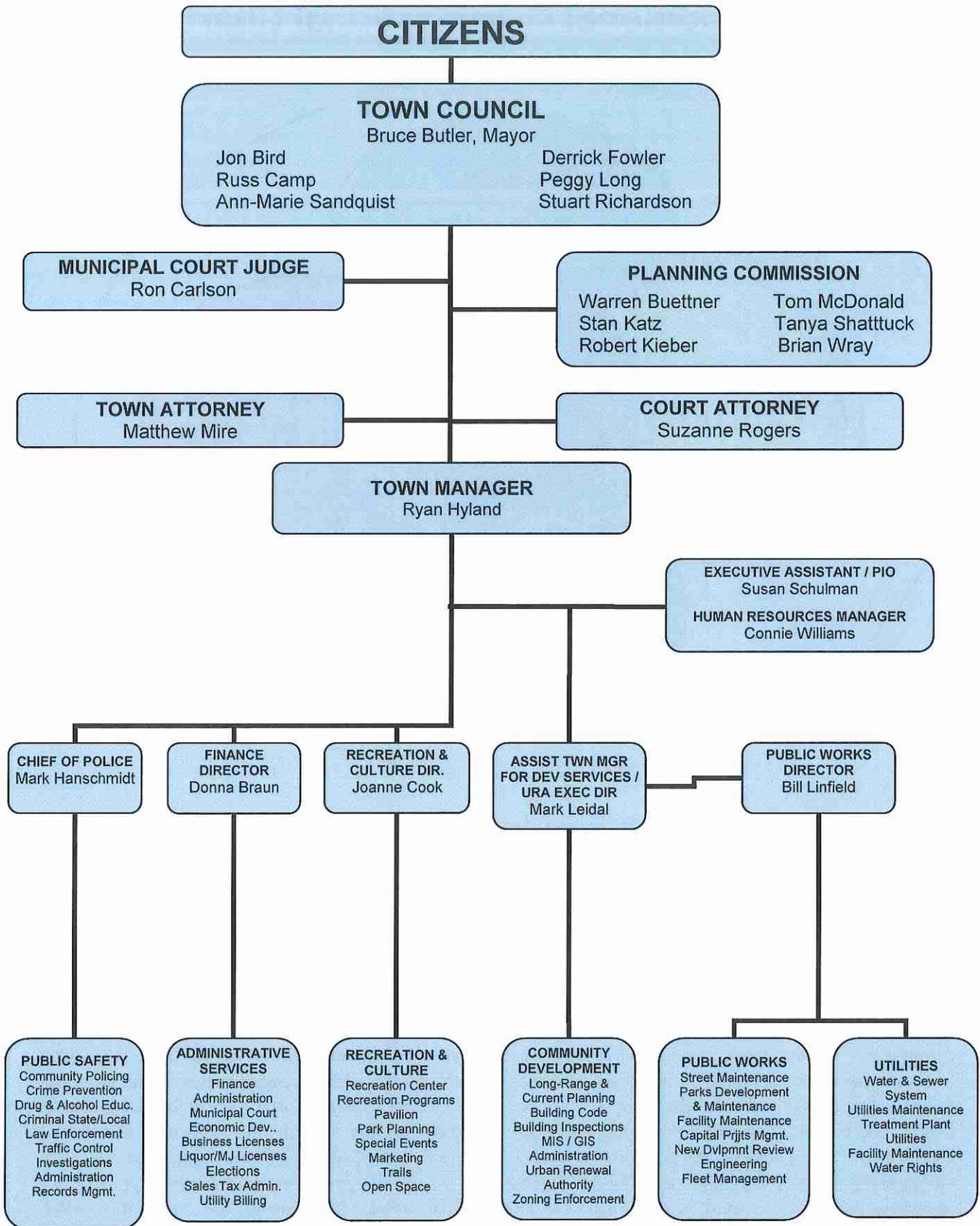
- Parks & Trails Management & Development - management, acquisition, and development of park land using approved Master Plan
- Recreation Center – provide safe, quality recreational opportunities, community activities and programs
- Town Pavilion Management – develop community special events, manage facility rentals and retail space

### Pavilion



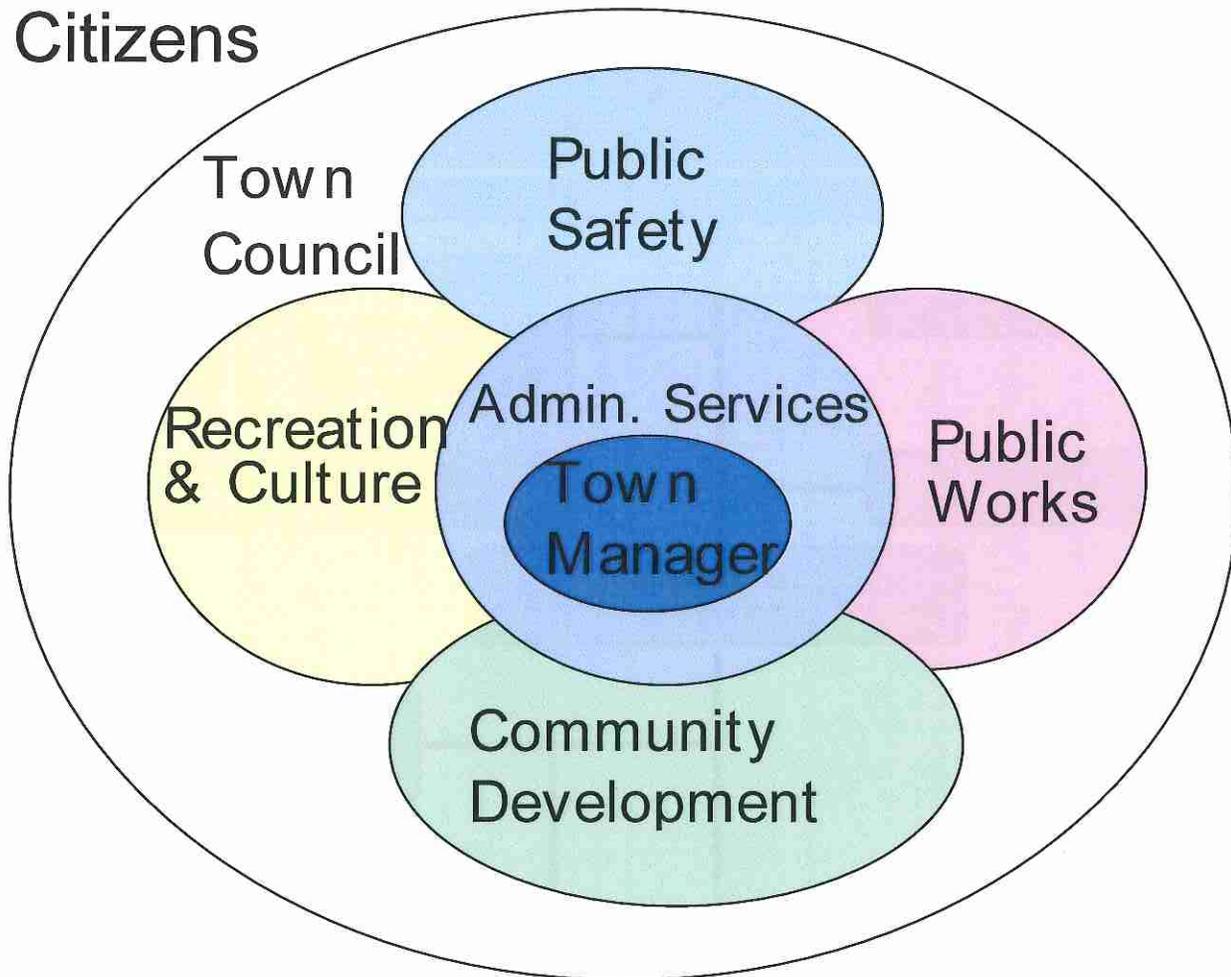
#### PAVILION PROGRAMS

- Marketing & Promotion - facility and events promotion
- Special Events Coordination - sales, contracts and management of all events
- Administration - money collection, financial reporting and budget administration; manage retail space
- Facility Equipment & Maintenance - maintain equipment inventory and ongoing building maintenance
- Facility Setup - setup preparation for events and facility clean up after events



## Non-Traditional Organizational Chart

### Citizens



This chart uses circles to represent the organization by department; the overlapping circles represent the interactions and interdependency that exists between each department. The core of the circle is the Town Manager, the chief executive and administrative officer of the Town. Since the Administrative Services (Admin) Department is responsible for the internal operations of the Town (finance, town clerk, municipal court clerk and personnel functions), it surrounds the Manager and overlaps each of the other departments. Admin provides services to every department, and its customers include employees, the Town Council and citizens. Beginning with Community Development and moving counterclockwise, the functions of each department directly and indirectly affect one another (as represented by the overlapping circles). Community Development is responsible for the development of the Town's Master Plan (creating the vision for the community). Public Works is responsible for the construction and maintenance of capital projects (created by Community Development) as well as the maintenance of streets, parks, facilities and building grounds. Public Safety is responsible for the safety and welfare of the citizens of Silverthorne. The Police Department is impacted by the additional people who are drawn to our community. Finally, the Recreation & Culture Department is responsible for providing recreational services to all residents and is impacted by both Community Development and the Police Department (the Recreation Center's proactive approach to providing programs for youth could impact the Police Department). In summary, the organization must work as a team in order to accomplish the goals of the citizens and the Town Council. Each department must interact and plan with the other departments as issues are identified and decisions are made.

## Salary Ranges 2011 - 2015

Human Resources completes full-blown Market Compensation Surveys for every position biennially in order to establish salary ranges for the following year and ensure that Town pay ranges are within market parameters. In order to stay up with market trends, staff uses such factors as CPI and comparable-town market adjustment averages to increase salary ranges for the alternate-year range increases. Survey resources include Colorado Municipal League and Mountain States Employers Council surveys. The Town compares salaries to equivalent positions in 17 Western Slope and Front Range towns and counties. After obtaining input from Department Directors and determining budget constraints, the Town Manager approves final salary ranges.

No pay increases were given in 2010 or 2011. In 2012, all employees received a 1.5% COLA pay increase. The Town budgeted for an average merit increase of 3% in 2013, 2% in 2014, and 3% in 2015. In 2015, 1%4%market adjustments were given, depending on the individual position top-of-range increase.

The following table summarizes the top-of-range history by department and position since 2011. The bottom of the range is 75% of the top. Salary ranges increased an average of 5% in 2015.

MONTHLY TOP OF RANGE						
DEPARTMENT / POSITION	2011	2012	2013	2014	2015	2016
<b><u>Town Manager's Office &amp; Directors</u></b>						
Town Manager (actual)	10,234	10,388	10,803	11,000	11,000	
Assistant TM for Development Services	0	0	0	10,833	10,833	
Public Safety Director (Police Chief)	9,000	9,135	9,272	9,365	10,167	
Finance Director	9,000	9,135	9,272	9,365	10,167	
Community Development Director	9,000	9,135	9,272	9,365	10,167	
Public Works Director	9,000	9,135	9,272	9,365	10,167	
Recreation & Culture Director	9,000	9,135	9,272	9,365	10,167	
Human Resources Manager	6,375	6,471	6,733	6,800	7,083	
Executive Assistant / PIO	4,833	4,905	4,979	5,029	5,417	
<b><u>Administrative Services</u></b>						
Town Clerk/Municipal Court Admin	5,625	5,709	5,833	5,891	6,250	
Town Accountant	5,417	5,498	5,600	5,656	5,917	
Revenue Administrator	4,500	4,568	4,792	4,840	5,500	
Accounts Payable/Payroll Clerk	4,208	4,271	4,375	4,419	4,667	
Admin Assistant/Deputy Court Clerk	4,083	4,144	4,188	4,230	4,417	
<b><u>Community Development</u></b>						
Planning Manager	7,000	7,000	7,000	7,000	8,417	
Building Official	6,333	6,428	6,667	6,734	7,667	
Network Administrator	6,667	6,767	6,767	6,835	7,500	
Senior Planner	6,333	6,428	6,454	6,519	7,083	
Planner II	5,667	5,752	5,780	5,835	6,167	
Planner I	5,000	5,075	5,114	5,165	5,333	
Information Systems Technician	4,333	4,398	4,398	4,442	4,750	
Bldg Permit Coordinator/Admin Assist	4,083	4,144	4,417	4,461	4,583	
Planning Technician	4,167	4,230	4,230	4,272	4,417	

Appendix "B" Personnel Summary

DEPARTMENT / POSITION	MONTHLY TOP OF RANGE					
	2011	2012	2013	2014	2015	2016
<b>Public Safety</b>						
Sergeant	6,858	6,961	7,030	7,100	7,333	
Police Officer / Detective	5,417	5,498	5,527	5,582	5,917	
Community Service Officer	4,358	4,424	4,468	4,513	0	
Administrative Assistant	4,083	4,144	4,188	4,230	4,417	
<b>Public Works</b>						
Town Engineer	6,833	6,936	7,283	7,356	7,500	
Assistant PW Director	7,000	7,105	7,105	7,176	7,417	
Fleet Manager	5,317	5,397	5,527	5,852	6,083	
Building Maintenance Coordinator	5,708	5,794	5,794	5,852	5,917	
Sr. Equipment Operator / Parks Super	5,317	5,397	5,527	5,852	5,750	
Mechanic	4,583	4,652	4,652	4,699	5,083	
Equipment Operator	4,333	4,398	4,398	4,442	4,750	
Building Maintenance Technician	4,333	4,398	4,398	4,442	4,583	
Administrative Assistant	4,083	4,144	4,188	4,230	4,417	
Parks Maint Worker / Bldg Maint Worker	3,625	3,680	3,772	3,810	4,000	
<b>Recreation &amp; Culture</b>						
Aquatics Coordinator	5,250	5,329	5,390	5,444	5,917	
Facilities Coordinator	5,250	5,329	5,390	5,444	5,917	
Fitness Coordinator	4,842	4,915	4,915	4,964	5,167	
Sports & Athletics Coordinator	4,842	4,915	4,915	4,964	5,167	
Youth & Leisure Coordinator	4,842	4,915	4,915	4,964	5,167	
Pool Manager	4,167	4,230	4,292	4,335	4,500	
Front Desk Manager	4,167	4,230	4,292	4,335	4,500	
Administrative Assistant	4,083	4,144	4,188	4,230	4,417	
Head Custodian	0	0	0	0	3,850	
Head Lifeguard	3,333	3,383	3,517	3,552	3,625	
Custodian	3,167	3,215	3,408	3,442	3,494	
¾-time Gymnastics Coach	0	0	0	0	21.30	
¾-time Front Desk Clerk (per hour)	18.35	18.63	18.63	18.82	19.50	
<b>Pavilion</b>						
Special Events/Com. Coordinator	5,417	5,498	5,498	5,553	5,917	
Pavilion Maintenance Technician	4,333	4,398	4,398	4,442	4,583	
Events & Sales Manager	0	0	0	0	4,500	
Events & Admin Assistant	4,083	4,144	4,188	4,230	4,417	
Building Maintenance Assistant	3,625	3,680	3,772	3,810	4,000	
<b>Water &amp; Sewer</b>						
Utility Manager	7,750	7,866	7,948	8,207	8,583	
Water & Sewer Superintendent	6,083	6,174	6,174	6,236	6,500	
Water & Sewer Operator Class C	5,017	5,092	5,092	5,143	5,250	
Water & Sewer Operator Class D	4,181	4,244	4,244	4,286	4,333	
<b>JSA</b>						
Operations Superintendent	6,958	7,062	7,378	7,452	8,333	
Chief Plant Operator	6,333	6,428	6,428	6,492	6,583	
Lab Manager	5,500	5,583	5,583	5,639	5,917	
Waste Water Operator Class A	5,167	5,245	5,258	5,311	5,583	
Waste Water Operator Class B	4,833	4,905	4,905	4,954	5,167	
Waste Water Operator Class C	4,208	4,271	4,303	4,346	4,500	
<b>Council &amp; Judge</b>						
Judge	1,800	1,800	1,800	1,800	1,800	
Mayor	750	750	750	750	750	
Council Members	300	300	300	300	300	

*Appendix "B" Personnel Summary*

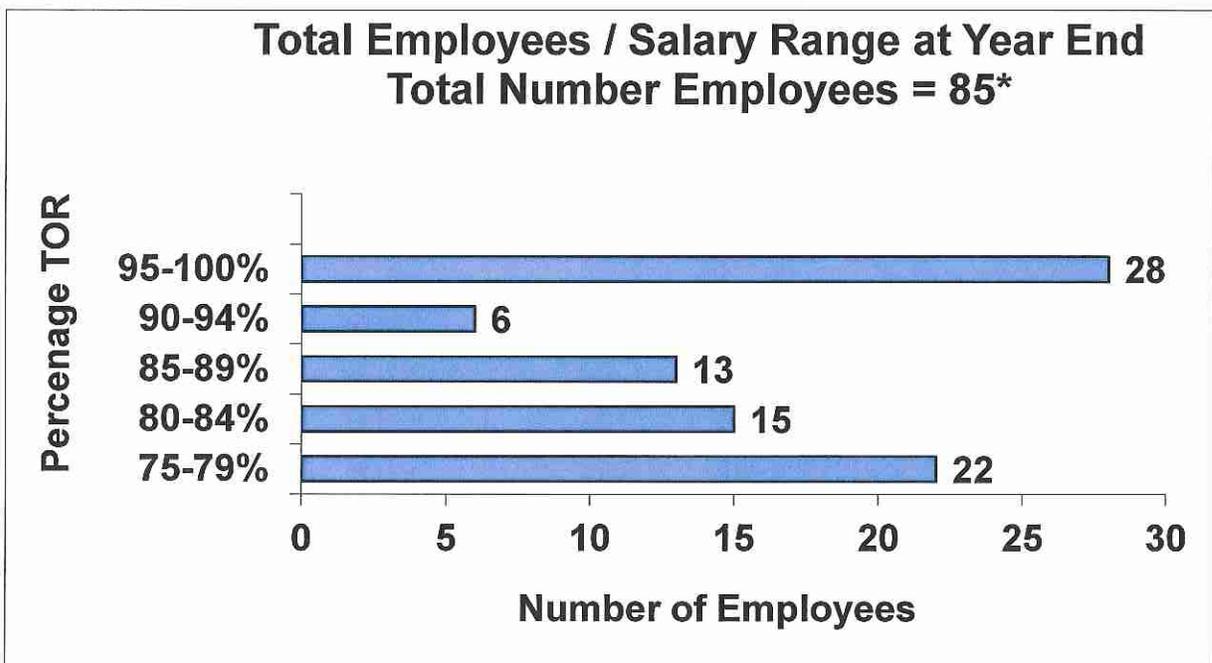
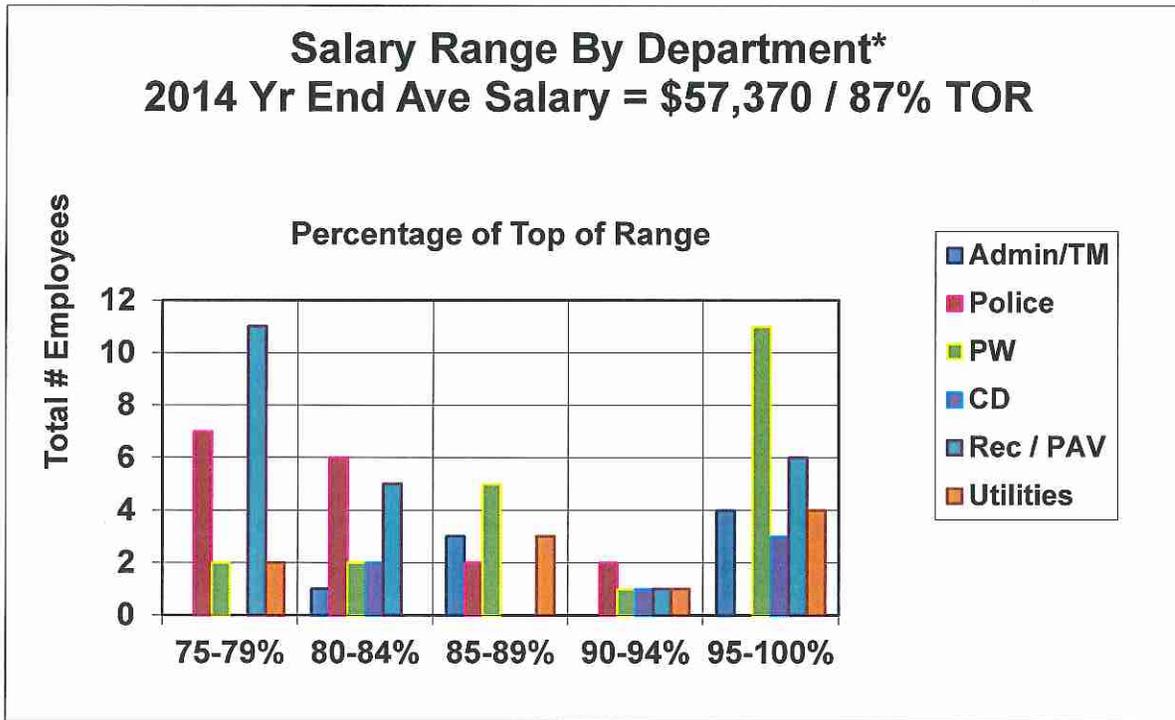
The following list reflects the hourly range of pay for part-time and seasonal employees, with 75% of the top of range (TOR) being the starting pay. All ranges increased 1.5% in 2012; an average of .8% in 2013; 2% in 2014, and an average of 2% in 2015.

All part-time employees received a 1.5% COLA increase in 2012; a 3% merit in 2013; a 2% merit increase in 2014. A 3% merit increase is budgeted for 2015. In 2015, 0%-4% market adjustments were given, depending on the individual position top-of-range increase.

The number of part-time employees that Town employs fluctuates throughout the year. Typically, we average about 85 per payroll, but we staff up to 140 part-timers throughout the year. Although the number of part-time employees surpasses the number of full-time employees, the number of hours worked is significantly less. Part-time employees work an average of 13 hours per week; Parks seasonal employees work 32–40 hours per week, but for only 4-6 months.

2013-2015 PART-TIME / SEASONAL EMPLOYEE HOURLY PAY RANGES				
Program / Position	2013 TOR	2014 TOR	2015 MIN	2015 TOR
<b>Aquatics</b>				
Activity Instructor	15.12	15.27	11.63	15.50
Lifeguard	15.12	15.27	11.45	15.27
Opening & Closing Lifeguard	15.78	20.49	15.68	20.91
Red Cross Instructor	18.17	18.35	13.76	18.35
Specialty Instructor	22.48	22.70	17.03	22.70
Water Safety Instructor	18.17	18.35	13.76	18.35
<b>Childcare &amp; Children's Programs</b>				
Childcare Attendant	14.32	14.46	10.85	14.46
Dance Instructor	29.38	29.67	22.26	29.67
Leisure Instructor (crafts, cooking)	14.41	14.55	11.35	15.13
<b>Facilities</b>				
Front Desk Attendant	13.98	14.12	10.59	14.12
Front Desk Clerk (opening / closing)	15.43	18.82	14.63	19.50
<b>Fitness</b>				
Group Fitness Instructor	22.48	22.70	17.71	23.61
Personal Trainer	30.40	30.70	23.03	30.70
Silver Sneakers Instructor	22.48	22.70	17.71	23.61
Yoga Instructor	27.26	27.53	20.65	27.53
<b>Sports &amp; Athletics</b>				
Adult Sports Coach	0	0	15.00	20.00
Basketball Official (per game)	23.75	23.99	18.00	24.00
Assistant Gymnastics Coach	15.83	15.99	12.35	16.46
League Supervisor	15.50	15.66	12.22	16.29
Volleyball Official (per game)	17.56	17.74	13.84	18.45
Youth Sports Coach	14.72	15.00	11.70	15.60
<b>Pavilion</b>				
Bartender	0	0	10.50	14.00
Lead Bartender	0	0	12.08	16.10
Pavilion Special Events Worker	15.29	15.44	12.08	16.10
<b>Other</b>				
Intern	13.98	14.12	10.59	14.12
Seasonal Parks Worker	15.36	15.51	11.75	15.67

## 2014 Full-time Employee Salary Top of the Range (TOR)

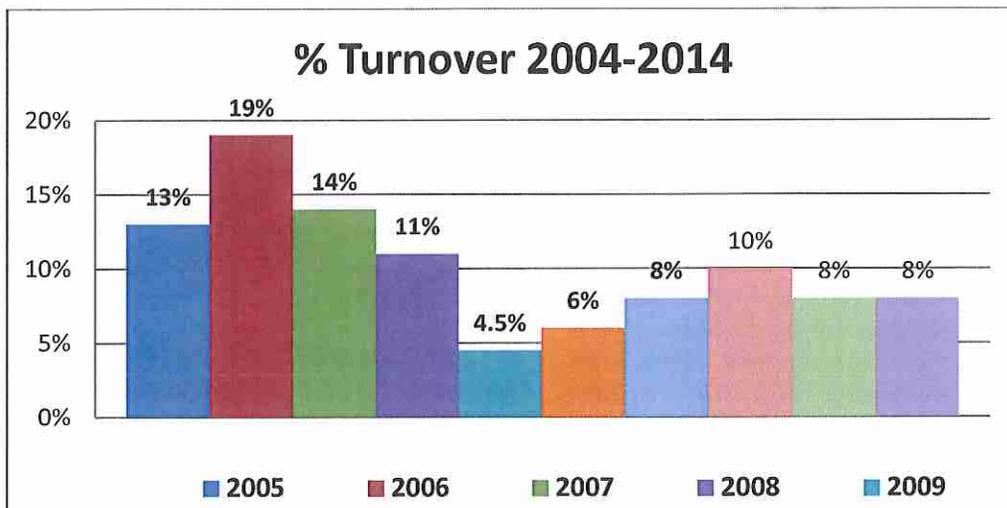
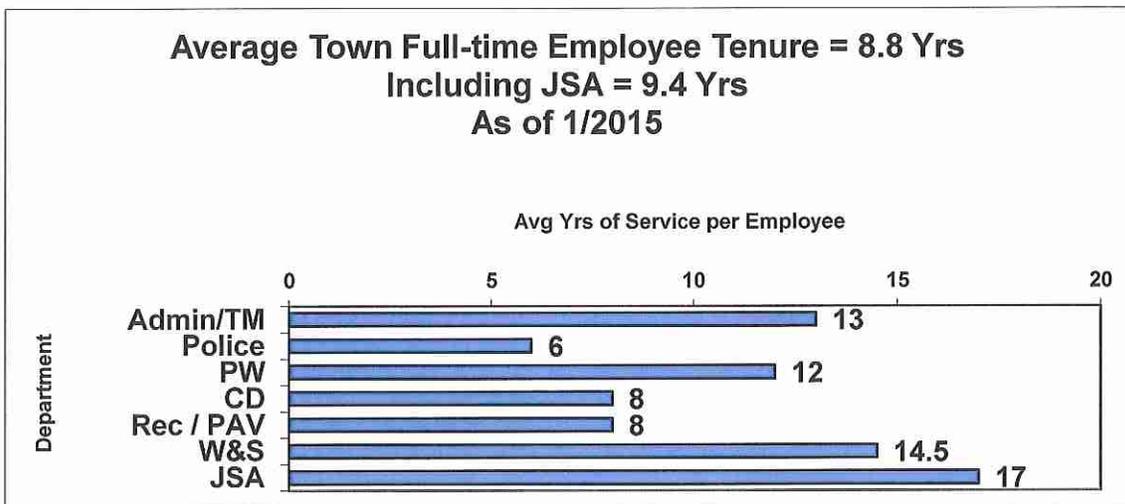


\*Total number of employees and calculations exclude Town Manager and vacant positions.

## Employee Longevity & Employee Opinion Survey

As of January 1, 2015, the average tenure for full-time Town employees was 8.8 years; 9.4 years, when JSA is included. Constant monitoring of our turnover rates and feedback from our employees through such means as employee surveys and exit interviews help us identify areas of improvement and other retention tools.

Mountain States Employers Council, Inc. conducted Town of Silverthorne Employee Opinion Surveys in 2001, 2003, 2005, 2007, 2011 and 2013. The survey was not conducted in 2009 due to budget shortfall. The Town's Overall score on every survey has been a Very Positive rating, which is the highest possible rating. Response rates have ranged from 71% to 93%. The Human Resources Manager maintains copies of the surveys, and Executive Summaries of survey results are shared with Town Council and full-time employees. The Town also uses these survey results as a recruitment tool.



## Glossary of Terms

The Annual Budget contains specialized and technical terminology that is unique to public finance and budgeting. To assist the reader in understanding these terms, a budget glossary and list of acronyms have been included.

### **ACCRUAL BASIS OF ACCOUNTING**

The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods and services are received (whether cash disbursements are made at that time or not).

### **APPROPRIATION**

An authorization made by the Town Council which permits the Town to incur obligations and to make expenditures of resources.

### **APPROPRIATION ORDINANCE**

The official enactment by the Town Council to establish legal authority for Town officials to obligate and expend resources.

### **ASSET MANAGEMENT PLAN (AMP)**

A planning and financing tool to track the Town's assets and the costs to replace the asset. This is found in the Sales Tax Capital Improvement Fund and the individual enterprise and agency funds.

### **AUDIT**

A comprehensive investigation of the manner in which the government's resources were actually utilized. A financial audit is a review of the accounting system and financial information to determine how government funds were spent and whether expenditures were in compliance with the legislative body's appropriations. A performance audit consists of a review of how well the government met its stated goals.

### **BOND**

A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects, such as buildings, streets and bridges.

### **BUDGET**

A financial plan for a specified period of time (fiscal year) that matches all planned revenues and expenditures with various municipal services.

### **BUDGET DOCUMENT**

The official published statement prepared by the Finance Department that includes all budget information as approved by Town Council. It is distributed to the press and the public following Town Council approval.

### **BUDGET WORKBOOK**

The budget document as proposed to the legislative body. The Finance Department prepares the workbook at the direction of the Town Manager. It is available to the press and the public.

### **BUDGETARY BASIS OF ACCOUNTING**

The basis of accounting used to prepare the budget. In the Town of Silverthorne, this basis differs from a GAAP basis in Enterprise Funds, primarily in how bond principal payments and capital expenditures, and depreciation are budgeted.

### **BUDGETARY CONTROL**

The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

### **CAPITAL ASSETS**

The Town of Silverthorne considers items which cost more than \$5,000 and have a useful life of greater than one year to be capital assets. Capital Assets are compiled from the following items: Land and Water, Building and Structures, Work Equipment, Vehicles and Equipment, Outdoor and Recreation Equipment, Land Improvements, Special and Technical Equipment, Electric System, Water System, and Miscellaneous Capital Assets.

### **CAPITAL IMPROVEMENT PROGRAM (CIP)**

A plan for capital expenditures to provide long-lasting physical improvements to be incurred over a fixed period of several future years. Items in the CIP are usually construction projects designed to improve the value of the government assets. Examples of capital improvement projects include new roads, buildings, recreational facilities and large scale remodeling.

**CAPITAL PROJECTS**

Projects which purchase or construct capital assets. Typically a capital project encompasses a purchase of land and/or the construction of a building or facility.

**CAPITAL PROJECT FUNDS**

Capital Project Funds are established to account for the purchase or construction of major capital facilities that are not financed by proprietary funds, or trust funds.

**CASH ACCOUNTING**

A basis of accounting in which transactions are recorded when cash is either received or expended for goods and services.

**COMPENSATED ABSENCES INTERNAL SERVICE FUND**

Compensated Absences Internal Service Fund is established to account for the Town's governmental compensated absences earned and used during the fiscal year.

**CONSERVATION TRUST FUND**

Conservation Trust Fund is established to account for the Town's share of lottery funds distributed by the State of Colorado. The funds are to be used for Parks, Trails and Open Space expenditures.

**CONTINGENCY ACCOUNT**

A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

**DEBT SERVICES**

The Town's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

**DEBT SERVICE FUNDS**

Debt Service Funds are established to account for the transfers of resources from other governmental type funds for the payment of principal and interest of general long-term debt requiring the maintenance of a debt service fund. The Town of Silverthorne currently has no debt

**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 capital asset that cannot or will not be restored by

repair and will be replaced. The cost of the capital asset's lost usefulness is the depreciation or the cost to reserve in order to replace the item at the end of its useful life.

**DEVELOPMENT EXCISE TAX**

Is a tax that was approved in April of 2000 that charges \$2 per square foot on every new residential construction. This tax is collected at the time of the building permit.

**DEVELOPMENT EXCISE TAX FUND**

A Special Revenue Fund that the development excise tax is accounted. The development excise tax is to be tracked separately and to be used for the purchase and/or construction of growth-related capital. Funds can also be used for growth-related operation and maintenance in the Public Safety and Public Works Departments.

**EMERGENCY RESERVES**

As defined in Colorado State Statutes in Article X, Section 20, "to use for declared emergencies only, each district shall reserve 3% or more of its fiscal year spending excluding bonded debt service."

**ENCUMBRANCE**

The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a future expenditure.

**ENTERPRISE FUNDS**

Enterprise Funds are 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. All activities necessary to provide such services are accounted for in these funds, including, but not limited to, administration, operations, maintenance, financing and related debt service and billing and collections. The Town of Silverthorne Enterprise Funds include the Water and Sewer Funds.

**EQUIVALENT RESIDENTIAL UNIT (EQR)**

That amount of capacity necessary to serve an average single-family residence or its equivalent (water or sewer).

**ENHANCED SALES TAX**

The amount of sales tax collected by the Town, and available to the Town after the deduction of 60% of the 2% Town sales tax as required by election, over and above the base amount negotiated and agreed upon by the ESTIP applicant and the Town, and which amount is approved by the Council.

**ENHANCED SALES TAX INCENTIVE PROGRAM (ESTIP)**

The purpose of the program is to encourage establishments and/or substantial expansion of retail sales tax generating businesses within the Town, thereby stimulating the economy of and within the Town, providing employment for the residents of the Town and others, expanding the goods available for purchase and consumption by residents of the Town, and increasing the sales taxes collected by the Town.

**EXPENDITURES**

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.

**FACILITIES AND SERVICE IMPACT ANALYSIS**

An inventory of existing capital facilities and existing levels of service. The report defines and quantifies the fiscal and level of service impacts of new development on public facilities and services.

**FIDUCIARY FUNDS**

Fiduciary Funds are used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments and/or other funds.

Pension Trust Fund - The Pension Trust Fund is one type of Fiduciary Fund and is used to account for public employee retirement systems. The Town of Silverthorne does not have any Pension Trust Fund.

Expendable Trust Fund - An Expendable Trust Fund is one type of Fiduciary Fund and is a fund whose principal and income may be expended in the course of its designated operations. The Town of Silverthorne does not have any Expendable Funds.

Agency Fund - An Agency Fund is one type of Fiduciary fund used to account for assets held by a government as an agent for individuals, private organizations, other governments, and/or other funds. The Town of Silverthorne has the following Agency Funds which it does budget for: Joint Sewer Authority and South Maryland Creek Ranch.

**FOCUSED PUBLIC INVESTMENT PLAN (FPIP)**

A capital investment plan including goals, policies, standards for levels of service and other criteria for prioritizing capital improvements.

**FUND**

An accounting entity that has a set of self-balancing accounts and that records all financial transactions for specific activities or government functions. Eight commonly used funds in public accounting are: general fund, special revenue funds, debt service funds, capital project funds, enterprise funds, trust and agency funds, internal service funds, and special assessment funds.

**FUND BALANCE**

Fund balance is the excess of assets over liabilities. A negative fund balance is sometimes called a deficit.

**GAAP BASIS OF ACCOUNTING**

Generally Accepted Accounting Principals (GAAP) basis as primarily defined by the Government Accounting Standards Council (GASB).

**GENERAL FUND**

The General Fund is established to account for the revenues and expenditures necessary to carry out basic governmental activities of the Town such as public safety, recreation, planning, legal services, administrative services, etc., which are not required to be accounted for in another fund.

**GENERAL OBLIGATION BONDS**

Bonds that finance a variety of public projects such as streets, buildings, and improvements; the repayment of these bonds is usually made from the General Funds, and these bonds are backed by the full faith and credit of the issuing government.

**HEALTH & SHORT-TERM DISABILITY CLAIMS INTERNAL SERVICE FUND**

An Internal Service Fund which is used to account for the first \$65,000 in medical claims per claimant per year, and all dental and short-term disability claims. The claims related premiums are paid into this fund to cover the claims costs.

**HOUSING 5A FUND**

A Special Revenue Fund to account for the Town's .125% Housing 5A sales tax and housing impact assessment. The funds are to be used to pay the annual Summit Housing Authority fees and the development of affordable housing in Silverthorne and the Summit County area. The tax funding is schedule to sunset at the end of 2016.

**HOUSING 5A SALES TAX**

A .125% tax that is collected on all taxable sales within Summit County and then remitted to the Summit County Housing Authority. The portion of the Housing 5A sales tax that is collected in Silverthorne is remitted to Silverthorne from the Housing Authority. The funds are to be used to pay the annual Summit Housing Authority fees and the development of affordable housing in Silverthorne and the Summit County area. The tax is scheduled to sunset at the end of 2016.

**INTERNAL SERVICE FUNDS**

Internal Service Funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the Town, on a cost-reimbursement basis.

**INTERFUND TRANSFERS**

Amounts transferred from one fund to another.

**INTERGOVERNMENTAL REVENUE**

Revenue received from another government for a specified purpose.

**LEVELS OF SERVICE**

Standards for levels of service per unit of demand for capital facilities used to calculate the total amount of public service that will be required for the quantity of demand.

**LONG TERM DEBT**

Debt with a maturity of more than one year after the date of issuance.

**LODGING TAX**

A 2% tax that is collected on short-term (less than 30 days) rental of a hotel, motel or any residential property. This tax began in January 1999. This tax is in addition to the Town's 2% sales tax.

**LODGING TAX FUND**

A Special Revenue Fund to account for the Town's 2% lodging tax and for the proceeds received from the Colorado lottery. The funds are to be used as follows: 85% of the lodging tax to park, trails and open space capital acquisitions and 15% for marketing of the Town. Revenues and expenditures of the Colorado State Lottery Program are accounted for in this fund.

**SUPPLIES**

Supplies are compiled from the following items: Agriculture-Botanical, Building Materials, Water System Materials, Road Materials, Office Supplies, Vehicle and

Equipment Operating Materials, Stores for Resale, Other Materials, Miscellaneous Other Expense, Interest, and Bad Debt Expense.

**MILL**

The property tax rate which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of property valuation.

**MODIFIED ACCRUAL ACCOUNTING**

A basis of accounting in which expenditures are accrued but revenues are accounted for on a cash basis. This accounting technique is a combination of cash and accrual accounting since expenditures are immediately incurred as a liability while revenues are not recorded until they are actually received or are "measurable" and "available for expenditure." Since this type of accounting basis is a conservative financial approach, it is recommended as the standard for most governmental funds.

**OPERATING BUDGET**

The portion of the budget that pertains to daily operations that provide basic governmental services. The operating budget contains appropriations for such expenditures as personnel, materials and supplies, capital assets and debt service.

**PROFESSIONAL FEES**

Professional fees are compiled from the following services: Legal, accounting, medical, engineering, planning and architectural.

**PROGRAM BUDGET**

A budget that focuses upon the goals and objectives of each project within a Department rather than upon object classes of expenditure.

**REVENUE**

Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

**SERVICE**

Services are compiled from the following items: Printing and Publishing, Communications, Utility Service, Insurance, Rental, Processing, Construction, Maintenance Service, and Other Purchased Services.

**SERVICE INDICATORS**

Specific quantitative and qualitative measures of work performed as an objective of the Department.

**SILVERTHORNE URBAN RENEWAL  
AUTHORITY FUND (URA)**

The Silverthorne Urban Renewal Fund is established to account for revitalization of the Town's commercial areas and downtown care. The revenues include property tax increment.

**SOURCE OF REVENUE**

Revenues are classified according to their source or point of origin.

**SOUTH MARYLAND CREEK RANCH  
GENERAL IMPROVEMENT DISTRICT**

An agency fund to account for the District's property taxes, other revenue and related town services expenses provided to these District located on the northwest section of the Town.

**SPECIAL REVENUE FUNDS**

Special Revenue Funds are established to account for the proceeds of specific revenue sources (other than special assessments, pension trusts, proprietary fund operations and revenues received for major capital projects) that are legally restricted for specified purposes.

**ACRONYMS**

Administrative Services	AS
Affordable Health Care Act	AHCA
Asset Management Plan	AMP
Blue River Parkway & River Center Pavilion	P & P
Blue River Wastewater Treatment Plant	BRWTP
Economic Development Advisory Committee	EDAC
Capital Improvement Project Fund	CIP
Citizens Oversight Committee	COST
Community Development	CD
Conservation Trust Fund	CTF
Equivalent Residential Units	EQRs
Enhance Sales Tax Incentive Program	ESTIP
Facility & Service Impact Analysis	FSIA
General Fund	GF
General Government	GG
Inflow & Infiltration	I & I
Joint Sewer Authority	JSA
Parks, Open Space & Trails Master Plan	POST
Public Safety	PS
Public Works	PW
Recreation & Culture	Rec & Cul/RC
Silverthorne Parks, Open Space, Recreation, & Trails Advisory Committee	SPORT
South Maryland Creek Ranch	SMCR
Summit Housing Authority	SHA
Tax Increment Financing	TIF
Top of Range	TOR
Silverthorne Urban Renewal Authority	URA