



2019

TOWN OF WINTER PARK, CO

BUDGET



TOWN OF **winter park** 

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BUDGET AWARD

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Town of Winter Park, Colorado for its Annual Budget for the fiscal year beginning January 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device. This award is valid for a period of one year 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.



INTRODUCTION



Reader's Guide

This budget document is prepared in a format that strives to reduce the level of difficulty for readers not familiar with public budgeting systems, yet still provides comprehensive information useful in communicating the overall financial direction and policy of the Town. Each section of the budget document and its contents are described below:

Introduction – Provides a profile and brief history of the Town including information regarding the local population, climate, and economy. In addition, this section describes the operating structure of the local government, identifies key municipal facilities, and provides a list of current town officials, along with an organizational chart.

Budget Summary – Describes the budget process, fund structure, and basis of accounting used in the budget document. It also provides information regarding the goals and challenges facing the organization, an assessment of the major revenues and expenditures, and various town-wide budgetary statements.

Fund Summaries – The Town operates several funds, each with its own appropriated budget. This section provides a statement of purpose and budget summary for each of the Town’s funds.

Department Summaries – The Town is organized by department, and as such each department has an authorized expenditure budget which it must follow. Information for each department including statements, descriptive narratives, and Full Time Equivalency (FTE) levels are presented in this section.

5-Year Capital Improvement Program – This section provides a detailed account of each capital improvement project including descriptions, estimated costs, and information regarding the impacts of the projects on future operations and maintenance.

Appendix – This section contains miscellaneous information that may be of interest to readers and includes financial policies, a personnel summary, and a glossary of terms. The resolution adopting/appropriating the budget and certifying the mill levy are included at the end of this section.

2019

The budget functions as an operational and financial plan, helping provide the organization with an overall direction to achieve the goals and objectives set forth by Town Council.

TOWN OF WINTER PARK, CO

BUDGET OVERVIEW

2019 ORGANIZATIONAL GOALS & PRIORITIES



Encourage year-round economic development and activity



Expand and enhance recreational and cultural amenities and events



Maintain or enhance current levels of service to the community



Develop affordable housing opportunities



Improve public transit services within the local community



Maintain the financial security and well-being of the organization



Enhance emergency preparation and maintain public safety



Operate in an environmentally-friendly manner



2019 BUDGET HIGHLIGHTS

Budget of \$29.9 million adopted on November 20, 2018

Sales tax revenues anticipated to increase 4% along with other increases in real estate transfer tax, building permit fees, and rent income

Revenue forecasted to be \$26.6 million

Expenditure projections are approximately \$29.8 million

Due to fund balance and Town reserves, no deficit is projected

Maintains a minimum 6 month operating and statutory reserve

2019 SPECIAL INVESTMENTS

New public works facility

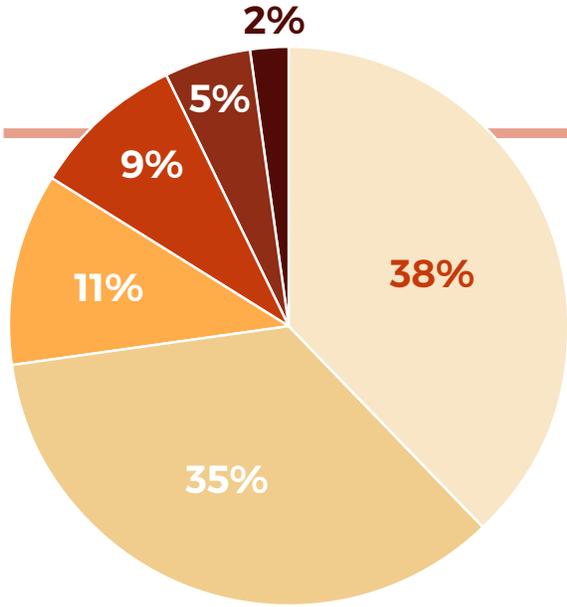
Trail system expansion and maintenance

Three new transit buses and bus stop improvements

Transit center and related infrastructure at Cooper Creek Way

Road, crosswalk and stormwater improvements

Continued investment in commercial enhancement grants, marketing, economic development and events

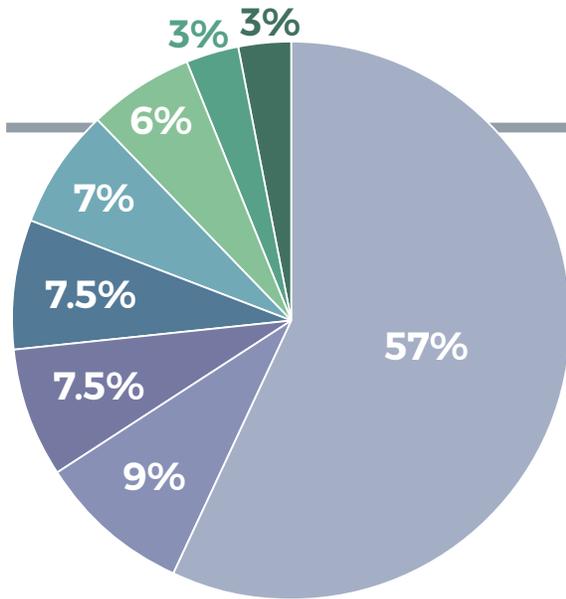


2019 TOTAL REVENUE

Sales, lodging, transit & trails taxes	\$9.3M
Local fees & other sources	\$2.9M
State & intergovernmental funding	\$2.4M
Real estate transfer taxes	\$1.4M
Property taxes	\$404K
Financing	\$10.2M
TOTAL REVENUE	\$26.6M

SUMMARY OF REVENUES

<p>SALES & LODGING TAX</p> <ul style="list-style-type: none"> ▶ 5% sales tax on the retail price of goods and materials ▶ Lodging taxed at 4% plus 1% accommodations tax ▶ 1% accommodation tax is voter restricted to be allocated for community marketing and capital projects (50% each) 	<p>TRANSIT & TRAILS TAX</p> <ul style="list-style-type: none"> ▶ 2% Transit & Trails Tax on the retail price of goods and materials ▶ Tax is designated for public transit, trails and multi-modal transportation services and capital projects 	<p>LOCAL FEES & OTHER SOURCES</p> <ul style="list-style-type: none"> ▶ Franchise fees ▶ Affordable housing fees ▶ Workforce housing rents ▶ Development fees ▶ Fines ▶ Investment earnings ▶ Various licenses & permits
<p>STATE & INTERGOVERNMENTAL FUNDING</p> <ul style="list-style-type: none"> ▶ Funding from Colorado Department of Transportation, Town of Fraser & Town of Granby for regional transit services ▶ Funding from Town of Fraser for shared Police & Court services 	<p>REAL ESTATE TRANSFER TAX (RETT)</p> <ul style="list-style-type: none"> ▶ 1% tax levied on all real property bought and sold within Town boundaries ▶ Because of volatility, funds typically used to supplement general Town operations and capital improvements 	<p>PROPERTY TAX</p> <ul style="list-style-type: none"> ▶ Generated through a 3.765 mill levy on assessed and personal property valuation of \$107.3 million ▶ 1.765 mills used to support general operating activities ▶ Voter-approved 2 mills used to supplement forestry and natural resource efforts

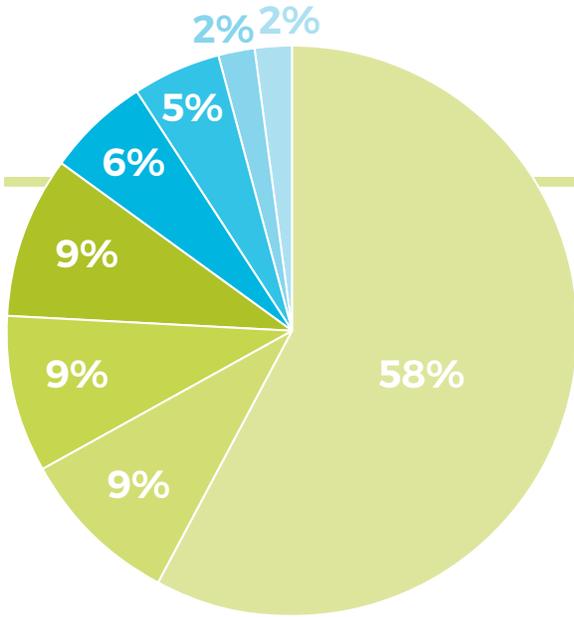


2019 TOTAL EXPENSES

Capital investment	\$16.9M
Public transit	\$2.7M
Community & economic development	\$2.2M
Community planning & admin	\$2.2M
Streets, fleets & facilities	\$2M
Public Safety	\$1.8M
Parks, trails & open space	\$1M
Workforce & attainable housing	\$1M
TOTAL EXPENSES	\$29.8M

SUMMARY OF EXPENSES

<p>CAPITAL INVESTMENT</p> <ul style="list-style-type: none"> ▶ Several projects planned for 2019 (see back for details) 	<p>PUBLIC TRANSIT</p> <ul style="list-style-type: none"> ▶ Management of year-round free public transit in region, including Fraser & Granby 	<p>COMMUNITY & ECONOMIC DEVELOPMENT</p> <ul style="list-style-type: none"> ▶ Marketing of the community ▶ Events & festivals ▶ Business economic incentive grants ▶ Community grants ▶ Visitor center ▶ Broadband initiatives
<p>COMMUNITY PLANNING & ADMINISTRATION</p> <ul style="list-style-type: none"> ▶ Planning ▶ Land use ▶ Building inspections ▶ Town Master Plan ▶ Liquor licensing ▶ Business support ▶ Compliance & administration 	<p>STREETS, FLEET & FACILITIES</p> <ul style="list-style-type: none"> ▶ Snow plowing ▶ Street maintenance ▶ Summer flower program ▶ Community & Town facility maintenance ▶ Fleet maintenance 	<p>PUBLIC SAFETY</p> <ul style="list-style-type: none"> ▶ Police & court services for Towns of Winter Park & Fraser
<p>PARKS, TRAILS & OPEN SPACE</p> <ul style="list-style-type: none"> ▶ Investment in Town trail expansion ▶ Support for the Headwaters Trail Alliance ▶ Maintain current parks & trails ▶ Expanding open space within Town limits 	<p>WORKFORCE & ATTAINABLE HOUSING</p> <ul style="list-style-type: none"> ▶ Management of new apartment complex ▶ Planning & implementation of next workforce & attainable housing projects, including at Hideaway Junction 	



ANTICIPATED CAPITAL INVESTMENT PROJECTS

■ Public works facility	\$9.6M
■ Road & safety improvements*	\$1.7M
■ Transit buses & other equipment	\$1.5M
■ Attainable housing infrastructure	\$1.5M
■ Transit center & related improvements	\$1.1M
■ Facility design & improvements	\$764K
■ Fraser River Trail & other connections	\$380K
■ Seasonal decorations & town signs	\$300K
TOTAL	\$16.9M

***IMPROVEMENTS INCLUDE:**

- ▶ Winter Park Drive
- ▶ Road Repair, Design & Sidewalks
- ▶ US 40 Crosswalk Improvements
- ▶ Baker Drive
- ▶ Street Signs
- ▶ Stormwater System Improvements

FUND BALANCE

Fund balance is defined as the excess of assets over liabilities. A negative fund balance is referred to as a deficit. The Fund Balance at the end of 2019 is projected to be \$8.5 million. The Town does not project a fund balance deficit for any of its funds through 2019.

The Town reserves and designates fund balance for several reasons. The Taxpayer’s Bill of Rights (TABOR) mandates a 3% emergency reserve, which can only be accessed under a strict set of circumstances. In addition, the Town has established an operating reserve, which is equal to 50% of the Town’s General Fund operating expenditure budget less the amount reserved for under TABOR.



For more detailed information about our budget, please visit www.wpgov.com or contact our Finance Department at finance@wpgov.com or 970-726-8081.

Town of Winter Park, 50 Vasquez Road, Winter Park, CO 80482
970-726-8081 | www.wpgov.com

Top 10 Budget Questions & Quick Links

(Viewing online, click the [blue answers](#) to link to more information on the topic)

Budget Questions

1. What is the Town's sales and transit tax rate?
[7.0% – p. 42](#)
2. What is the Town's total budget?
[\\$29.9 million in expenditures – p. 46](#)
3. How many people live in Winter Park?
[1038 full-time residents – p. 28](#)
4. How many employees work for the Town?
[44.5 full-time equivalents – p. 157](#)
5. What capital projects are included for 2019?
[There are sixteen projects planned for 2018 – p. 128](#)
6. What is the Town's property tax mill levy?
[3.765 mills \(per thousand\) – p. 41](#)
7. How much does the Town spend on public transportation?
[\\$2.6 million annually – p. 48](#)
8. What is the total fund balance for the Town?
[\\$8.5 million – p. 53](#)
9. Does the Town have any debt?
[\\$16.0 million – p. 67 & 83](#)
10. How much does the Town spend on economic development and marketing?
[\\$2.2 million – p. 47](#)

Quick Links

[Budget Process and Timeline p.34](#)

[Department Budgets and Functions p. 93](#)

[Community Facts and Figures p. 28](#)

[Town-Wide Budget and Detail of Revenues and Costs p. 54](#)

[Financial Policies p. 153](#)

[Capital Improvement Program p. 127](#)

Want to find something else? See the **TABLE OF CONTENTS** on page 2.

Budget Message

HONORABLE MAYOR, TOWN COUNCIL & RESIDENTS OF WINTER PARK

It is with great pleasure that I present the Town of Winter Park’s 2019 Annual Operating and Capital Improvement Budget. This budget document details not only our plan for the upcoming budget year but also looks forward two years for our Town’s operations as well as five years in our capital improvement plan. Town staff and Council have worked diligently over the past several months to craft a comprehensive plan through a significant amount of planning, prioritization, visioning and citizen input to address our main goal of continuing to make Winter Park a quality resort community.

Goals

The 2019 Budget reflects the commitment by the staff and Town Council to achieve a balance among adhering to a conservative fiscal policy, completing projects, meeting service expectations and supporting the desires of our community. The 2019 Budget and projections for 2020 & 2021 have been crafted to reflect the goals and priorities of the Town’s revised Strategic Plan and planning documents. The Budget is a balanced budget which was accomplished by the use of conservatively-projected revenues, appropriated fund balances and strategic expenditures.

This budget reflects the vision of Town Council and Staff by addressing our Town’s guiding strategic goals and our three guiding priorities:

Pursue projects that protect the health, safety, and welfare of residents and guests

Identify opportunities to maintain and enhance the quality of life for Winter Park residents and our guests

Identify and implement projects that drive business opportunities, encourage reinvestment in existing businesses, and allow entrepreneurs to be successful

The Town Council serves as the legislative body of the Town of Winter Park and is responsible for establishing the goals and priorities of the organization. A more detailed discussion of the Town’s Strategic Plan, guiding policy plans and long-range planning are included in this section. The goals, guiding policies and long-range planning provide direction to staff while planning future services and projects, budgeting for expenditures, and conducting the day-to-day operations of the Town. The strategic goals which have been set forth by Town Council include:

1. Encourage year round downtown economic development and activity.
2. Expand and enhance recreational and cultural amenities and events.
3. Maintain or enhance current levels of service provided to the community.
4. Develop affordable housing opportunities.
5. Improve public transit services within the local community.
6. Maintain the financial security and well-being of the organization.
7. Enhance emergency preparation and maintain public safety.
8. Operate in an environmentally-friendly manner.

The 2019 budget includes funding appropriations to accomplish the goals listed above and detailed in the following sections of the Budget document. Each department within the Town is responsible for establishing specific objectives which support the strategic goals set forth by Town Council at the annual retreat. The objectives must be specific, measurable, attainable, and timely. Each department’s objectives are listed in the Department Summary section of this document.

What To Expect In 2019

2019 brings several new changes and projects to our budget mainly revolving around housing, infrastructure, and community growth.

- **Construction of the Town’s first transit center to be located at Cooper Creek Square along with improvements to Cooper Creek Way to improve bus and pedestrian access**
- **Continued planning and implementation of the Town’s newly adopted Community Master Plan**
- **Ground breaking for a new workforce housing complex to house an additional 100 workers within downtown**
- **The free year-round transit system has entered its third full year of operation with expansions in service area and hours of operations**
- **Current construction of two large mixed-use developments including increased housing and retail space to be completed in 2019**
- **Significant capital investment by the Town to expand roadways and connections in conjunction with the increased development**
- **Investment in design and pre-construction for the Town’s transit facility and construction of the Public Works facilities**
- **Improvements to pedestrian crosswalks and bus stops along Highway 40**
- **New transit buses for our transit system**
- **A sizeable expansion of our current Town trail system with the Roam annexation and work on trail connections in downtown**



Budget Prioritization

The Town began seeing significant changes in 2017 and 2018 with new developments, completion of our housing project along with continued double digit increases in sales, lodging and real estate transfer taxes. 2018 revenues are forecasted at 15% over budget while our non-capital expenditures are forecasted at 10% over budget. These results give us some confidence that we can look forward to 2019 with a higher degree of confidence in our projections than what we have felt in previous years. In addition, the improved results left us in a better fiscal position to address additional investments in capital projects in 2019 and future years while still leaving us in a strong financial position going forward.

While we look forward to 2019 and beyond, the Town continues to maintain a conservative posture in our projections of revenue and any expansion of Town services or programs. This conservative approach stems from the recent economic downturn, changes in spending patterns in our resort community, the recent recovery in our main revenue stream, and the return of major development at the ski area and throughout Town. During the economic downturn, Town Council and staff refocused priorities, streamlined operations, reduced operating costs while increasing the marketing and economic development initiatives to support our businesses and community.

As discussed in more detail in our budget document, the Town has focused the 2019 budget on the following strategic items:

- Workforce housing
- Marketing, events and economic development
- Transit expansions and rolling capital
- Routine and one-time capital projects for infrastructure
- Expansion of Town amenities



Our Budget Presentation

The Town prepares its budget annually with the process beginning in early summer with completion around the beginning of December. There are 10 funds for which forecasts are prepared for not only 2019 but also projected into 2020-2021. Presentation of each fund includes summaries of revenue, expenditures, and fund balances for each year to include 2017 actual results, 2018 budget, 2018 estimated, 2019 budget and estimates for 2020 and 2021. Each department is also separately presented to include similar information as in the fund reports along with a description, function and the goals of each department.

GENERAL FUND

Much of the Town’s resources are administered through the General Fund. Activities that are accounted for in the General Fund include:

- Governance
- Administration
- Community Marketing & Economic Development
- Events
- Housing Administration
- Parks
- Street Maintenance
- Planning
- Facility & Equipment Maintenance
- Forestry
- Town Equipment

Revenues accounted for in the General Fund include sales and lodging tax, real estate transfer tax, various user charges, and investment earnings totaling \$8.7 million. The fund’s expenditures for 2019 total \$6.6 million with additional transfers to other funds totaling \$2.8 million. Town Council has directed staff to maintain a 6 month operating costs reserve along with the required Tabor reserve that totals \$3.8 million.

What to expect in 2019:

- Sales, lodging and accommodation tax revenues are projected to increase by 4% over 2018
- Addition of 1.0 FTE to supplement the public works staff to provide for additional service coverage for snowplowing and other activities
- Contracted planning services for drafting the Town’s downtown and design review plans along with code revisions
- Increased funding for economic development initiatives, marketing and events
- Purchase of town equipment including a street sweeper and replacement vehicles for public works, parks and trails departments

AFFORDABLE HOUSING FUND

This fund is used to administer the affordable housing program for the Town including the new 38-unit workforce housing apartments, affordable housing fee collection from developers and planning for new housing projects.

The Affordable Housing Fund’s expenditures for 2019 total \$2.4 million offset by revenues generated from rent and the affordable housing fees of \$989,000.

What to expect in 2019:

- Rent collections and operating costs for the second full year of operations of Hideaway Place apartments
- Capital investment in infrastructure for the second phase of the Town’s Hideaway Junction housing project
- Debt service on the Town’s 2017 Certificate of Participation for the new apartments



LAW ENFORCEMENT FUND

The Law Enforcement Fund is a special revenue fund which generate a portion of its own revenues to cover a portion of its operating expenses while the General Fund covers the unfunded portion.

The fund accounts for the following activities for the Towns of Winter Park and Fraser, CO under an intergovernmental agreement:

- **Police Department**
- **Animal Control**
- **Court**

Expenditures for this fund total \$1.8 million of which \$638,000 is funded by the Town of Fraser, CO and the remaining funded by revenues generated and transfers from the General Fund.

What to expect in 2019:

- **Expansion of the police department’s leased facilities**
- **Addition of 1 FTE for a new police officer position to provide expanded coverage with the addition of the newly annexed property and increased demands for service**
- **Inter-agency dispatch costs for 2019**

TRANSIT & TRAILS FUND

The Transit & Trails Fund accounts for the funds collected for Transit Services and Trails programs. In November 2015, the Town assumed responsibility for year-round transit services for the Town and contiguous areas to the Town in conjunction with an intergovernmental agreement with the Town of Fraser, CO and Town of Granby, CO.

Transit services are funded through a 2% transit & trails sales tax, intergovernmental revenues, operating and capital grants from the State of Colorado and user fees which totals \$4.7 million in 2019. Transit is provided by the Town through a contract with an outside transit provider with overall operating expenditures totaling \$2.9 million.

What to expect in 2019:

- **Increase of 4% of the dedicated 2% sales tax to fund year-round transit services and trails projects**
- **Investment in 3 transit buses to replace aging buses in the system. The investment will include two new transit buses and one passenger bus**
- **Investment in a transit center, infrastructure improvements to the transit center road, bus stop improvements and design for the future transit maintenance facility**
- **Significant investment in expanding the Town trail system along with adding additional trail connections and maintenance of existing Town trails**

CAPITAL PROJECTS FUND

The Capital Projects Fund accounts for the resources and expenditures for the purpose of acquisition, planning, construction, expansion and improvements to Town facilities and infrastructure.

Revenues which are restricted for this purpose include the highway user tax, road and bridge tax, 10% of sales tax, debt financing, transfers from the general fund and 50% of accommodations tax totaling \$12.7 million in 2019. Expenditures for the projects planned for 2019 total \$11.5 million along with \$1.2 million for debt service on two existing COP’s.

What to expect in 2019:

- Sales tax revenues allocated to this fund have been increased 4% over 2018
- 12 projects for road, crosswalk & lighting improvements, new public works facility, and seasonal decorations
- Transfer of funds from the General Fund to support the projects

BUILDING SERVICES FUND

The Building Services Fund accounts for the building services functions for the towns of Winter Park, Fraser and Granby, CO. The Town operates under two intergovernmental agreements to provide building services for Fraser and Granby. Expenditures for this fund total \$364,000 and are offset by revenues generated.

What to expect in 2019:

- Increased permit revenues due to anticipated development and projects in each town
- Investment in additional technology to support online permit processing

The remaining four funds are discussed in further detail in the budget document but are provided for specific purposes such as conservation trust funds, debt, employee benefits and open space fees.

Economic Environment

As a resort community, the condition of the global, national, state and local economy has an impact on the financial condition of the Town. Growth in residential and non-residential new construction, the real estate market, tourism, and consumer spending all play a role in the local economy and how the revenues and expenditures for 2019 were developed. These external factors have experienced a great deal of fluctuation over the past five years, and it has been a continuing challenge to address these issues with a correct response.

Outside the over-arching issues with our global economy and its effect on our national economy, investment and second home purchases have been impacted in our local community over the past several years. The Town’s main revenue streams: Sales, Lodging, Transit & Trails and Real Estate Transfer taxes have all experienced appreciable growth throughout 2018.

Sales, Lodging, Transit & Trails tax collections, our largest revenue sources, are forecasted to end 2018 with a 10% increase from 2017 levels making 2018 the largest tax collections ever. This increase is on top of 2017 being now the second largest collections ever. In addition, our 2018 Real Estate Transfer taxes will increase 18% over 2017 which reflects improvements in our real estate values and increased development within the community.



These increases to revenue streams represent the continuation of a recovery trend that began in 2013 after the end of the recession coupled with significant development in the town in both residential and commercial sectors. As we looked to our own local economy and normal recovery, Winter Park tends to recover slower than some of our comparable resort towns as we tend to be a more Colorado front-range draw for skiing and summer activities and less for destination tourism. This trend has repeated itself in this recovery as Winter Park lagged the other comparable resort towns in its recovery and just in 2014 began to get back to pre-recession revenues and

development beginning to materialize. As the figures above indicate, this trend has culminated in very robust revenue years from 2015-2018. As discussed earlier, there is significant commercial and residential development since the ski resort’s development that ended in 2008. Several projects were completed in 2017 including the addition of a grocery market and event center. This is in addition to three mixed use projects expected to be completed in 2019. These projects represent a substantial increase in commercial development in downtown which we have included in our revenue projections for 2019 and beyond.

In developing the Town’s budget, staff and Council consider the conditions of the local, state, national and global economies when drafting the budget plan. This section of the budget message will discuss the factors considered by staff when developing the 2019 budget. Additional detail analysis and discussion of each of our revenue sources and expenditures is included in the “Budget Summary” section of this budget document.

This year’s budget cycle took place during a period of relative stability in the global economy and strong economic growth on the national level. The Colorado economy had been recovering at a rate higher than the national economy. The local economy has been outpacing the growth seen at state or national levels.

The national economy has begun a gradual recovery from the recession of 2007-2009, but is not growing at a rate similar to other recent recoveries. The current state of the economy and its impact on the Town’s revenues and expenditures was considered throughout the development of this year’s budget. National economic growth, as measured by gross domestic product (GDP), has been expanding since mid-2009 and was at a 3.5% annual growth rate at the end of Q3 2018. The construction and real estate markets have been growing steadily, both nationally and locally. Inflation has slowly become an issue with projections currently at 2.3% for 2018 along with the Federal Reserve’s increase of interest rates which may be the strongest indicator we have seen that the Fed believes the U.S. economy is beginning to be on solid footing.

By several measures, the Colorado economy has surpassed the national economy. Unemployment in Colorado was projected at 2.7% at 2018 year-end, as opposed to the 3.7% national figure. The unemployment rate in our state has been falling steadily since mid-2010.

Locally, our sales tax revenues have been increasing significantly and an increase in development projects has bolstered this increase. As projects come to fruition this bodes well that our local economy can continue to grow over the next few years. These factors, combined with the local Winter Park and Grand County growth statistics further bolster the notion that 2019 will be a positive year.

All of these factors have been incorporated into our 2019 budget and future year forecasts.



Short-Term Strategies

As our economy is heavily dependent upon tourism and second-homeowners, the Town continues to approach its strategic plans and budget based on the uncertainty that surrounds our main revenue source, sales, lodging and transit taxes. While we are seeing significant increases in our sales tax collections, the uncertainty surrounding our weather patterns can cause substantial fluctuations in the Town’s revenues. Each of these factors has required our budget planning and development to be conservative in the short-term thereby ensuring we stay the course in our budget priorities.

The 2019 Budget was developed based on the strategic goals and guiding priorities discussed above. Staff and Town Council utilized the following assumptions and guidelines:

- **Town-wide operating revenues are budgeted to increase over our 2018 projections to a total of \$16.4 million.**
 - We have included a 4% increase in sales tax revenues over 2018 projected collections. The increase reflects the addition of the new grocery, events center and other retail developments contributing to our tax base
 - Property tax revenues have increased 6% for 2019 due to the increased construction and most recent valuation
 - Real Estate Transfer Tax is forecasted to increase in 2019 due to current residential construction and property values continuing to climb
 - Grant funding has increased substantially from State sources for rolling stock
 - Intergovernmental revenue related to the expanded transit services for Granby, CO and Fraser, CO
 - All other revenue sources are projected to remain relatively level with 2018
- **Town-wide operating expenditures, excluding capital, are budgeted to increase over the 2018 projections to a total of \$13.2 million.**
 - Increased funding for marketing and economic development
 - Increased employee headcount by 2 FTE’s with the addition of a public works equipment operator and police officer
 - Increased debt service costs for the addition of the public works facility lease
 - Increased funding for Planning & Development for managing growth in Town through a downtown plan and development guidelines
 - Increased Police Department cost for county dispatch services and leased space
 - Maintained our community grant program
- **Added debt service costs for the new public works facility**
- **Maintained a minimum 6 month operating reserve along with the Town’s statutory reserves totaling \$3.8 million.**

From a capital project standpoint, the Town has planned to invest funding in several projects including:

- Improvements to the surrounding street infrastructure adjacent to the new grocery store and additional commercial and residential development at Hideaway Station
- Installation of infrastructure for phase 2 of the Hideaway Junction housing development
- Construction of a new transit facility at Cooper Creek Square and related improvements to Cooper Creek Way
- Expansion of the Fraser River Trail through the newly annexed Roam development and improved connectivity for several of our existing trails throughout Town
- Street and sidewalk improvements on Winter Park Drive accessing Winter Park Resort
- Design and engineering costs associated with the construction of a new Transit maintenance facility
- Construction of a new public works facility at its current location on Highway 40
- Crosswalk and bus stop improvements on Highway 40
- Improvements to the Vasquez Road parking garage
- Replacement and expansion of seasonal decorations throughout Town

In addition to these projects, the Town still anticipates completing several routine projects of our existing roads, curbs and sidewalks.



Hideaway Park Picnic Shelter

Future Challenges and Opportunities

The primary challenge Winter Park faces in both the short and long-term continues to be its dependence on sales tax revenues. As discussed further in the budget document, sales tax revenues account for over 60% of total Town revenues. However, 70% of these revenues are collected over five months at the beginning of the fiscal year which allows the Town to react accordingly as to spending and projects in a particular year. Over the past several years the Town has developed strategies to address this issue including summer/fall marketing to drive more business throughout the year, development of Hideaway Park to drive summer events and activities, adding and improving our extensive trail network for hiking and biking activities, and adding guest amenities and infrastructure. In conjunction with our community branding initiative completed in 2018, the Town is promoting itself and its amenities as “Colorado Unfiltered” to continue to push year round tourism and the place to live or own a second home.



According to data obtained from Colorado Ski Country USA, skier visits had increased over the past three years but was slightly lower in 2018 due to weather issues early in the season. For the local ski resort, day skiers account for approximately 60% of all skier activity at Winter Park. The emphasis for our upcoming ski season is to attract local visitors to the resort and Town. However, the Town does not collect any revenue on the sale of lift tickets and/or season passes. Instead, the Town relies on the patronage of local establishments by citizens and visitors for the majority of its revenues.



While the majority of our focus is to improve our winter revenues, the Town and the local ski resort have invested heavily in expanding our summer and fall activities and amenities. The local ski resort has expanded the use of its facilities in the summer with the development of one of the largest downhill biking venues in North America along with its family summer activities and hosted biking and other events. The Town has invested additional funds for summer marketing, major events, and additional activities and amenities for the past several years. These investments have yielded a strong increase in our summer and fall visitation and the related revenues generated which in turn helps keep our community active more of the year and supports our business community so as to not be as reliant on our winter season.

In addition, over the past few years the Town has invested in strategic properties on Main Street and other areas in Town to spur development, housing and economic activity. In conjunction with these strategic purchases the Town has also invested heavily in infrastructure to make these properties more attractive to development. These efforts are being accomplished to drive economic development and recovery for our Town as a whole and to provide future funding vehicles to continue this expansion.

These initiatives should provide for a more stable economy in the future along with continued investment in our infrastructure and guest/resident amenities. However, with our economy based on a tourist economy and subject to weather fluctuations, the Town’s long-term strategy is to maintain a significant balance of accumulated reserves so that we are not only prepared for any further economic downturns but to provide the Town with sufficient funds to react to any potential projects that could benefit the future growth and viability of the Town.

While the current economic outlook for Colorado indicates projected but reduced growth coming in 2019, the Town of Winter Park’s projected budgets for 2020 and 2021 reflect only a slight increase in our revenue sources and continued reductions in operational expenditures. Should an economic downturn occur the Town is prepared. The Town has set aside nearly \$4 million for an operating reserve which is representative of 6 months of our operational costs at current levels.

As in the past, the Town has adjusted its operating and capital expenditures if budgeted revenues are declining since the Town receives approximately 70% of its total revenues in the first five months of the year. The use of reserves will only be recommended when necessary and the replenishment of those reserves will be recommended as soon as is financially feasible.

Action Plans

To address the Town’s current and long-term issues, several action plans have been implemented by the Town Council and Town Staff to improve tourism, housing development, business development and to extend our tourism season beyond winter include:

- **Continue to provide significant financial support to the Chamber of Commerce to market the community. In 2019, funding has been increased 4% over 2018**
- **Provide financial support to be utilized for attracting summer events intended to promote sustainable year-round economic development. Event funding has been increased 6% along with the newly year-round transit provided by the Town**
- **Provide additional economic development assistance funds to assist businesses within the community to enhance their properties or expand services. Significant funding to be provided for several businesses and developments in the Town for infrastructure and expansion funding**
- **Increase service levels to the community to provide high quality experiences for our guests. The free transit system now runs year round and public works has expanded its hours of snowplowing during the winter months**
- **Invest in capital improvement projects that enhance our guest experiences as well as provide additional infrastructure and amenities. Roughly \$17 million has been earmarked in capital expenditures for infrastructure and development projects to be implemented**
- **Expand and improve the quality of the Town’s day and night transit services to increase mobility throughout the Town and the resort**
- **Provide funding for grants to community organizations in support of Town Council goals**
- **Significant investment will be made in 2019 for new affordable housing units within the Town to address our housing shortage.**

Projected revenue and expenditures for each fund along with fund balances have been included in our budget report that reflect how the Town is addressing these long-term issues and anticipated action plans. Projections for the two year period are also included in each department summary included in this budget document.

In Summary

The 2019 budget document is designed to be used by a wide range of constituents – citizens, financial organizations, businesses, Town Council, and Town Staff. The document was compiled to be a comprehensive source for all constituents to understand the many departments of the Town as well as to demonstrate how tax dollars are being spent and managed. The budget document goes beyond what is required by our statute as we consider it a communication tool and resource to our constituency while maintaining a level of transparency of the Town’s operations.

I would like to express my appreciation to the Town Council for their work in planning for the future of Winter Park and to the Town Staff for their dedication to providing cost-effective services to the citizens & guests of the community. I am confident that we will be able to meet the challenges and opportunities that will present themselves in 2019 and beyond.

Keith Riesberg
Town Manager



Confluence Park & Fraser River

Guiding Policies

Over the past few years, the Town has developed a number of strategic planning documents to guide not only our budgeting and forecasting efforts but our major projects and town initiatives. Town Council and Staff are guided by our key policy documents along with our Strategic Plan to make determinations of funding and priorities. Below is a framework of the guiding documents that drive our Strategic Plan but also our annual goals and daily activities. A detailed discussion of the Town’s Strategic Plan is included below as it ties back to our Policy Documents and establishes our funding and priorities for the current year budget and future projections.



Town Strategic Plan

In 2018, Town Council revised the Town’s strategic goals for our annual budget and long-range planning. The table below details for each strategic goal what steps the Town Council requested to address these long-term issues and concerns for our current budget and long-range projections. The goals provide direction to staff while planning future services and projects, budgeting for expenditures, and conducting the day-to-day operations of the Town.

ENCOURAGE YEAR ROUND DOWNTOWN ECONOMIC DEVELOPMENT AND ACTIVITY
Expand our marketing efforts to increase tourism through additional funding and programs <ul style="list-style-type: none"> • Funding has increased 4% in 2019 and 3% in 2020 & 2021 for marketing programs
Fund the commercial enhancement grant program for local businesses <ul style="list-style-type: none"> • Funding and programs have been increased in all years • Public infrastructure projects have been funded in our five year capital program to support three new developments in the Town
Sponsor year round events to increase tourism and support year round economy <ul style="list-style-type: none"> • Funding for events has increased significantly in 2019, 2020 & 2021 • Additional events have been added to maintain business during our shoulder seasons • Funding for a forecasting system has been included to help the Town, Chamber and businesses forecast lodging bookings, skier/biker visits, and revenue statistics
EXPAND AND ENHANCE RECREATIONAL AND CULTURAL AMENITIES AND EVENTS
Purchase of strategic properties to provide for additional amenities and development <ul style="list-style-type: none"> • Capital funds totaling \$ 14.0 million have been included for adding town amenities in the next three years
Seek public-private partnerships to assist in the expansion of Town amenities <ul style="list-style-type: none"> • 100 tenant workforce housing apartments to begin construction in 2019
Enhance event sponsorships to provide for year round opportunities <ul style="list-style-type: none"> • Additional funding has been included to expand our events into our shoulder seasons • The Town has entered into a multi-year sponsorship agreement with a local company for naming rights to our event center which will allow for additional funding for events
Expand the Town’s trail system to provide additional amenities for our guests and residents <ul style="list-style-type: none"> • Entered into annexation agreement in 2018 to double the Town trail system • New trails projects have been identified in the five year capital program to add additional trails, trail connections and wayfinding
MAINTAIN OR ENHANCE CURRENT LEVELS OF SERVICE PROVIDED TO THE COMMUNITY
Using existing performance system, improve town levels of service through metrics and surveys <ul style="list-style-type: none"> • Staff will continue to develop and use of our current metrics systems which are defined in each departments reporting included in this document
Begin replacement of the transit systems rolling stock to improve resident/customer experience <ul style="list-style-type: none"> • \$900,000 in rolling stock funding is included in 2019 along with \$500,000 in 2020 and \$950,000 in 2020 to begin replacement of the transit fleet with funding commitments from the State level.

Identify funding and potential sites to develop a new transit facility for the expanded transit program

- **Site has been identified and capital funding for design and engineering included in 2019**
- **Construction of a new transit facility has been included in the five year capital program for anticipated construction in 2021**

Analyze our current transit routing structure to improve efficiencies as well as expanded routes

- **A transit advisory committee has been installed to review our current transit routing and systems. Along with a contracted transit system consultant the routing is analyzed and updated to gain efficiencies and additional coverage**

Continue funding for the community activity bus to support our residents

- **Funding of the program has been included in the 2019 budget along with our expenditure projections for the next two years**

DEVELOP AFFORDABLE HOUSING OPPORTUNITIES

Maintain a full-time staff person to address additional housing opportunities

- **Funding is included for future years to expand the Town’s programs for affordable housing**

Expand our affordable housing stock by 30 units each year

- **The Town will begin developing a 100 tenant workforce apartment complex in 2019**
- **Expansion of infrastructure for our current single family housing neighborhood will begin in 2019 to provide for new construction in 2020 and beyond**

Develop public/private partnerships with developers and the resort to expand seasonal housing

- **Several projects have been identified and funding has been provided to begin the planning stages for these units**

Market the Town owned land for affordable housing to drive investment by developers

- **Process driven by our new affordable housing full-time staff member**

Explore financing options to allow the Town to increase its housing units on a shorter term basis

- **Town has contracted with an outside consultant to explore financing and grant programs for affordable housing projects**

IMPROVE PUBLIC TRANSIT SERVICES WITHIN THE LOCAL COMMUNITY

Analyze the potential for improving and/or expanding the current local transit system

- **Current and future year budgets have included over \$2.9 million in funding for the new year round transit system**
- **Routing and efficiencies are being reviewed by the Town’s transit advisory committee who will recommend changes to the system as warranted**

Provide funding for a new staff position and outside consultant to manage the transit system

- **Continued funding of transit consultant to assist in improving the system as well as identifying funding for operations and new rolling stock**

Continue involvement in the review of a regional transit system

- **Newly installed transit advisory committee to explore a regional expansion**
- **Expansion to year-round service to Granby, CO has been finalized and included in the 2019 budget**
- **Additional funding partners will be identified to offset costs of the current transit system as well as reviewing additional efficiencies in a regional service**

MAINTAIN THE FINANCIAL SECURITY AND WELL-BEING OF THE ORGANIZATION

Maintain a six month general fund reserve along with the required statutory reserve

- **The six month reserve has been identified in our current budget and future projections**

Explore options for funding future projects identified in the long range capital plan

- **The Town has included funding for outside consultants to provide guidance on current and future funding options for the five year capital projects**

Monitor the first quarters tax returns to identify any needed changes to the budget plan

- **Staff continues to review sales tax results in the first quarter before significant funding is encumbered on current year’s projects**

ENHANCE EMERGENCY PREPARATION AND MAINTAIN PUBLIC SAFETY

Maintain the combined police, animal control, and municipal court functions

- **The Town has renewed its intergovernmental agreement with Fraser to continue a combined law enforcement agency**

Increase staffing to support the level of services provided to residents and businesses

- **In 2019, the Town added an officer position to assist in the increased workload and to cover the newly annexed development**
 - **Police personnel have been budgeted to full staffing levels to cover their service area**
- Continue involvement in the region-wide public safety organizations

OPERATE IN AN ENVIRONMENTALLY-FRIENDLY MANNER

Evaluate Town-owned facilities to improve energy consumption and environmental impact

- **A Town facilities master plan was completed in 2017 to look at Town facilities for energy use, replacement and future maintenance needs. Funds have been budgeted for 2019 and future years to begin to address the master plan**
- **The facility master plan will be utilized by Council to establish a replacement schedule for certain facilities and begin the process of identifying future capital expenditures**

Support a Town owned electric car charging station through the state-wide granting program

- **One electric car charging station was installed for public use. Additional units will be installed at other Town facilities as grant funds are available**

Additional details and narrative of our current and future year’s plans and action steps is included in the Budget Message of this document and long range issues below. Also, a further discussion of these items is included in the Budget Summary section that addresses our revenue and expenditures in more detail along with steps to address any short or long-term planning done by Town Council and staff.

Long Range Issues and Planning

The Town continues to look forward several years to issues and conditions that may affect our operations and ability to provide our current services and implement our long-term capital program. Our long-range modeling is a valued planning tool used to visualize and stimulate “big-picture” thinking. It enables staff and council to step back from the current year’s budget process to think more strategically and holistically to plan responsible annual budgets that work towards our Town Priorities and plans. The long-range modeling is utilized by Council and staff to help us view those areas that need to be addressed in our current budget plan as well as looking how it affects the future risks and opportunities of the Town. The modeling addresses the key components of the Town including:

- Revenue Structure
- Base Operating Expenses
- Staffing Plan
- Priorities
- Reserve Funds
- Capital Investment Program
- Debt
- Equipment Replacement
- Fund Balance

This long-range modeling helps our staff develop their annual budget as we require department managers to assess their needs over a five year window instead of just the upcoming year. A baseline budget is provided to the managers and then they develop what is needed over the five year timeframe to help them address the longer range needs or any deferred expenditures. The modeling uses the five year plans to evaluate additional financial capacity in comparison to revenue forecasts to incorporate new initiatives and/or one time priorities. Essentially, the five year plans provide a starting point annually causing departments to make priority-planning decisions understanding the competitiveness of limited resources based on the above key components. This planning by the departments is then translated into our annual budget which is presented to Council for consideration. When the annual budget is presented to Council each of the five year plans is reviewed so as to address any concerns or changes that the Council may have to affect the current year budget or the five year plans.

The following long-term issues and concerns for the Town were included in the long-range modeling plans and helped in developing strategies for addressing these items in our current budget and our projections:

- National economy, consumer confidence, and projected consumer price index
- Expected weather forecasts for the upcoming ski season and modeling for future years
- Tourism indicators for Colorado and our local economy; funding and programs to be implemented from a statewide level and local county level
- Forecasts of skier visits and demographic profiles along with summer forecasting for our biking, trails and events programs
- Metrics of advanced booking for both the ski season and upcoming summer
- Metrics of average daily rate for our lodging properties
- Population forecasts
- Building permit issuance trend and forecasting
- Real estate property value trend, unit turnover, foreclosures and forecasting
- Capital infrastructure needs and replacement of current equipment
- Unassigned fund balance and reserves

Some of the key factors (from the elements discussed above) the Town used in forecasting its 2019 budget and the projected budgets for 2020 and beyond are as follows:

- Sales tax has been conservatively projected for each of the following years at a 4% growth rate along with anticipated collections for two developments that were completed in 2017 and 2018. The moderate growth rate is in line with our 20 year average which contemplates years with downturns offset by years of significant

growth along with the economic indicators utilized in our forecasting models

- Real Estate Transfer Taxes have been projected to increase each year based on a study of projected real estate development over the next five years by an outside firm
- Property tax is projected to increase in 2019 and 2020 based on the County’s revaluation of properties as well as anticipated development in the following years
- Our intergovernmental revenue is projected to grow based on the anticipated cost increases to provide the transit, law enforcement, and building services for our partners
- State and Federal grant revenues are projected based on our expectation of funding for our transit services which are based on our prior years funding
- Building permit revenues have been projected based on our forecast modeling of new buildings, remodels and minor projects for both residential and commercial with increases or decreases each year based on volume and type of project
- Personnel costs have been forecasted based on the staffing count expected in the corresponding year along with anticipated merit raises of 1-3%. Health and benefit premiums have been estimated on the Town’s previous rate experience as well as trend in the small market
- Transit costs are projected in line with the contract escalations included in our service agreement
- Marketing & Development costs have been projected based on the Town Council directed percentage increase each year
- Most other expenditures have been calculated based on inflation projections related to CPI or other indices such as for electricity and fuel.



Rendezvous Event Center

Community Profile

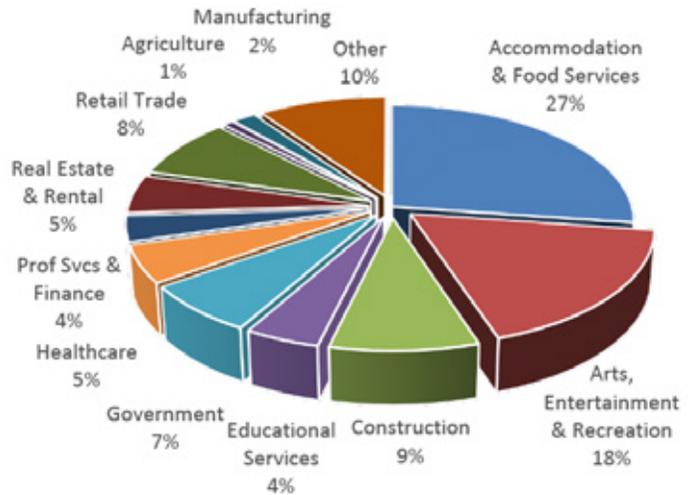
Profile/Demographics

Established:	1978
Population:	1,038
Land Area:	7.5 sq miles
Elevation:	9,052 feet
Highest Point:	12,060 feet
County:	Grand
Major City:	Denver
Resort:	Winter Park Resort
Ski Area:	3,000+ skiable acres
Trestle Bike Park:	40+ trail miles
Median HH Income	\$79,375
Median Age:	37.7 yrs.
Male/Female:	67%/33%
High School:	99%
Bachelor's degree or higher:	48%
Residential Units:	2,628
Median Housing Value:	\$451,000
Seasonal/Second Home %:	88%

Statistics Source: American Fact Finder (US Census Bureau)/DOLA

Average High/Low Temps	July 76°/39°	Jan. 32°/ 0°
Average Annual Snowfall	281 inches	
Average Annual Sunny Days	257 days	

Employment By Industry



Town Overview

Introduction

The Town of Winter Park is nestled against the western slope of the Continental Divide and is surrounded by the Arapaho National Forest and three wilderness areas: Indian Peaks, Byers Peak and Vasquez. Approximately 75% of the land in Grand County is publicly owned. 17,000 acres of public land is owned by the City of Denver Water Board. Nearby Rocky Mountain National Park sets aside 265,727 acres of natural land and wildlife habitat for the public to enjoy. We have some wonderful wildlife as neighbors, including elk, moose, deer, bears, mountain lions and coyotes.



Many skiers and snowboarders already know Winter Park for its winter playground, being its home to Winter Park Resort, Colorado's Favorite® and the National Sports Center for the Disabled, the world's largest disabled program. In the summer, hikers and bikers have over 600 miles of trails to explore, dubbing the area Mountain Bike Capital USA. The list of other summer fun ranges from rafting, fishing, golfing, horseback riding and the longest alpine slide in Colorado.

History

First used by the Ute and Arapaho Indians as summer grounds to escape the heat of the high plains, the area surrounding the Town of Winter Park has a rich heritage and includes everything from logging and pioneers, to mining, ranching, and the railroad. Although pioneers first arrived in the region in the early 1800's, it was not until 1923 when construction of the Moffat Tunnel gave rise to several small worker settlements, such as Old Town, Idlewild, and West Portal. These communities provided the framework for what would one day become Winter Park.



During the 1920's, the area developed into one of Colorado's first skiing locations, however, visitors continued to regard the area as a summer destination. With the completion of the Moffat Tunnel in 1928, the local economy began to rely on tourism. In 1932, a man named Linus "Doc" Graves constructed 26 tourist cabins, a café, and a service station on a ten-acre plot of land. Originally known as Hideaway Park, the village grew rapidly and over a stretch of 2 years nearly doubled in size. However, it was the decision to keep Berthoud Pass open in the winters that would forever change this area. By 1939, the areas first J-bar tow began operating, selling \$1.00 lift tickets. That same year the settlement known as West Portal changed its name to Winter Park in hopes that it would publicize the establishment of a winter recreational area. The idea proved successful and winter tourism, the economic mainstay of the Town, was born.

Community

The Town is located in Grand County which has a land size of 1,846 square miles (larger than Rhode Island) and a population of 14,505 residents dispersed through its six incorporated towns and rural areas.

The Town's climate varies from sub-alpine to alpine and supports a wide variety of vegetation including sagebrush, willows, aspen, and lodge pole pines at lower elevations.

Winter Park is located in the East Grand County School District which provides education from kindergarten through high school. The local elementary school, Fraser Elementary School, is located in Fraser while the middle and high school are located in Granby. The District was named a “District of Distinction” by the Colorado Department of Education

Rail lines run through the Town in a North-South direction, as does US Highway 40, the area’s primary connection to Interstate 70 and the Front Range. Winter Park can be accessed by Amtrak, Greyhound and by car. There are small regional airports in both Kremmling and Granby for private planes.

For additional information about Winter Park and the surrounding areas, readers can visit playwinterpark.com for resources and information on our community.

Local Economy

Not surprisingly, winter tourism encompasses the majority of the local economy though the area is becoming a four-season vacation destination. From the powder skiing and backcountry challenges of Winter Park Resort, a top 10 visited resort in North America, to guided snowmobile tours, sleigh rides, cross-country skiing, snowshoeing, and dog sledding, Winter Park has firmly established itself as a winter tourist destination. In the summer months, the idyllic climate, and activities such as mountain biking, hiking, fishing, golfing, rafting and camping become the major attractions of the region. To draw additional visitors in the summer months, the Town sponsors numerous events including music concerts, festivals, bike racing, fairs and skateboard competitions.



As noted in the Employment by Industry graphic, the majority of employment in the area is tied into our tourism based economy with up to 60% tied to the local resort and tourism amenities and services. The largest employer is the local resort along with property management companies, hotels, restaurants and government making up the remainder of large employers.

Government

The Town of Winter Park was officially incorporated on September 26, 1978, and adopted its Home Rule Charter April 12, 1983. The Town of Winter Park is a home rule community consisting of a council-manager form of government with power vested in an elected, seven-member Town Council. Policy-making and legislative authority remains the responsibility of the Town Council. The Council adopts the budget, appoints the boards and commissions, and hires the Town Manager, Town Attorney, and Municipal Judge. The Town Manager is responsible for carrying out the policies and ordinances approved by Council, for overseeing the day-to-day operations of the Town, and for appointing the heads of various departments. Elected at large on a non-partisan basis, Council Members serve either two or four-year staggered terms. The Council appoints a Mayor from among the elected Council Members. 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.



Town Facilities

Town Hall

50 Vasquez Road
 PO Box 3327
 Winter Park, Colorado 80482
 970.726.8081

Police Department

79050 Main Street
 PO Box 211
 Winter Park, Colorado 80482
 970.722.7779

Public Works

80500 US Highway 40
 PO Box 3327
 Winter Park, Colorado 80482
 970.726.8081

List of Officials and Staff

Town Council

- Jimmy Lahrman.....Mayor
- Nick Kutumbos.....Mayor Pro Tem
- Jim Myers.....Councilmember
- Charles Banks..... Councilmember
- Mike Periolat.....Councilmember
- Chris Seemann.....Councilmember
- Art Ferrari.....Councilmember

Staff and Appointed Officials

- Keith Riesberg.....Town Manager
- Kendra Carberry.....Town Attorney
- Georgia Noriyuki.....Municipal Court Judge
- Brad Holzwarth.....Planning & Zoning Committee Chair
- Glen Trainor.....Police Chief
- Russ Chameroy.....Public Works Director
- Thomas Hawkinson..... Building Official
- Danielle Jardee.....Town Clerk
- Bill Wengert.....Finance & Human Resources Director
- James Shockey.....Community Development Director
- Michael Koch.....Transit Manager
- Gerry Vernon.....Capital Projects & Parks Manager



Organizational Chart



BUDGET SUMMARY



Budget Overview

Policies

The Town of Winter Park’s budget process is designed to learn by assessing current conditions and desired needs; to set our focus toward delivering the right outcomes based on community demands and financial capacity; to assemble a budget that works within the framework of our focus; to present a balanced budget and responsible plan that looks to evaluate how decisions today might impact future budgets; and to take action executing the budget with a high degree of proficiency.

The Town plans for its future and manages day-to-day operations via the policies approved by Town Council. Each year a work session is dedicated to the review of the different Plans and Policies. This step is the most important contributing factor along with the annual Council retreat to the development of the budget. Discussions determine if policies in place promote the mission statement of the Town. Through this programs are identified that meet the objectives of the policies. Based on these decisions, the Budget is formulated in conjunction with the Town Council and Staff.

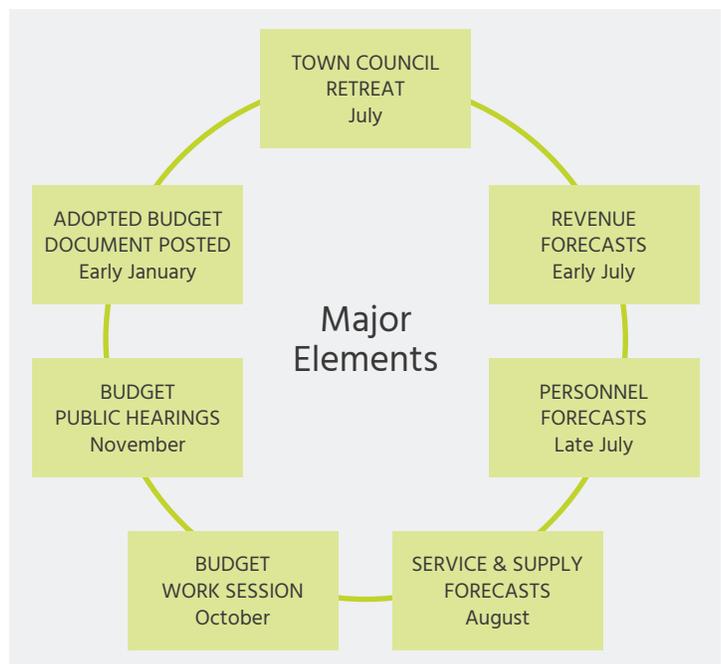
See additional discussion of the Town’s basis of budgeting, accounting and financial policies in the Appendix of the budget document.

Budget Process

The Town’s fiscal year begins on January 1st and ends on December 31st of each year. Although the Town legally appropriates its budget on an annual basis, the budgeting process includes discussions regarding short-term and long-range financial planning. Therefore, three-year projections for all funds are included in this document. The Town’s Charter (Article IX, Section 3) states, “The budget shall provide a complete financial plan of all Town funds and activities for the ensuing fiscal year.”

Based on the guidance provided at the annual Town Council retreat and the Policy review, the projected results for the current calendar year, and revenue modeling for the upcoming year, the individual departments prepare budgets using a line-item method, providing detailed documentation for revenues and expenditures. Service levels, as approved by the Town Council during the annual retreat, assist the departments in determining projected expenditures. In addition, the Town Council and Staff determine the priorities for the upcoming year in relation to the current years activities and priorities and our long-term objectives.

In order to present a balanced budget, the Town Manager works closely with departments to coordinate funding levels. Article IX, Section 6 of the Town Charter defines a balanced budget as, “The proposed expenditures and provisions of contingencies in the budget shall not exceed the total estimated revenues including surpluses from prior years.” Once compiled, the budget is presented to Town Council at a work session in October and adjustments or changes to priorities are made at the direction of the Council. Per the Home Rule Charter, a public hearing on the



proposed budget must be held on or before November 17th. During the public hearing, Town Council may adopt the budget with or without amendment. Adoption of the budget by Town Council shall constitute appropriations of the amounts specified at the fund-level.

The Town encourages citizen participation in the budget process by publishing notices of the hearings in the local newspaper and online. Copies of the budget document are also available for citizen review prior to the public hearings at Town Hall as well as on the Town’s website. A “Budget in Brief” pamphlet is also distributed that provides a very brief overview of the Town’s Budget.

Budget Calendar

JANUARY
<ul style="list-style-type: none"> • File adopted budget with the Colorado Div. of Local Governments by January 30 (CRS 29-1-113 (1)) • Budget posted online and comments for coming years budget accepted
JULY
<ul style="list-style-type: none"> • Town Council Retreat & review of policies • Develop Budget Calendar • Executive Staff review & planning meeting
AUGUST
<ul style="list-style-type: none"> • Develop projections, preparation manual, and worksheets • Distribute work materials to department head and hold budget process training • Departments complete budget worksheets and package requests • Receive Abstract of Assessments from County Assessor by August 25th (CRS 39-5-121(2)(b)) • Calculate preliminary mill levy rate • Budget work session with Town Council - Five-Year capital program & budget direction
SEPTEMBER
<ul style="list-style-type: none"> • Develop preliminary budget reports • Present preliminary budget reports to Town Manager • Department head budget reviews with Town Manager • Develop and compile preliminary budget/CIP requests
NOVEMBER
<ul style="list-style-type: none"> • Budget work session with Town Council • Update preliminary budget requests per Council direction • Develop proposed budget document
OCTOBER
<ul style="list-style-type: none"> • Public hearing on proposed budget due by November 17th (HRC 9-5) • Adoption of proposed budget by Town Council
DECEMBER
<ul style="list-style-type: none"> • Receive final Assessed Valuation from County Assessor by December 10 (CRS 39-1-111(5)) • Adoption of Mill Levy by Town Council • Certification of Mill Levy to County by December 15 (CRS 39-5-128(1))

Basis Of Budgeting

Basis of accounting refers to the specific time at which revenues and expenditures are recognized in the accounts and reported in the financial statements. The method of accounting used often depends on the purpose for which the fund has been established. In the Town financial statements, proprietary funds utilize the accrual basis of accounting while all other funds utilize the modified accrual basis.

All budgets are prepared and adopted using the modified accrual basis whereby revenues are recognized when measurable and available and expenditures are recognized when a liability is incurred. Expenditures may not legally exceed appropriations at the departmental level for all annually budgeted funds. During the year, the Town’s accounting system is maintained on the same basis as the adopted budget. Unexpended funds revert to fund balance at close of year. Unexpended capital reserve funds carry forward from year to year. At year end, the Town’s Comprehensive Annual Financial Report (CAFR) is prepared on the basis consistent with Generally Accepted Accounting Principles (GAAP). The main differences between budget and the CAFR for proprietary funds are:

- **Capital outlay and Debt Service principal payments are recorded as expenditures for budgetary purposes as opposed to adjustments of balance sheet accounts in the financial statements.**
- **Depreciation is not recognized for budgetary purposes and is recorded as a charge applied against the capital assets in the CAFR.**

Fund Structure

The Town of Winter Park, like other local governments, utilizes funds to account for the activity of specific operations, programs, and/or functions. Each fund maintains an independent, self-balancing ledger and budget subject to appropriation. In accordance with State statute, no fund may overspend the appropriation established by Town Council. The funds aid in the reporting and analysis of restricted revenue sources, ensure that those funds are expended appropriately, and more accurately portray the short and long-term operating and capital needs of the organization. The funds established by Town Council for this budget are as follows:

General Fund – This fund is used to account for resources traditionally associated with government, which are not required legally or by sound financial management to be accounted for in another fund. The functions accounted for in this fund include general administration, public safety, development review, parks, and public works. In addition, the Town accounts for the purchase and sale of capital equipment for all departments and functions of the Town.

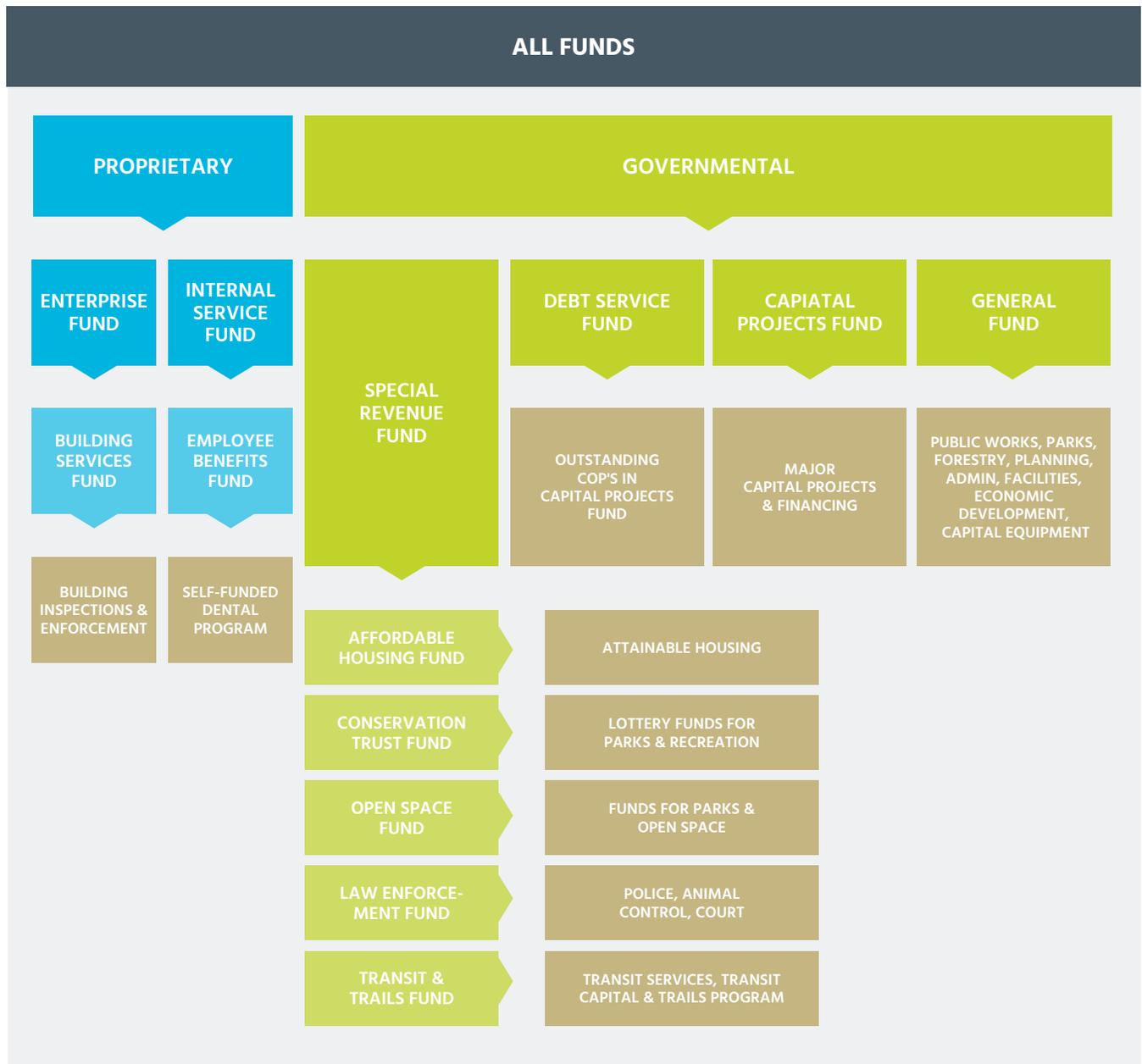
Special Revenue Funds – These include the Affordable Housing Fund, Conservation Trust Fund, Open Space Fund, Transit & Trails Fund, and Law Enforcement Fund. Such funds are used to account for the proceeds of specific revenue sources that are legally or otherwise restricted to expenditures for specified purposes.

Debt Service Fund – This fund is used to account for the accumulation of resources for, and the payment of general long-term debt principal, interest, and related costs for projects other than capital projects. Section 10.11 of the Town Code states “There shall be no limitation on the amount of bonds or other securities the Town may issue”.

Capital Projects Fund – This fund is used to account for the construction of major capital projects other than those financed by Enterprise or Internal Service Funds. The fund is also used to account for the accumulation of resources for, and the payment of long-term debt principal, interest, and related costs for capital projects of the Town.

Enterprise Fund – This includes the Building Services Fund. The fund is used to account for operations that are financed and operated in a manner similar to private enterprise. Services provided by this fund are predominately self-supporting through user charges. All activities necessary to provide such services are accounted for in this fund, including administration, operations, maintenance, finance, and related debt service.

Internal Service Fund – This includes the Employee Benefits Fund. The fund is used to account for goods and/or services (self-funded dental insurance) provided by one department to other departments of the Town on a cost reimbursement basis.



Budgetary Control

Once approved, it becomes the responsibility of the Finance Department to monitor and report on the financial activity of the organization and condition of the annual budget. The Town incorporates the use of financial software, policies, and procedures to provide an adequate level of control over expenditures. Ultimate budgetary responsibility is maintained at the department level. As allowed by the Town’s Charter, requests for supplemental appropriation to the budget will be issued in a public notice and is subject to the approval of Town Council by ordinance.

Chart Of Accounts

The Town has developed a chart of accounts in an effort to more accurately track and record revenues and expenditures by fund and department. The chart has allowed for the elimination of a centralized collection and reporting of expenditures typically deemed administrative and/or overhead. These costs are now recorded for and reported in the individual departments based on various allocation methods.

Debt Management

Debt is defined as a liability that places a future contractual or other obligation against future revenues of the Town. This type of funding is restricted to capital improvements and is not to be used for current or annual operations. The following are summaries of the Town’s debt as of the end of 2018.

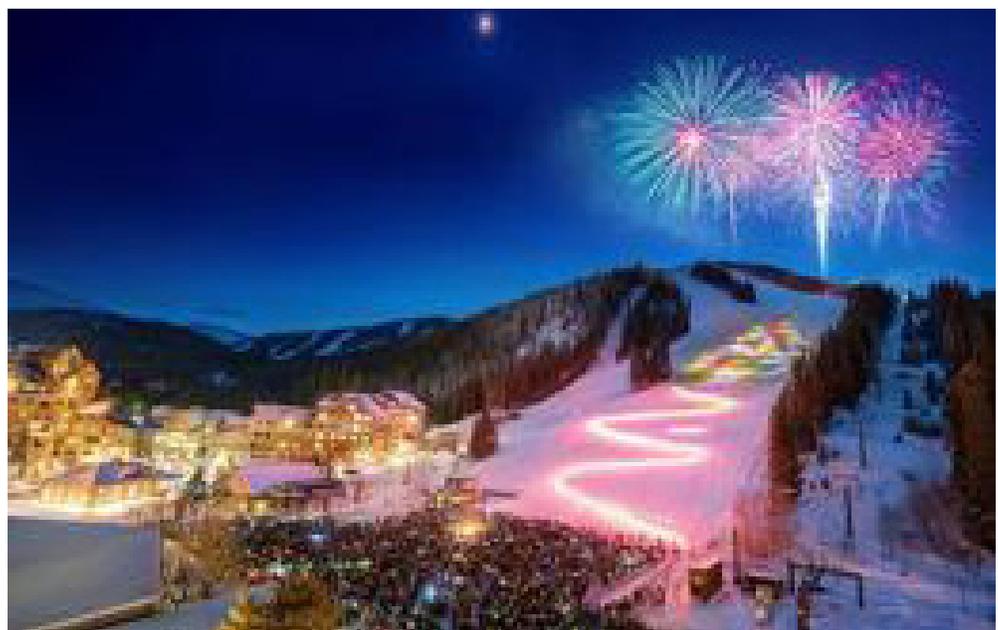
The Town entered into two Certificate of Participation (COP) leases in 2016 for a total of \$8,341,300 and one COP in 2017 for \$9,362,380.

- **COP Series 2016A was issued in October 2016 for a total of \$3,773,500 to finance the construction of the permanent stage at Hideaway Park. The issuance was a taxable COP with a true interest cost of 4.50% and a 15 year term.**
- **COP Series 2016B was issued in December 2016 for a total of \$4,567,800 to finance the purchase of a new Parking Garage. The issuance was a tax-exempt COP with a true interest cost of 3.39% and a 15 year term.**
- **COP Series 2017 was issued in November 2017 for a total of \$8,645,000 par amount and \$717,380 reoffering premium to finance the purchase of the Sitzmark Workforce Apartments. The issuance was a tax-exempt COP with a true interest cost of 3.29% and a 25 year term.**

Debt service on both 2016 COP’s began in late 2016 and will continue for 15 years with final payment in December 2031. Principal payments are in December each year and interest payments are quarterly for the 2016A Series COP and June & December for the 2016B Series COP. Payments made for both COPs are recorded in the Capital Projects Fund.

Debt service on the 2017 COP begins in 2018 and will continue for 25 years with final payment in December 2042. Principal payments are in December each year and interest payments are semi-annually. Payments made for both COPs are recorded in the Affordable Housing Fund.

Colorado State Statute limits the total amount of General Obligation debt to 3% of the jurisdictions actual property value. The Town does not have any debt that is applicable to this margin. The Town’s estimated Actual Value as determined by the Grand County Assessor is \$1,064,960,030 which totals \$31,948,801 of bonded debt.



Performance Measures

Town Council adopted a strategy defining a set of high-level organizational goals designed to achieve the strategic priorities and core values of the community. The strategy serves as a steering mechanism to focus policy direction, budget priority planning, resource analysis, and institute a means of self-examination toward delivering the right outcomes year to year. The Town’s budget document contains performance measures for each department. **The measures are reported in the Department Summary sections.** The measures are used to illustrate the relationship between the use of public funds and the services and results received.

Throughout a performance year, departments monitor, track, and evaluate their effectiveness and efficiency towards planned targets. As data driven decisions unfold, applying what is learned from both successes and failures, Council and Staff can assess how well it is delivering services. The performance measures help in the following ways:

- **Make programs more efficient**
- **Better explain to the public what its paying for**
- **Improve budgeting decisions**
- **Identify and prioritize results that are most important to the community**

The information is compiled in a Performance Management Report annually although each measure is monitored on a continual basis throughout the year. Key performance indicators are captured to demonstrate progress towards Town goals framed in the adopted categories: Serve the Community, Run the Operations, Manage the Resources, and Develop the Workforce. Each of the categories is critical to the success of the Town.

The following are the keys to the implementation and evaluation of the performance measures:

- **Use data as indicators of what items should be analyzed for cause and effect. Determine best action to improve service or implementation of the measure**
- **Meet with each department when reviewing performance measures. Ensure training is appropriate for staff regarding each measure**
- **Celebrate successes. Evaluate areas that did not meet measures to ensure the measure is meeting the defined goal and reassess as needed**
- **Recommend any modifications to improve usefulness of the data for evaluation purposes**
- **Use the data and analysis to use in strategic planning and budgeting.**

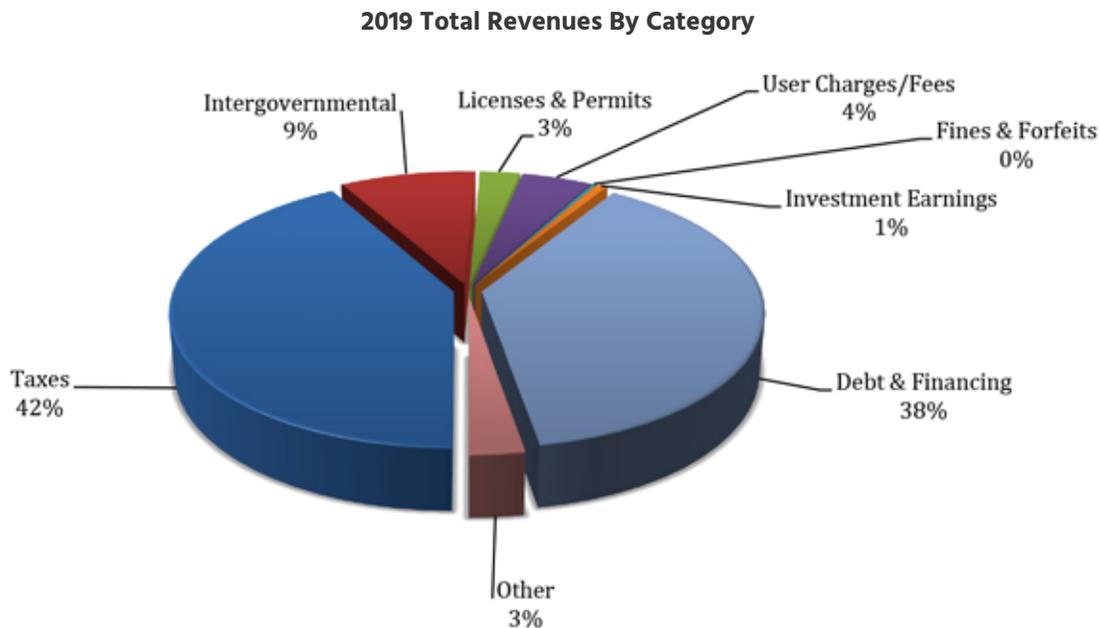


Revenue Assessment

Town-Wide Revenues

In an effort to simplify financial reporting, the Town of Winter Park has organized its revenues into eight categories: Taxes, Intergovernmental, Licenses & Permits, User Charges/Fees, Fines & Forfeits, Investment Earnings, Debt & Financing, and Other Revenue. The following table and chart illustrate the Town’s total revenue (all funds, not including internal fund transfers or use of fund balances).

Revenue Category	2017 Actual	2018 Estimate	2019 Budget
Taxes	\$ 9,554,232	\$ 10,681,472	\$ 11,109,564
Intergovernmental	1,357,784	2,127,904	2,370,865
Licenses & Permits	599,075	749,855	701,400
User Charges/Fees	622,741	1,385,923	1,233,177
Fines & Forfeits	66,677	64,200	62,200
Investment Earnings	147,295	181,611	192,933
Debt & Financing	9,362,380	-	10,205,000
Other Revenue	347,426	1,598,000	722,625
Total Revenue	\$ 22,057,610	\$ 16,788,965	\$ 26,597,764



As shown in the above table, town-wide 2019 budgeted revenue is estimated at \$16.4 million compared to estimated collections of \$16.8 million in 2018. As discussed later in the budget document, the overall decrease is due to a one-time sale of an asset by the Town in 2018 that totaled approximately \$1.0 million. See additional discussion of each revenue source and the forecasting methods used to determine our budgeted revenues for 2019 on the following pages.

Tax Revenue Category

Taxes represent by far the largest revenue category of the 2019 budgeted revenues, accounting for approximately 68% (\$11,109,564).

Due to the material nature of this revenue category each revenue source is discussed in more detail below.

Sales, Lodging, Transit & Trails Tax 55%
Real Estate Transfer Tax 9%
Property Tax 2%
Accommodation Tax 2%

Property Tax

Property taxes are generated through a 3.765 mill levy on the assessed real and personal property valuation of \$107,124,230. In 2019, the Town has estimated property tax collections of \$403,874 comprising 2% of the total revenue. The mill levy is made up of 1.765 mills used to support general operating activities, and an additional voter-approved 2.000 mills used to supplement forestry and natural resource efforts.

While property tax remains one of the most consistent revenue streams for the Town, it also remains one of the most restricted under State law. In 1992 Colorado voters adopted an amendment to Article X of the State Constitution. Known as the Taxpayer’s Bill of Rights (TABOR), the amendment limits the growth of local government revenues to the rate of inflation plus local growth. In 1994 Winter Park voters effectively eliminated the revenue limits imposed by TABOR with the exception of those pertaining to property tax on the Towns operating mill levy. Colorado law also includes limits on the amount of revenue which local governments may derive from property taxes. Of these statutory limits, the most restrictive is a cap placed on the growth of property tax collections of 5.5% over the prior year. Both the TABOR and 5.5% cap limitations are taken into account when calculating future property tax revenues.

The residential assessment rate, which determines the amount of residential assessed value the mill levy is applied to, is expected to remain unchanged through 2018. The assessment rate is based on a statewide calculation, which keeps the total value of residential properties at 45% of the total assessed valuation. The assessment rate for nonresidential properties is fixed at 29% of market value, while residential rates remain variable. Pursuant to the requirements of the Gallagher Amendment to the State Constitution, the State of Colorado established the residential assessment rate at 7.96%. The table below shows the assessed valuation of the Town and increases from year to year.

Year Assessed	Assessed Valuation	% Increase/Decrease
2003	67,715,070	-2%
2004	68,364,730	1%
2005	82,309,100	20%
2006	83,715,300	2%
2007	101,470,590	21%
2008	117,723,830	16%
2009	129,885,010	10%
2010	130,748,680	.7%
2011	102,679,600	-21%
2012	103,180,780	.4%
2013	94,382,000	-8.5%
2014	95,198,090	.9%
2015	95,301,370	.1%
2016	97,251,690	2%
2017	105,709,390	9%
2018	107,124,230	9%

Sales/Lodging Tax

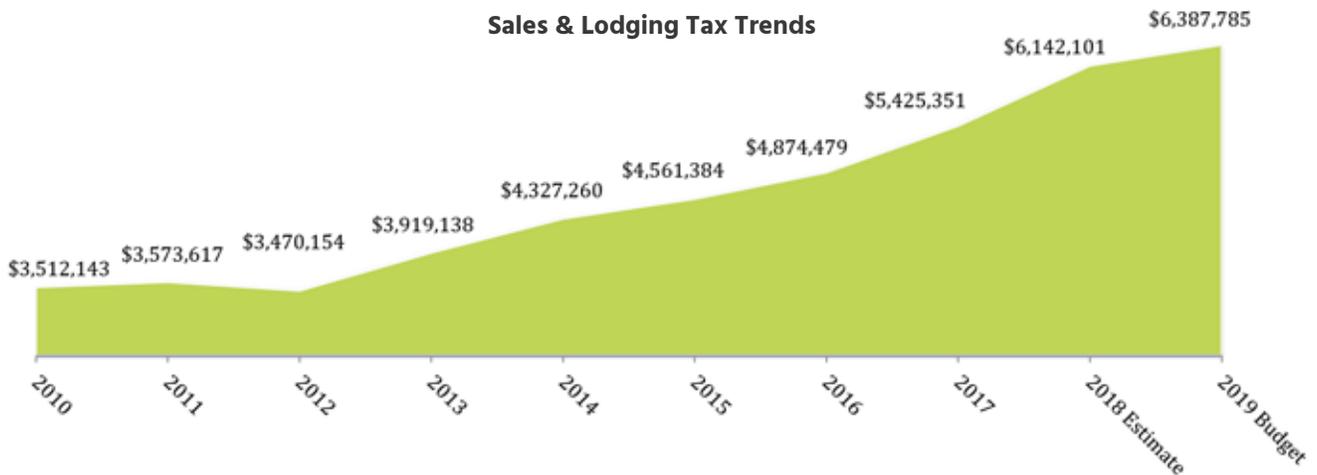
The Town of Winter Park currently levies a 5% sales tax on the retail price of goods and materials and a 4% lodging tax on the purchase price of rooms and/or accommodations (see below for discussion of an additional 1% accommodation tax on rooms/accommodations). Specific portions of the Town’s sales tax collections are designated and/or restricted as discussed below:

- **The 1% supplemental sales tax passed in 2012 is allocated 50% to community marketing and 50% for capital projects.**

For 2019, sales tax collections comprise 39% (\$6,387,785) of the Town’s annual revenue, making it the largest single source of income for the Town. The Town collects its own sales tax, closely monitoring collections through the self-collection program. Projections of sales tax are based on detailed analysis of historical trends, economic forecasts, and anticipated changes in the local commercial environment, community growth, and tourism activity.

Beginning in 2013, our sales tax collections began increasing in response to an improving economy and tourism along with additional development. Through 2018 this trend has brought our sales tax collections in excess of our annual collections prior to the economic downturn when collections dropped more than 20% over a five year period beginning in 2008. Sales tax collections for 2018 are anticipated to be the highest in Town history. As is apparent from the most recent downturn and ski seasons with reduced snowfall, our main revenue source generation is tenuous based on both economic and weather factors. For this reason, our current year projection has been based upon state tourism projections along with projections and analysis provided by the local ski industry experts. We have coupled these projections with additional macroeconomic projections provided by federal sources as well as Colorado business economic forecasts through a business college research arm. Collections for 2019 are projected to increase 4% over our projected collections for 2018. The increase is comprised of anticipated increases due to the opening of a grocery market and several new retail establishments opened in 2018 along with a 2% increase based on market/ski visit projections. Current forecasts indicate nominal inflation in 2019 so a portion of the impact from inflation is included in our projections.

The chart illustrates the historical sales tax trends and forecasts.

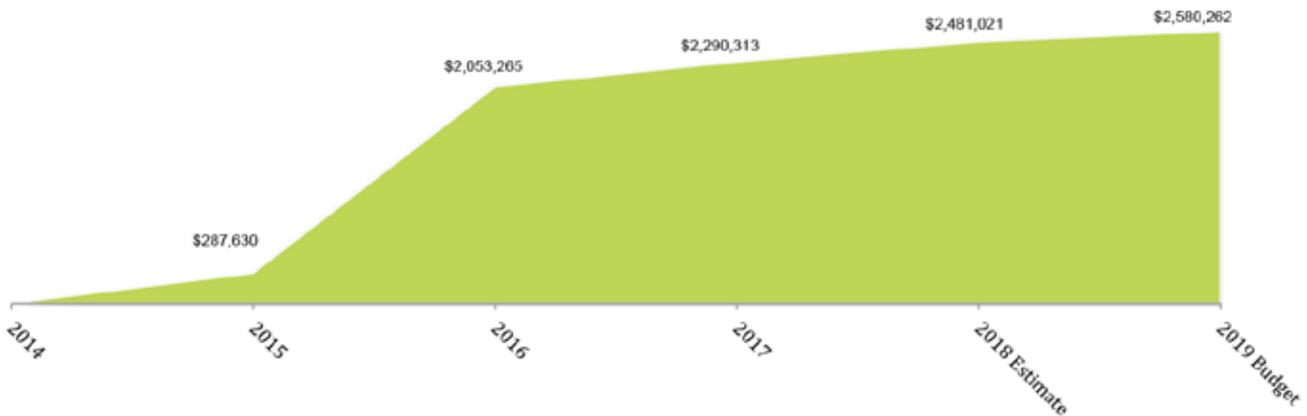


Transit & Trails Tax

On November 3, 2015, Town of Winter Park voters approved a tax increase of 2% effective December 1, 2015. The increase was approved for the purpose of funding transit and trails projects and services. The Town of Winter Park levies the 2% tax on the retail price of goods and materials and lodging on the purchase price of short-term rooms and/or accommodations.

For 2019, transit & trails tax collections comprise 16% (\$2,580,262) of the Town’s annual revenue. The Town collects its own transit & trails tax, closely monitoring collections through the self-collection program. Projections of transit & trails tax is based on detailed analysis of historical trends, economic forecasts, and anticipated changes in the local commercial environment, community growth, and tourism activity.

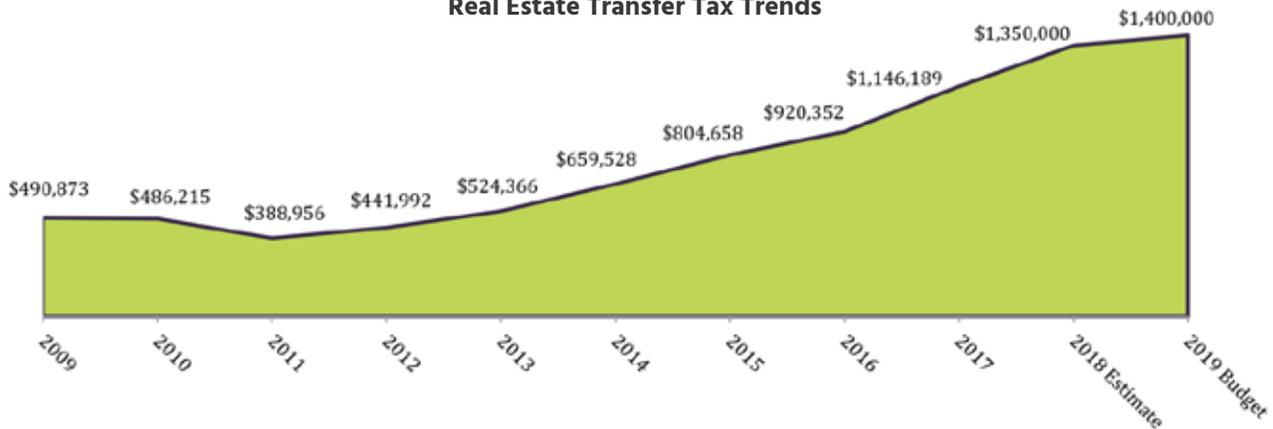
Transit & Trails Tax Trends



Real Estate Transfer Tax

A 1% real estate transfer tax is levied on all real property bought and sold within Town boundaries. Real estate transfer taxes are relatively volatile and easily influenced by new residential and/or commercial growth as well as the condition of the existing real estate market. Due to this fact, real estate transfer tax collections have been used primarily to supplement the general operations of the government and provide funding for capital improvement projects. There are no designations or restrictions placed on this revenue source. Forecasts include a combination of historical trending, market forecasts, and anticipated residential development. The following chart illustrates the historical real estate transfer tax trends and projections.

Real Estate Transfer Tax Trends



As reflected in the above trend analysis, after declines from 2009 to 2012, development within the Town has slowly improved over the past four years after significant declines which, coupled with the decline in property values driving down our real estate transfer tax collections. The Town is anticipating increased building and development along with housing values which is reflected in the increase expected in 2019.

Accommodation Tax

The Town currently imposes a 1% accommodation tax on the purchase price of rooms and/or accommodations. **Accommodation taxes are voter restricted and used exclusively for the purposes of community marketing and capital improvement projects (50/50 allocation).**

Over the past five years, accommodation tax collections have improved due to increased tourism as well as room rate and occupancy recovery. Collections for 2019 are projected to increase 3% over our collections in 2018. In 2019, accommodation tax collections are projected to account for 2% (\$325,544) of total annual revenue. The following chart illustrates the historical accommodation tax trends and forecasts.



Intergovernmental Revenue

The intergovernmental revenue category represents 14% (\$2,370,865) of the 2019 budget revenues. Revenues which fall under this category typically represent share backs or grants from Federal, State, or County governments and include specific ownership taxes, motor vehicle registrations, highway user taxes, road and bridge taxes, and state lottery proceeds.

In 2016 and thereafter, this revenue category increased substantially over prior years as a result of the Town beginning to manage transit services. Transit services encompass significant intergovernmental funding from State sources for operational and capital expenditures as well as other local governmental entities for shared transit services. For 2019, intergovernmental revenue for transit includes approximately \$860,000 from State and local government funding for operational costs. In addition, a projected \$754,000 in State funding is anticipated for the purchase of rolling stock for the transit fleet.

Also included in this category is revenue received from the Town of Fraser for reimbursement of 37% of the costs associated with the shared Fraser/Winter Park Police Department which totals \$551,000.

Licenses & Permits Revenue

The Town issues several forms of licenses and permits which grant the holder specific use privileges (i.e. the ability to sell liquor within the Town, etc.). The fees, which account for approximately 4% (\$701,400) of the 2019 budgeted revenues, are intended to offset some of the administration, recording, and regulation costs associated with those activities. Currently the Town issues and collects fees for business and liquor licenses, as well as building, sign, special use, and special event permits.

User Charges/Fees Revenue

User charges and fees are generally intended to offset some or all of the costs associated with specific services provided to identifiable recipients. The revenue category represents approximately 8% (\$1,233,177) of the 2019 organization-wide revenue. Several of the more common fees include transit service fees, printing/document fees, rent, franchise fees, development review fees, and various impact fees such as the affordable housing and open space fees. In 2018 and thereafter, a large increase is included for rent collected on the Town’s new workforce apartments completed in 2017 of \$553,000.

Fines & Forfeits Revenue

Fines and forfeits include court costs, violation fines, and police surcharges and comprise less than 1% (\$62,200) of the Town’s total 2019 anticipated revenue. The funds received are intended as a financial punishment for the commission of minor crimes or the settlement of a claim. Monies are used to help offset the day-to-day operations of the Police Department, provide training to police personnel, and support municipal court activities.

Investment Earnings

In an attempt to protect and maximize the return received on public funds, the Town has developed an investment policy which appears in the appendix section of this document. Based on projections of improvements in return yields offset by reduced investable funds, the Town has projected an increase in our annual earnings over 2018. Investment revenues account for 1% (\$192,933) of the 2019 revenue budget. Funds are used to supplement the various other revenue sources of the organization.

Debt & Financing

The Town anticipates funding the construction of a new facility for public works in 2019. Estimates of the funding and cost of funding have been included in 2019. See Debt Service expenditures for the annual costs of the COPs entered into previously along with a new potential obligation.

Other Revenue

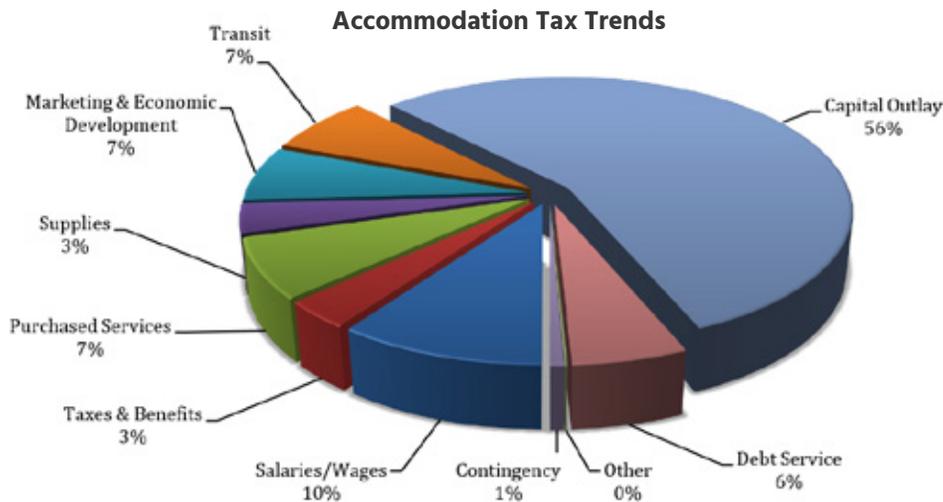
Revenue sources categorized as other revenue includes the transit facility funding under agreement, sale of equipment and assets, naming and marketing rights agreement, insurance claims, and grants/contributions from local sources and account for 4% (\$722,625) of total revenue. Under agreement, the local ski resort is required to contribute \$300,000 annually to be directed towards capital or operating costs of the Town-owned transit system. The Town has a naming rights agreement with a private entity for the newly built stage complex.

Expenditure Assessment

Town-Wide Expenditures

In an effort to simplify financial reporting, the Town of Winter Park has organized its expenditures into nine categories: Salaries/Wages, Taxes & Benefits, Purchased Services, Supplies, Marketing & Economic Development, Transit, Capital Outlay, Other, and Contingency. The following table and chart illustrate the Town’s total expenditures (all funds, excluding internal fund transfers).

Expenditure Category	2017 Actual	2018 Estimate	2019 Budget
Salaries/Wages	\$ 2,464,186	\$ 2,745,916	\$ 2,986,552
Taxes & Benefits	738,389	857,716	1,001,485
Purchased Services	1,374,063	2,261,922	2,166,281
Supplies	582,537	809,978	1,059,373
Marketing & Economic Development	1,881,113	1,925,460	1,981,659
Transit	2,146,289	2,190,014	2,094,788
Capital Outlay	16,748,946	4,319,319	16,740,312
Debt Service	933,831	1,221,993	1,666,554
Other Expenditures	(14,192)	31,624	33,495
Contingency	-	-	200,000
Total Expenditures	\$ 26,855,162	\$ 16,363,942	\$ 29,930,499



In each category, where appropriate, provisions have been added to account for inflation from estimates of the Consumer Price Index (CPI), industry trends, and/or other government sources. As discussed later in the budget document, the significant increase in 2019 is due to the Town issuing certificates of participation in 2016 and 2017 totaling \$17.7 million to finance the construction of the Hideaway Park Stage Complex, Town parking garage, and Sitzmark Workforce apartments along with a significant capital project outlay for the year. The expenditure categories, as well as some of the more significant changes in spending are discussed in more detail on the following pages.

Salaries/Wages & Taxes/Benefits

Salaries, wages, taxes and benefits represent approximately 13% (\$3,988,037) of the 2019 town-wide budgeted expenditures. The categories include all costs associated with personnel including regular and seasonal staff, associated payroll taxes, and benefits.

A total of 44.5 FTE have been included in the 2019 budget which is an increase of 2 FTE. Positions were added to address the Council’s direction to support increased demands in the Public Works and Police Departments. The Budget anticipates adding an Equipment Operator (1 FTE) and a Police Officer (1 FTE). A provision for a merit increase of up to 5% has been included in the 2019 budget which amount will be dependent upon each individual employee’s performance. For projection purposes, provisions for increases in subsequent years have been added as well however these increases have not been approved by Town Council.

For employee benefit plans, employees continue to be required to contribute toward the premium cost for health and dental coverages. No new benefits have been provided by the Town but a medical premium trend increase has been included in the projections for 2019 and thereafter based on the Town’s previous increases and premium trend. This trend increase should be offset by our medical pool cost savings earned during 2018 that is paid to the Town in 2019.

For 2019, the Town is reflecting a decrease in workers compensation premiums from the state-wide carrier. All other benefit costs have remained level over the past three years. All Town benefit programs are reviewed annually with various carriers to ensure we are providing the most cost-effective plans for our employees and the Town.

Purchased Services

The purchased services category represents approximately 7% (\$2,166,281) of the 2019 budgeted expenditures. This category is made up of expenditures which by their nature are performed by persons or firms external to the organization. While a product may or may not result from the transaction, the primary reason for the purchase is the service provided. The major expenditures included in this category include IT support, legal services, engineering services, equipment rental, and outside repairs & maintenance. Other expenditures which fall under this category include travel, training, and non-personnel related insurance premiums. There is a notable increase in this category in 2019 which relates to a request to update the Town’s Design Guidelines, perform an Economic Impact Study, and create a new Downtown Master Plan. In addition, the Town has added outside services to ensure compliance with business license and sales tax ordinances for short-term rentals. Otherwise costs are projected to increase for future years based on forecasted inflationary indices.

Supplies/Non-Capital Equipment

The supplies and non-capital equipment category accounts for 3% (\$1,059,373) of the 2019 budgeted expenditures. Expenditures in this category are for items that are consumed, worn out, or deteriorated through use, and do not meet the requirements of the Town’s definition of capital assets. Supplies, natural gas, electricity, fuel, as well as non-capital equipment such as file cabinets, desks, and personal computers are included in this category. Increases for 2019 include the costs associated with the Hideaway Park stage, Town parking garage and Sitzmark apartments. For projection purposes, these costs are expected to increase based on forecasted inflationary indices.

Marketing, Economic Development & Events

The marketing, economic development & events category has been segregated from purchased services due to its relative size and significance to our budget. Expenditures in this category are used to promote the Town and our businesses. As discussed in the Sales/Lodging Tax revenue category, **a total of \$1.6 million of the Town’s sales tax collections is earmarked for marketing the community and events to be held in Town.** For the past two years,

Town Council has approved an increase in events funding due to the expansion of our event programs in conjunction with the completion of the permanent stage at Hideaway Park. These functions are handled for the Town under contract with the Winter Park Chamber.

As in years past, the Town is again funding \$210,000 towards a commercial enhancement grant program for our local businesses to assist in Town Council approved local business enhancement projects.

The Town has also earmarked funding for community organizations totaling \$173,200 through our Donor Advised Fund as well as fully-funding a school activity bus to transport kids participating in school activities to the Town. A listing of the community grants and contributions are listed below:

2019 Community Grants/Contributions			
Advocates for Violence-Free	\$ 2,500	National Sports Ctr for Disabled	4,000
Northwest Rocky Mtn CASA	1,600	Rocky Mtn Repertory Theatre	1,500
Kickin It to Cancer Fund	3,000	Grand Activities and Programs Fund	5,000
Project Sanctuary	5,000	Grand County Concert Series	1,000
Fraser Valley Seniors	1,500	Headwaters Trails Alliance	50,000
Grand Beginnings	3,000	Northwest Colorado Health Hospice	2,000
Junior Achievement	1,000	Grand CO Search & Rescue	10,400
Grand Enterprise Initiative	3,000	Mountain Family Center	5,000
Grand Co. Pet Pals	1,500	Shining Stars Foundation	2,500
Grand Co. Rural Health Network	1,000	Winter Park School	2,000
Fraser Valley Hockey Assoc	3,000	Grand Kids	6,000
Fraser Valley Community Media	5,000	Grand CO Historical Association	1,728
Grand Foundation	9,200	Driver's Education & various grants	6,272
Grand Futures Prevention	5,000	Winter Park Activity Bus	12,000
Grand Co Higher Education	10,000	Grand County Council on Aging	2,000
Pregnancy Resource Center	2,500	Planned Parenthood	2,500
Lions 9Health Fair	500	MP High School Entrepreneur Club	1,000

Transit

For 2019, \$2,094,788 (7%) of the Town’s budget is dedicated to providing transit services for our residents and guests. On November 3, 2015, Town of Winter Park voters approved a sales and lodging tax increase for the purpose of funding the study, design, engineering, construction, acquisition, operation and maintenance of public transit, public multi-modal transportation improvements, and public trails within and near the Town. Prior to 2016, transit services for the Town were handled by the local resort with funding from the Town under an existing agreement. In November 2015, the Town assumed the transit services from the resort with funding from the transit sales tax, intergovernmental agreements with the Town of Fraser, Town of Granby and Grand County, as well as transit service agreements with the resort and several other independent entities. Expenditures in this category provide transit services throughout the Town, the Town of Fraser and contiguous locations in Grand County throughout the year. The transit services have also been included under an agreement with the Colorado Department of Transportation. As discussed in the Sales/Lodging Tax Revenue category, a significant portion of the 2% transit & trails sales tax is used to fund the transit services. Transit services for the Town and other service areas are provided under a service contract with First Transit.

Capital Outlay Category

The capital outlay category comprises \$16,740,312 of the 2019 budgeted expenditures. Expenditures in this category include capital assets and capital improvement projects including the acquisition of land, buildings, and improvements thereof in addition to rolling stock and improvements related to our new Transit program. This category tends to vary substantially from year to year based on the needs of the organization and community. A more detailed discussion of each capital improvement project is included in our five-year capital improvement plan later in the budget document.

A listing of the capital equipment purchases, as well as a list of capital improvement projects planned for 2019 are included below:

Capital Improvement Projects	
Street, Curb & Gutter Repair/Overlays	\$ 300,000
Attainable Housing Infrastructure	1,500,000
Winter Park Drive Road Improvements	393,750
Signs	170,000
Transit Center at Cooper Creek	500,000
Cooper Creek Way	542,610
Baker Drive Improvements	498,372
Stormwater Design & Improvements	250,000
Trail Connections & Improvements	380,000
US 40 Crosswalk Improvements	40,000
Bus Stops	123,580
Transit Maintenance Facility	600,000
Seasonal Decorations	150,000
Town Parking Garage Improvements – Vasquez Rd	164,000
Public Works Facility	9,600,000
Total	\$ 15,212,312

Capital Equipment	
Police Vehicle (3)	\$ 165,000
Parks & Events Vehicle	36,000
Public Works Vehicles	90,000
Street Sweeper	300,000
Transit Cut-Away Bus/Transit Bus (2)	937,000
Total	\$ 1,528,000

Debt Service

In 2019, the Town anticipates entering into a Certificate of Participation (COP) lease estimated at \$10.2 million to fund the construction of a new public works facility. Estimated debt service on the new COP has been included in our 2019 budget as well as our projections for 2020 and 2021.

In 2017, the Town entered into a COP lease for a total of \$9,362,380 to finance the purchase of the Sitzmark Workforce apartment complex. The issuance was a tax-exempt COP with a true interest cost of 3.29% and a 25 year term. Debt service on the COP began in 2018 with final payment on December 2042.

In 2016, the Town entered into two Certificate of Participation (COP) leases for a total of \$8,341,300. COP Series 2016A was issued in October 2016 for a total of \$3,773,500 to finance the construction of the permanent stage at Hideaway Park. The issuance was a taxable COP with a bank rate of 4.50% and a 15 year term. COP Series 2016B was issued in December 2016 for a total of \$4,567,800 to finance the purchase of a new Parking Garage. The issuance was a tax-exempt COP with a true interest cost of 3.39% and a 15 year term. Debt service on both COP's began in late 2016 and will continue for 15 years with final payment in December 2031.

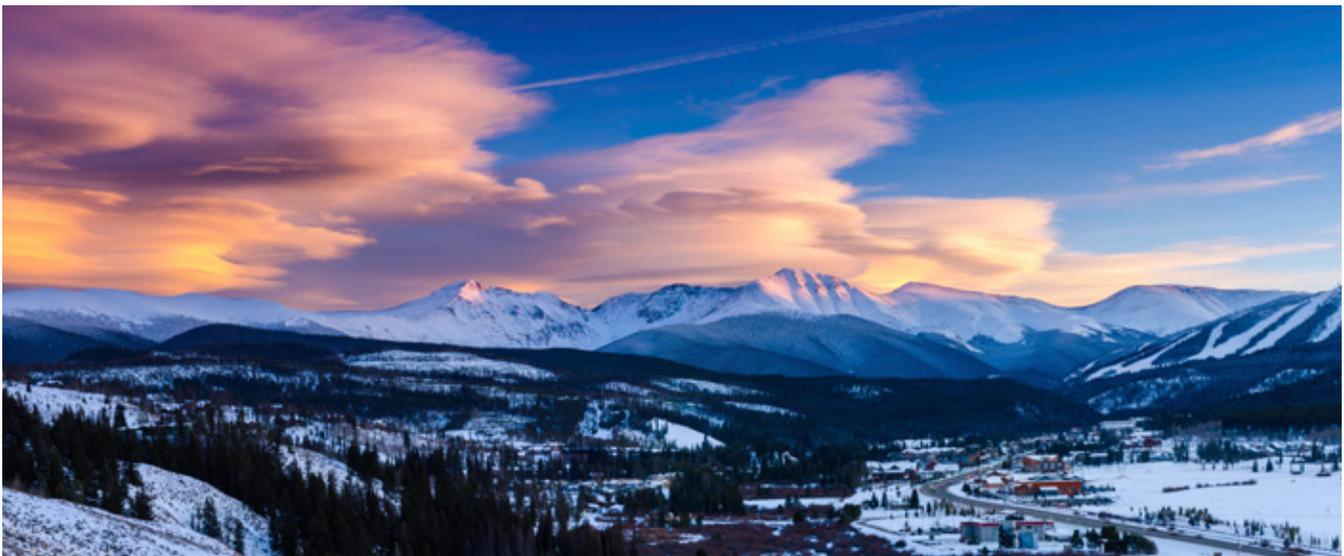
Principal payments for 2018 total \$545,866 with payments in December each year. Interest payments for 2018 are quarterly for the 2016A Series COP and June & December for the 2017 & 2016B Series COP totaling \$667,127 for all three COPs. Trustee fees on all three COP's total \$9,000. Payments made for the 2017 COP is recorded in the Affordable Housing Fund while the 2016 COPs are recorded in the Capital Projects Fund.

Other Expenditures

The other expenditures category accounts for less than 1% (\$33,495) of the 2019 budgeted expenditures. Expenditures in this category include dues and fees to professional organizations.

Contingency

The contingency category accounts for less than one percent (\$200,000) of the 2019 expenditure budget. The category is provided for budget purposes only as actual expenditures are to be charged to the appropriate program and object classification. The allocation provides for unforeseen expenditures or overruns in other categories throughout the year.



Other Sources/Uses

Interfund Transfers

In order to accommodate the changing needs of the community, the Town is often required to transfer non-restricted revenues from one fund to another. The following transfers are anticipated:

	Transfer Out	Transfer In	2019 Budget
a	Law Enforcement Fund	General Fund	\$ 165,000
b	General Fund	Law Enforcement Fund	1,103,073
c	General Fund	Capital Projects Fund	1,592,855
d	General Fund	Employee Benefits Fund	29,180
e	General Fund	Affordable Housing Fund	100,000

- a Acquisition/replacement of capital equipment for the Police Department.
- b Town of Winter Park's portion of the joint court, police and animal control functions.
- c General Fund subsidy of debt service payments and capital projects
- d Costs associated with the self-funded dental program;
Transfers out are recorded as costs in the benefits category
- e Costs associated with the Hideaway Place Apartments

Fund Balance

Fund balance is defined as the excess of assets over liabilities. A negative fund balance is referred to as a deficit. In 2019, the Town does not have any ending fund balance deficit for any of its funds. A listing of changes in fund balances for fiscal year 2019 is presented below:

Fund	Estimated Beginning Fund Balance	Revenues	Expenditures	Surplus (Deficit)	Ending Fund Balance
General	\$ 8,002,003	\$ 8,734,698	\$ 9,508,792	\$ (774,095)	\$ 7,227,909
Affordable Housing	1,639,760	988,670	2,382,000	(1,393,330)	246,430
Conservation Trust	25,878	5,100	-	5,100	30,978
Open Space	113,738	1,714	90,000	(88,286)	25,452
Law Enforcement	-	1,834,006	1,834,006	-	-
Transit & Trails	1,770,562	4,709,358	6,033,315	(1,323,957)	446,606
Capital Projects	-	12,681,326	12,681,326	-	-
Building Services	179,444	603,200	363,288	239,912	419,356
Employee Benefits	50,483	29,800	27,880	1,920	52,403
Debt Service Fund	-	-	-	-	-
Total	\$ 11,781,868	29,587,873	32,920,607	(3,332,735)	\$ 8,449,134

In previous years, the Town would limit the use of fund balance to items which are commonly regarded as “one-time” expenditures. By maintaining appropriate fund balances in each of its funds, the Town is able to adapt to changing market conditions, take advantage of unforeseen opportunities, and maintain adequate cash balances given the highly seasonal nature of the local economy.

The **General Fund** fund balance is anticipated to decrease by \$774,095. The decrease relates to several infrastructure projects the Town is funding in 2019 for road and facility improvements. The Town continues to invest in capital equipment, marketing and economic development projects while maintaining its six month reserve as well as Tabor requirement.

The **Affordable Housing Fund** is projecting a decrease in fund balance by \$1,393,330. By design, the fund is intended to accumulate funds for the purposes of establishing additional affordable housing opportunities within the community. In 2019, the Town will fund infrastructure improvements at its Hideaway Junction project. When sufficient, stockpiled balances are used to fund the purchase and/or construction of property, infrastructure, and residential housing.

The **Conservation Trust Fund** and **Open Space Fund** anticipate a change in fund balance of \$5,100 and \$(88,286) respectively. The funds collect restricted revenues which may only be used for capital improvements of parks and open space. It is anticipated that the Open Space Fund balance will be used for an open space project in the Town. Future balances will be used as opportunities and eligible projects present themselves.

The **Law Enforcement Fund** will remain level for 2019. Funding for the law enforcement activities is generated through user charges and fees, fines and forfeits, intergovernmental revenue from the Town of Fraser, and General Fund transfers.

The **Transit & Trails Fund** will decrease \$1,323,957 in 2019. This fund for the Town accounts for the restricted revenues generated from the 2% Transit & Trails sales tax, intergovernmental funding for Transit, State and Federal grants for operating and capital costs for transit. The fund decrease is directly attributed to the construction of a transit center at Cooper Creek, improvements to Cooper Creek Way, bus stop improvements, design fees for a transit facility and the construction of additional trail miles on the Fraser River through the Roam development.

The **Capital Projects Fund** has been budgeted to remain level as a result of several projects being completed in 2019 funded through a COP and transfers from the General Fund. Town Council has directed staff to complete several infrastructure projects to address the significant development in the Town over the past three years.

The **Building Services Fund** is projecting a surplus in operations of \$239,912. The surplus is the result of improving building inspection fee revenues from increased development activity in Winter Park, Fraser and Granby.

The **Employee Benefit Fund** is expected to increase its fund balance by \$1,920 with funding provided by the General Fund, Law Enforcement Fund, and the Building Services Fund.

Fund Balance Reservations & Designations

The Town reserves and/or designates fund balance for several reasons. The Taxpayer’s Bill of Rights (TABOR) mandates a 3% emergency reserve which can only be accessed under a strict set of circumstances. The reserve is equal to 3% of the Town’s expenditure budget. In addition, **the Town has established an operating reserve which is equal to 50% of the Town’s General Fund operating expenditure budget**, as well as its share of the joint Law Enforcement and Building Services Funds, less the amount reserved for under TABOR. The entire TABOR and operating reserve is accounted for in the General Fund. In 2017, the Town Council has established that the Transit & Trails fund begin building a reserve for Transit operations. Beginning in 2017 an operating reserve has begun to be accumulated towards a 50% of the Transit operating expenditure budget.

Funds Available Summary

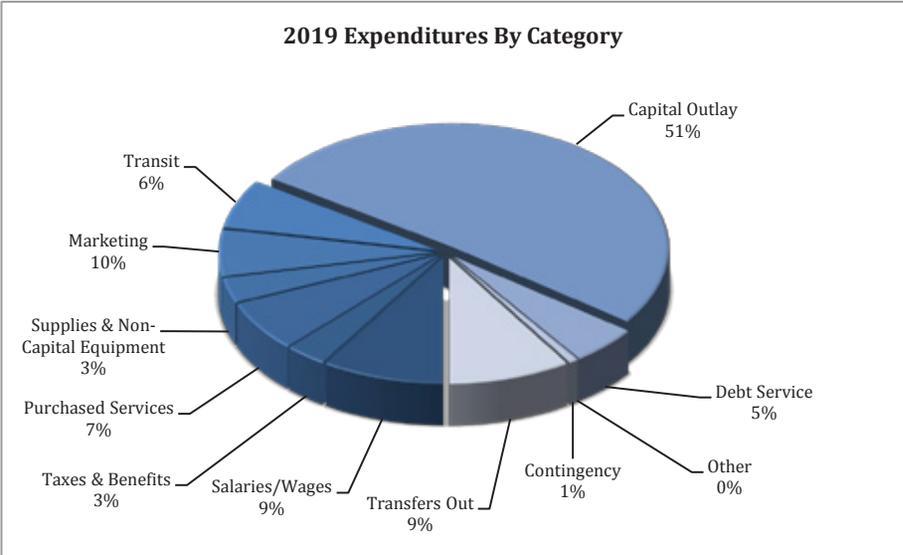
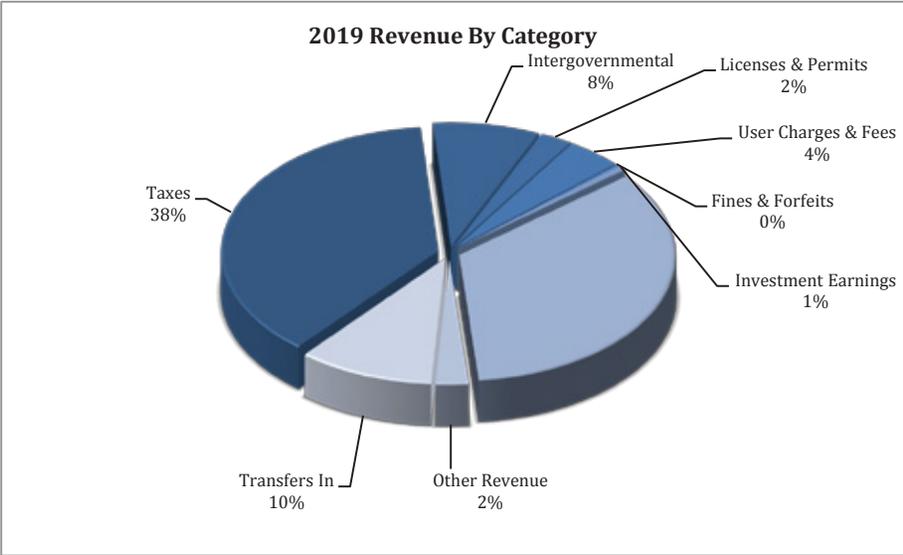
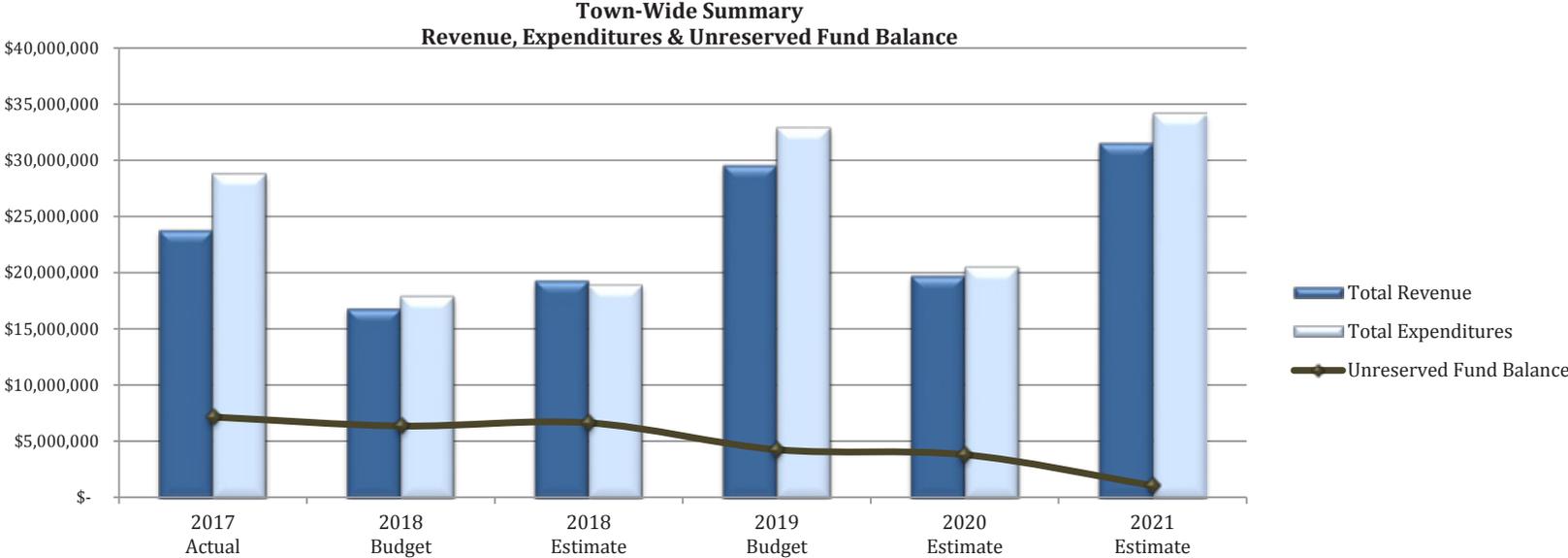
	2019 Estimated Beginning Fund Balance	2019 Revenues & Other Sources*	2019 Expenditures & Other Uses*	2019 Designations & Reservations	2019 Funds Available For Appropriation
General Fund	\$ 8,002,003	\$ 8,734,698	\$ 9,508,792	\$ 3,753,724	\$ 3,474,185
Special Revenue Funds					
Affordable Housing Fund	\$ 1,639,760	\$ 988,670	\$ 2,382,000	\$ -	\$ 246,430
Conservation Trust Fund	25,878	5,100	-	-	30,978
Open Space Fund	113,738	1,715	90,000	-	25,453
Law Enforcement Fund	-	1,834,006	1,834,006	-	-
Transit & Trails Fund	1,770,562	4,709,358	6,033,315	446,605	-
Total Special Revenue Funds	\$ 3,549,938	\$ 7,538,849	\$ 10,339,321	\$ 446,605	\$ 302,861
Capital Projects Fund					
Capital Projects Fund	\$ -	\$ 12,681,326	\$ 12,681,326	\$ -	\$ -
Total Capital Projects Funds	\$ -	\$ 12,681,326	\$ 12,681,326	\$ -	\$ -
Enterprise Fund					
Building Services Fund	\$ 179,444	\$ 603,200	\$ 363,288	\$ -	\$ 419,356
Total Enterprise Funds	\$ 179,444	\$ 603,200	\$ 363,288	\$ -	\$ 419,356
Internal Service Fund					
Employee Benefits Fund	\$ 50,483	\$ 29,800	\$ 27,880	\$ -	\$ 52,403
Total Internal Service Funds	\$ 50,483	\$ 29,800	\$ 27,880	\$ -	\$ 52,403
Debt Service Fund	\$ -	\$ -	\$ -	\$ -	\$ -
Total All Funds	\$ 11,781,868	\$ 29,587,873	\$ 32,920,607	\$ 4,200,329	\$ 4,248,805

*Figures include interfund transfers.

Town-Wide Summary

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	2020 Estimate	2021 Estimate
Revenue:						
Taxes	\$ 9,554,232	\$ 9,824,683	\$ 10,681,472	\$ 11,109,564	\$ 11,665,170	\$ 12,211,736
Intergovernmental	1,357,784	2,078,457	2,127,904	2,370,865	2,044,259	8,445,984
Licenses & Permits	599,075	545,486	749,855	701,400	681,874	716,902
User Charges & Fees	622,741	981,414	1,385,923	1,233,177	1,339,201	1,381,487
Fines & Forfeits	66,677	56,500	64,200	62,200	61,000	64,000
Investment Earnings	147,295	99,924	181,611	192,933	179,562	208,343
Debt & Financing	9,362,380	-	-	10,205,000	-	3,700,000
Other Revenue	347,426	633,380	1,598,000	722,625	402,000	381,375
Transfers In	1,769,053	2,663,874	2,589,676	2,990,108	3,425,392	4,441,453
Total Revenue	\$ 23,826,663	\$ 16,883,718	\$ 19,378,641	\$ 29,587,872	\$ 19,798,458	\$ 31,551,280
Expenditures:						
Salaries/Wages	\$ 2,464,186	\$ 2,685,669	\$ 2,745,916	\$ 2,986,552	\$ 3,163,490	\$ 3,270,519
Taxes & Benefits	738,389	903,786	857,716	1,001,485	1,068,777	1,127,797
Purchased Services	1,374,063	1,744,617	2,261,922	2,166,281	2,017,746	2,009,167
Supplies & Non-Capital Equipment	582,537	738,948	809,978	1,059,373	1,107,389	1,135,033
Marketing, Economic Development & Events	1,881,113	1,652,449	1,925,460	1,981,659	2,041,185	2,122,127
Transit	2,146,289	2,092,759	2,190,014	2,094,788	2,199,527	2,309,504
Capital Outlay	16,748,946	4,118,553	4,319,319	16,740,312	3,258,000	15,479,000
Debt Service	933,831	1,221,993	1,221,993	1,666,554	2,041,608	2,055,259
Other	(14,192)	29,830	31,624	33,495	34,216	35,293
Contingency	-	100,000	-	200,000	200,000	200,000
Transfers Out	1,980,205	2,663,874	2,589,676	2,990,108	3,425,392	4,441,453
Total Expenditures	\$ 28,835,367	\$ 17,952,478	\$ 18,953,618	\$ 32,920,607	\$ 20,557,330	\$ 34,185,152
Annual Gain/(Loss)	\$ (5,008,704)	\$ (1,068,760)	\$ 425,023	\$ (3,332,735)	\$ (758,872)	\$ (2,633,872)
Cumulative Balance						
Beginning Fund Balance	\$ 16,365,550	\$ 11,987,245	\$ 11,356,846	\$ 11,781,869	\$ 8,449,134	\$ 7,690,262
Change In Fund Balance	(5,008,704)	(1,068,760)	425,023	(3,332,735)	(758,872)	(2,633,872)
Ending Fund Balance	\$ 11,356,846	\$ 10,918,485	\$ 11,781,869	\$ 8,449,134	\$ 7,690,262	\$ 5,056,390
Less Reserves/Designations:						
3% TABOR Reserve	702,000	415,018	702,000	702,000	702,000	702,000
Operating Reserve	2,902,947	3,249,723	3,549,001	3,051,723	3,187,925	3,300,867
Other Reserves/Designations	600,000	900,000	900,000	446,606	-	-
Unreserved Fund Balance	\$ 7,151,899	\$ 6,353,744	\$ 6,630,868	\$ 4,248,805	\$ 3,800,337	\$ 1,053,523

Town-Wide Summary (Continued)



Town-Wide Revenue Detail

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	2020 Estimate	2021 Estimate
Taxes						
Property Tax	\$ 365,955	\$ 398,066	\$ 378,368	\$ 403,874	\$ 429,844	\$ 463,024
Sales Tax	7,715,664	8,099,093	8,623,122	8,968,047	9,416,449	10,075,600
Accommodations Tax	308,854	315,524	316,062	325,544	345,076	369,232
Real Estate Transfer Tax	1,146,189	1,001,000	1,350,000	1,400,000	1,460,700	1,290,780
Penalties/Interest On Taxes	17,570	11,000	13,920	12,100	13,100	13,100
Total Taxes	\$ 9,554,232	\$ 9,824,683	\$ 10,681,472	\$ 11,109,565	\$ 11,665,169	\$ 12,211,736
Intergovernmental						
Specific Ownership Tax	\$ 25,979	\$ 21,940	\$ 27,310	\$ 26,900	\$ 27,707	\$ 28,538
Motor Vehicle Registration Tax	10,413	12,310	14,700	13,110	13,503	13,908
Tobacco Tax	11,198	11,840	10,900	11,322	11,435	11,664
Highway User Tax	46,599	45,916	58,677	45,581	46,948	48,357
Road/Bridge Tax	15,660	16,000	18,920	19,000	19,570	20,157
Lottery Proceeds	4,767	4,911	4,590	4,911	5,058	5,185
Intergovernmental Agreements	1,029,738	1,066,342	1,088,309	1,326,391	1,391,037	1,369,175
State/Federal Grants	213,430	899,198	904,498	923,650	529,000	6,949,000
Total Intergovernmental	\$ 1,357,784	\$ 2,078,457	\$ 2,127,904	\$ 2,370,865	\$ 2,044,258	\$ 8,445,984
Licenses & Permits						
Business Licenses	\$ 78,560	\$ 78,420	\$ 84,200	\$ 81,800	\$ 84,254	\$ 86,782
Liquor Licenses	8,398	9,470	13,575	13,400	14,780	15,140
Building Permits	510,177	455,656	649,400	603,200	580,000	612,000
Street/Road Cut Permits	800	700	700	900	950	780
Other Permits	1,140	1,240	1,980	2,100	1,890	2,200
Total Licenses & Permits	\$ 599,075	\$ 545,486	\$ 749,855	\$ 701,400	\$ 681,874	\$ 716,902

Town-Wide Revenue Detail (Continued)

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	2020 Estimate	2021 Estimate
Taxes						
Property Tax	\$ 365,955	\$ 398,066	\$ 378,368	\$ 403,874	\$ 429,844	\$ 463,024
Sales Tax	7,715,664	8,099,093	8,623,122	8,968,047	9,416,449	10,075,600
Accommodations Tax	308,854	315,524	316,062	325,544	345,076	369,232
Real Estate Transfer Tax	1,146,189	1,001,000	1,350,000	1,400,000	1,460,700	1,290,780
Penalties/Interest On Taxes	17,570	11,000	13,920	12,100	13,100	13,100
Total Taxes	\$ 9,554,232	\$ 9,824,683	\$ 10,681,472	\$ 11,109,565	\$ 11,665,169	\$ 12,211,736
Intergovernmental						
Specific Ownership Tax	\$ 25,979	\$ 21,940	\$ 27,310	\$ 26,900	\$ 27,707	\$ 28,538
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Tobacco Tax	11,198	11,840	10,900	11,322	11,435	11,664
Highway User Tax	46,599	45,916	58,677	45,581	46,948	48,357
Road/Bridge Tax	15,660	16,000	18,920	19,000	19,570	20,157
Lottery Proceeds	4,767	4,911	4,590	4,911	5,058	5,185
Intergovernmental Agreements	1,029,738	1,066,342	1,088,309	1,326,391	1,391,037	1,369,175
State/Federal Grants	213,430	899,198	904,498	923,650	529,000	6,949,000
Total Intergovernmental	\$ 1,357,784	\$ 2,078,457	\$ 2,127,904	\$ 2,370,865	\$ 2,044,258	\$ 8,445,984
Licenses & Permits						
Business Licenses	\$ 78,560	\$ 78,420	\$ 84,200	\$ 81,800	\$ 84,254	\$ 86,782
Liquor Licenses	8,398	9,470	13,575	13,400	14,780	15,140
Building Permits	510,177	455,656	649,400	603,200	580,000	612,000
Street/Road Cut Permits	800	700	700	900	950	780
Other Permits	1,140	1,240	1,980	2,100	1,890	2,200
Total Licenses & Permits	\$ 599,075	\$ 545,486	\$ 749,855	\$ 701,400	\$ 681,874	\$ 716,902

Town-Wide Expenditure Detail

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	2020 Estimate	2021 Estimate
Salaries/Wages						
Salaries of Regular Employees	\$ 2,214,612	\$ 2,235,228	\$ 2,456,623	\$ 2,714,273	\$ 2,885,527	\$ 2,986,444
Salaries of Seasonal Employees	102,020	153,200	141,220	120,820	124,445	128,178
Salaries for Overtime	73,835	70,756	74,468	78,664	80,973	83,351
Additional Bonus/Stipend	45,814	17,400	35,425	29,885	29,635	29,635
Housing Allowance	13,656	18,000	20,544	24,000	24,000	24,000
Vehicle Allowance	-	-	-	-	-	-
Clothing/Tool Allowance	14,249	16,940	17,636	18,910	18,910	18,910
Total Salaries/Wages	\$ 2,464,186	\$ 2,511,524	\$ 2,745,916	\$ 2,986,552	\$ 3,163,490	\$ 3,270,518
Taxes & Benefits						
Medicare	\$ 34,373	\$ 36,329	\$ 37,894	\$ 43,026	\$ 45,871	\$ 47,423
Social Security	9,390	13,012	11,240	10,936	10,892	11,133
Unemployment Insurance	7,228	7,378	7,991	8,764	9,348	9,664
Workers' Compensation Insurance	60,019	73,186	60,626	65,682	66,992	68,329
Retirement Contributions	251,433	270,528	280,496	328,373	350,744	362,873
Health Insurance	360,609	435,677	425,053	500,654	539,332	581,409
Dental Insurance	2,519	33,499	20,151	26,582	27,607	28,435
Life, AD&D, & Life Insurance	12,818	13,941	14,265	17,468	17,992	18,532
Total Benefits	\$ 738,389	\$ 883,550	\$ 857,716	\$ 1,001,485	\$ 1,068,778	\$ 1,127,798
Purchased Services						
Administrative Services	\$ 288,093	\$ 189,710	\$ 270,111	\$ 348,550	\$ 308,508	\$ 312,257
Technical Services	454,356	596,271	1,041,368	850,052	674,912	610,582
General Services	72,521	90,600	206,399	176,335	188,310	197,767
Communication Services	78,693	70,161	103,542	118,922	122,490	126,164
Travel/Registration/Training	64,626	57,490	62,403	72,350	75,167	76,983
Repairs & Maintenance Services	205,174	193,650	224,068	232,350	256,579	271,516
Rentals/Leases	106,092	118,595	191,937	188,034	192,727	197,629
Insurance Premiums	104,508	103,646	162,094	179,688	199,053	216,268
Total Purchased Services	\$ 1,374,063	\$ 1,420,123	\$ 2,261,922	\$ 2,166,281	\$ 2,017,746	\$ 2,009,166

Town-Wide Expenditure Detail (Continued)

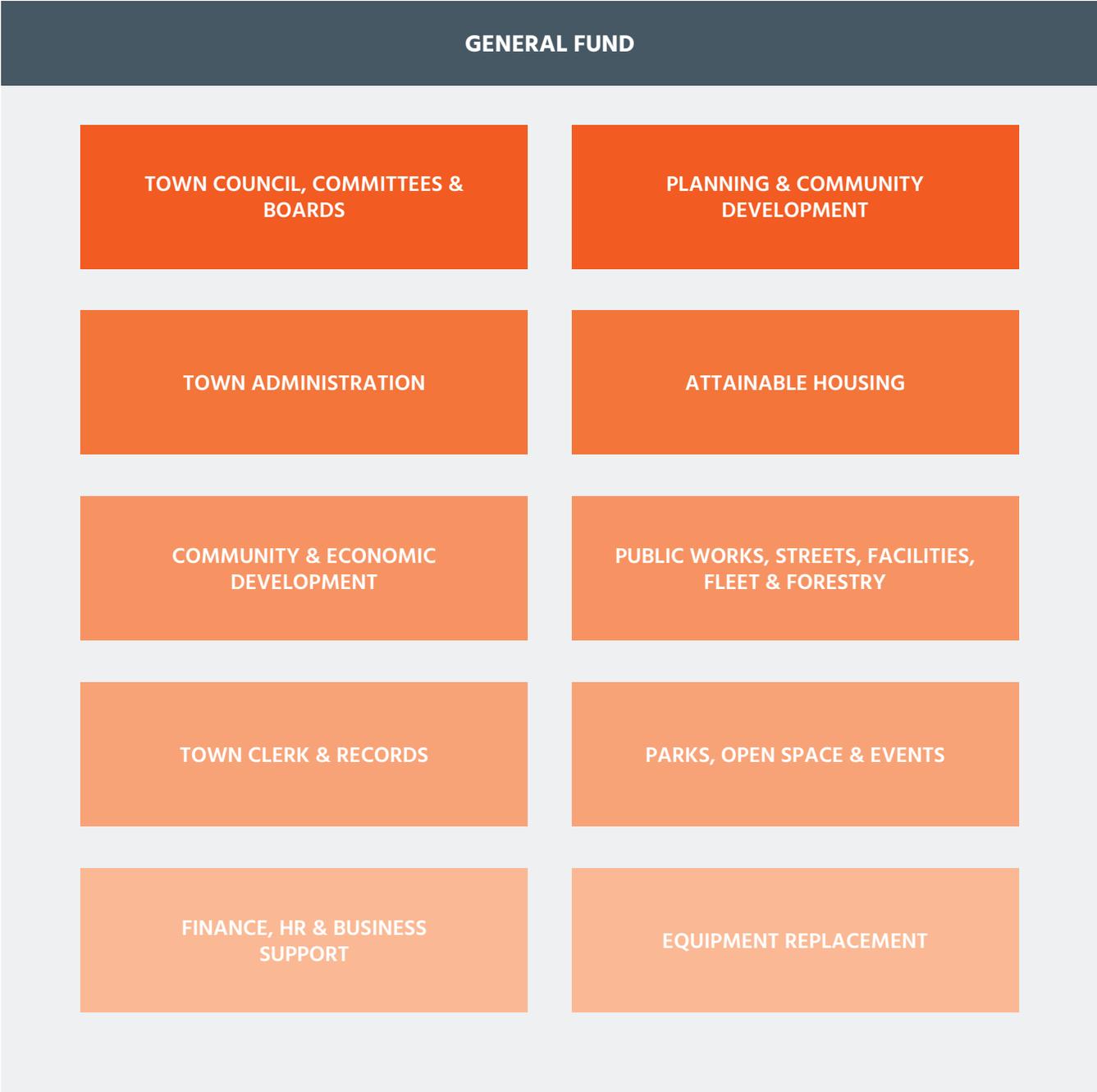
	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	2020 Estimate	2021 Estimate
Supplies/Non-Capital Equipment						
General Supplies	\$ 203,289	\$ 208,190	\$ 223,490	\$ 236,200	\$ 242,187	\$ 250,675
Computer Supplies	18,974	49,990	85,795	62,750	72,237	81,953
Non-Capital Equipment	165,591	143,400	228,542	224,540	234,500	220,950
Natural Gas/Electricity	120,807	124,377	157,739	167,644	173,525	179,612
Water/Sewer	15,831	30,834	43,701	48,145	49,589	51,077
Motor Vehicle Fuels	51,449	58,794	68,331	315,044	329,801	345,266
Books/Periodicals/Training Supplies	6,596	6,275	2,380	5,050	5,550	5,500
Total Supplies/Non-Capital Equipment	\$ 582,537	\$ 621,860	\$ 809,978	\$ 1,059,373	\$ 1,107,389	\$ 1,135,033
Marketing, Economic Development & Events						
Marketing & Events	\$ 1,497,120	\$ 1,415,195	\$ 1,731,129	\$ 1,508,459	\$ 1,623,945	\$ 1,704,643
Community Grants/Donations/Subsidies	343,993	119,300	158,490	173,200	167,240	167,485
Community Incentive Reimbursements	40,000	50,000	35,841	300,000	250,000	250,000
Total Marketing, Economic Dev & Events	\$ 1,881,113	\$ 1,584,495	\$ 1,925,460	\$ 1,981,659	\$ 2,041,185	\$ 2,122,128
Transit	\$ 2,146,289	\$ 2,068,059	\$ 2,190,014	\$ 2,094,788	\$ 2,199,527	\$ 2,309,504
Capital Outlay						
Capital Improvement Projects	\$ 16,354,676	\$ 7,009,800	\$ 2,957,711	\$ 15,212,312	\$ 2,158,000	\$ 14,043,000
Capital Equipment	394,270	440,000	1,361,608	1,528,000	1,100,000	1,436,000
Total Capital Outlay	\$ 16,748,946	\$ 7,449,800	\$ 4,319,319	\$ 16,740,312	\$ 3,258,000	\$ 15,479,000
Other Expenditures						
Dues & Fees	\$ 21,802	\$ 25,143	\$ 31,624	\$ 33,495	\$ 34,216	\$ 35,293
Miscellaneous Expenditures	(35,994)	-	-	-	-	-
Total Other Expenditures	\$ (14,192)	\$ 25,143	\$ 31,624	\$ 33,495	\$ 34,216	\$ 35,293
Debt Service						
Principal	\$ 430,859	\$ 431,558	\$ 545,866	\$ 627,748	\$ 1,015,297	\$ 1,063,540
Interest	313,042	309,902	667,127	830,806	1,014,311	979,719
Trustee Fees	189,930	6,000	9,000	208,000	12,000	12,000
Total Debt Service	\$ 933,831	\$ 747,460	\$ 1,221,993	\$ 1,666,554	\$ 2,041,608	\$ 2,055,259
Transfers Out						
Transfers Out	\$ 1,980,205	\$ 1,735,990	\$ 2,589,676	\$ 2,990,108	\$ 3,425,392	\$ 4,441,453
Total Transfers Out	\$ 1,980,205	\$ 1,735,990	\$ 2,589,676	\$ 2,990,108	\$ 3,425,392	\$ 4,441,453
Contingency						
Town Council	\$ -	\$ 100,000	\$ -	\$ 200,000	\$ 200,000	\$ 200,000
Total Contingency	\$ -	\$ 100,000	\$ -	\$ 200,000	\$ 200,000	\$ 200,000
Total Expenditures	\$ 28,835,367	\$ 19,148,004	\$ 18,953,618	\$ 32,920,607	\$ 20,557,331	\$ 34,185,152

FUND SUMMARIES



General Fund

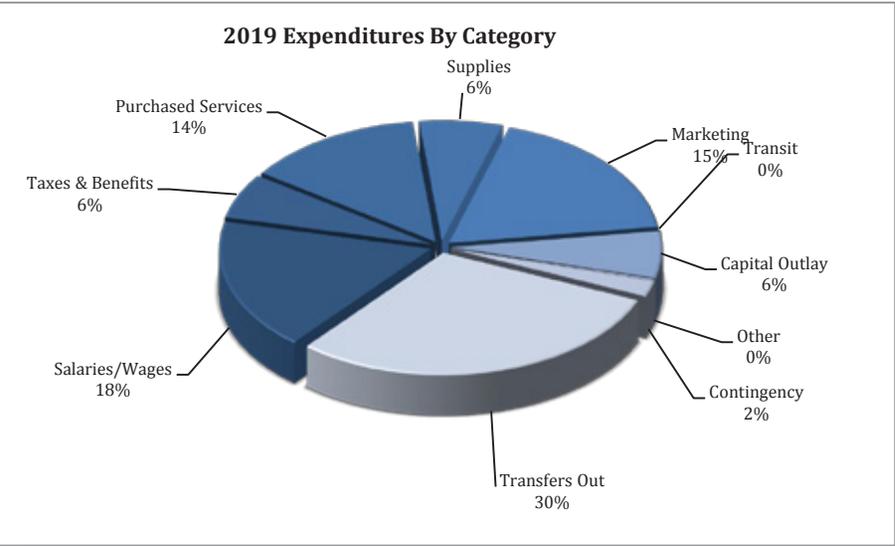
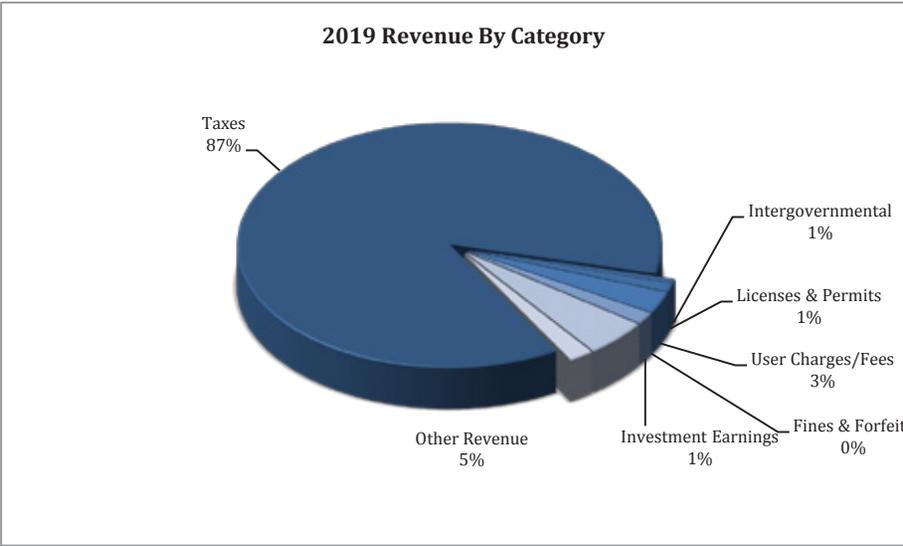
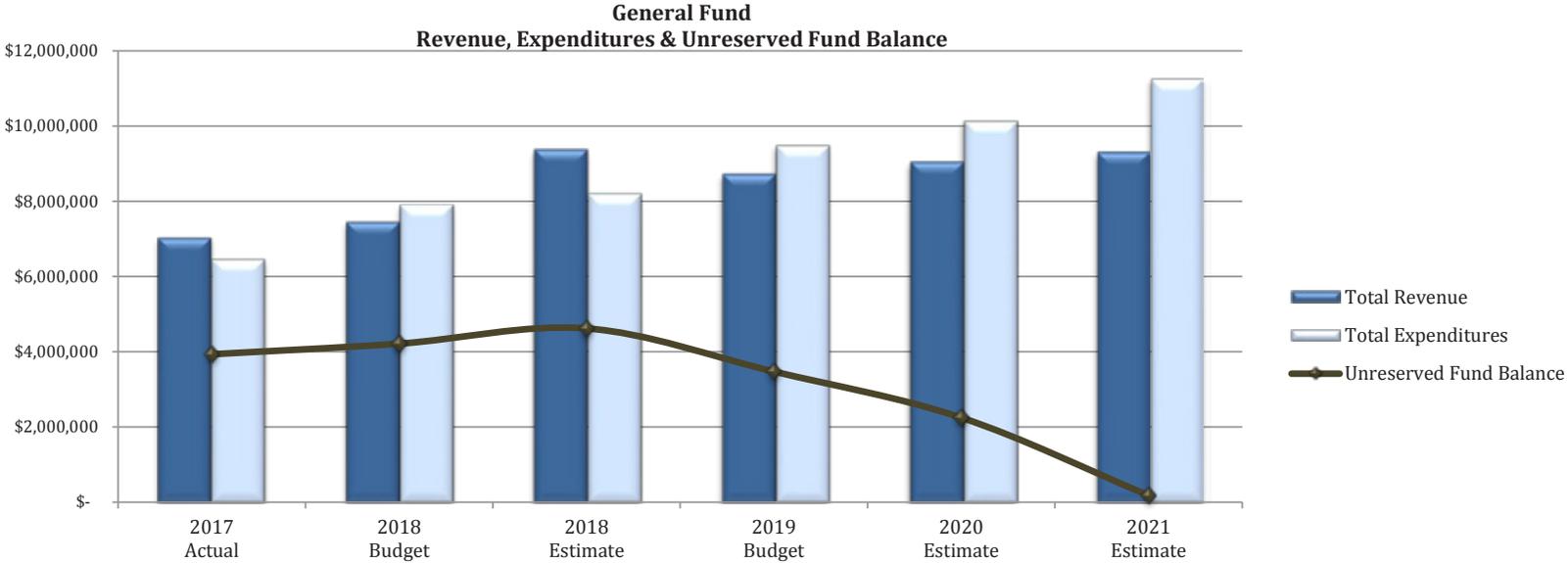
The General Fund is the primary operating fund of the Town and is utilized to account for resources traditionally associated with government, which are not required legally or by sound financial management to be accounted for in another fund. The functions accounted for in the General Fund include town administration, finance, human resources, information technology, community & economic development, parks, streets, forestry and facility operations and maintenance. In addition, the General Fund collects and accounts for the centralized acquisition and replacement of capital assets owned by the Town.



General Fund

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	2020 Estimate	2021 Estimate
Revenue:						
Taxes	\$ 6,466,331	\$ 6,585,803	\$ 7,326,741	\$ 7,612,711	\$ 7,991,846	\$ 8,281,279
Intergovernmental	47,590	46,090	58,210	51,332	52,646	54,111
Licenses & Permits	88,898	89,830	100,455	98,200	101,874	104,902
User Charges/Fees	183,640	172,875	254,860	247,430	242,564	242,180
Fines & Forfeits	-	-	-	-	-	-
Investment Earnings	70,737	58,430	131,920	137,400	158,750	190,800
Debt & Financing	-	-	-	-	-	-
Other Revenue	47,426	333,380	1,298,000	422,625	402,000	381,375
Transfers In	141,657	183,204	217,325	165,000	110,000	56,000
Total Revenue	\$ 7,046,279	\$ 7,469,612	\$ 9,387,511	\$ 8,734,698	\$ 9,059,680	\$ 9,310,647
Expenditures:						
Salaries/Wages	\$ 1,365,892	\$ 1,537,083	\$ 1,571,468	\$ 1,662,804	\$ 1,723,733	\$ 1,785,872
Taxes & Benefits	420,164	539,639	501,649	571,763	612,863	655,328
Purchased Services	769,656	1,023,267	1,110,497	1,299,697	1,214,720	1,208,950
Supplies/Non-Capital Equipment	415,897	511,454	514,518	605,916	576,466	583,080
Marketing, Economic Development & Events	1,517,990	1,357,449	1,690,630	1,731,659	1,863,945	1,939,643
Transit	-	-	-	-	-	-
Capital Outlay	394,270	362,000	443,378	591,000	620,000	486,000
Other	(19,140)	20,260	20,504	20,845	21,316	22,089
Contingency	-	100,000	-	200,000	200,000	200,000
Transfers Out	1,620,037	2,480,670	2,372,351	2,825,108	3,315,392	4,385,453
Total Expenditures	\$ 6,484,766	\$ 7,931,822	\$ 8,224,995	\$ 9,508,792	\$ 10,148,435	\$ 11,266,415
Annual Gain/(Loss)	\$ 561,513	\$ (462,210)	\$ 1,162,516	\$ (774,094)	\$ (1,088,755)	\$ (1,955,768)
Cumulative Balance						
Beginning Fund Balance	\$ 6,277,974	\$ 7,891,953	\$ 6,839,487	\$ 8,002,003	\$ 7,227,909	\$ 6,139,154
Change In Fund Balance	561,513	(462,210)	1,162,516	(774,094)	(1,088,755)	(1,955,768)
Ending Fund Balance	\$ 6,839,487	\$ 7,429,743	\$ 8,002,003	\$ 7,227,909	\$ 6,139,154	\$ 4,183,386
Less Reserves/Designations:						
3% TABOR Reserve	702,000	415,018	702,000	702,000	702,000	702,000
Operating Reserve	2,202,995	2,799,323	2,678,439	3,051,723	3,187,925	3,300,867
Other Reserves/Designations	-	-	-	-	-	-
Unreserved Fund Balance	\$ 3,934,492	\$ 4,215,402	\$ 4,621,564	\$ 3,474,186	\$ 2,249,229	\$ 180,519

General Fund (Continued)



Affordable Housing Fund

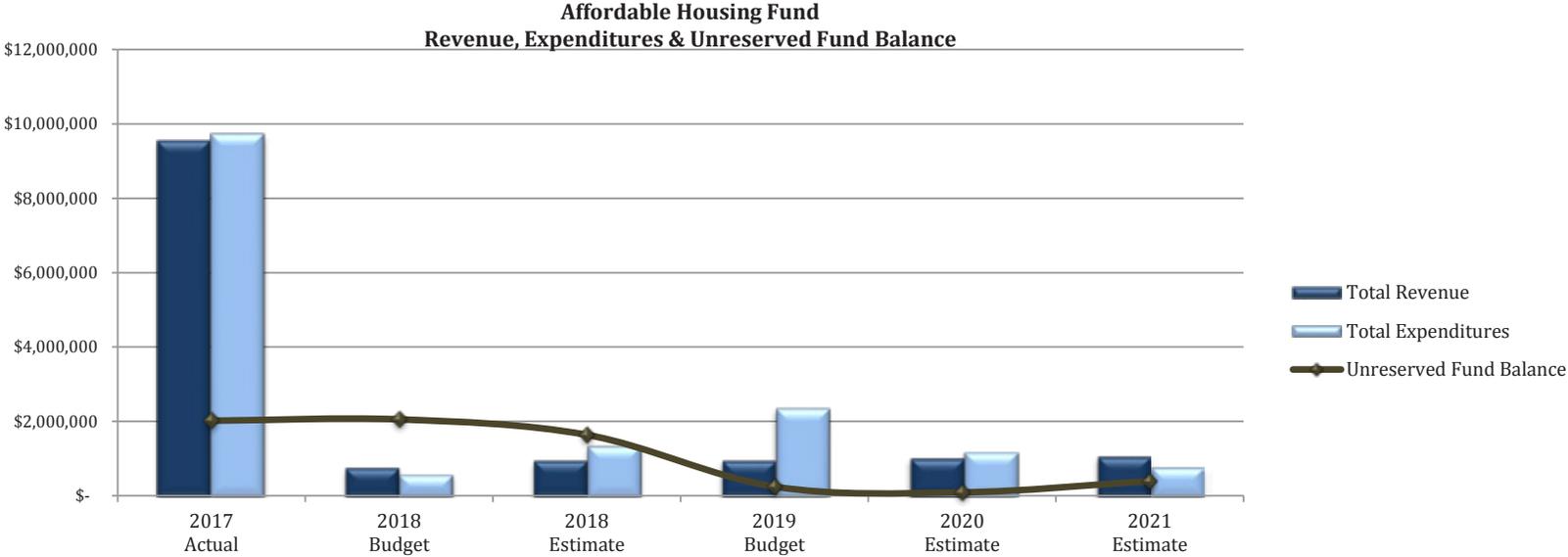
The Affordable Housing Fund collects and accounts for the use of the affordable housing impact fees collected from developers prior to issuing a Certificate of Occupancy. The funds are restricted for the purposes of acquisition, development, and construction of property, infrastructure, and residential dwelling units to be used in supplying the community with affordable housing options. The fund primarily acts as a source of lending for the Affordable Housing Corporation and Affordable Housing Authority, component units of the Town, which are responsible for the purchase, construction, marketing, and sale of affordable housing units.



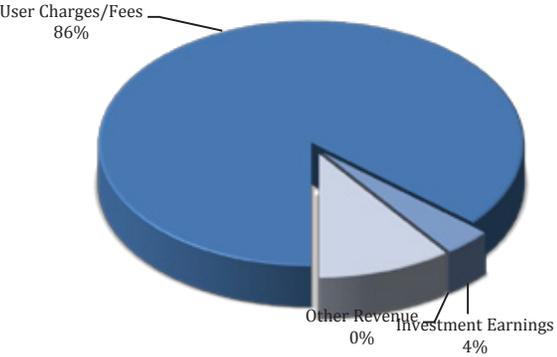
Affordable Housing Fund

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	2020 Estimate	2021 Estimate
Revenue:						
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-
User Charges/Fees	173,259	669,520	957,442	853,000	927,590	984,590
Fines & Forfeits	-	-	-	-	-	-
Investment Earnings	21,444	22,690	32,153	35,670	18,376	14,555
Debt & Financing	9,362,380	-	-	-	-	-
Other Revenue	-	-	-	-	-	-
Transfers In	-	100,000	-	100,000	100,000	100,000
Total Revenue	\$ 9,557,083	\$ 792,210	\$ 989,595	\$ 988,670	\$ 1,045,966	\$ 1,099,145
Expenditures:						
Salaries/Wages	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Taxes & Benefits	-	-	-	-	-	-
Purchased Services	134,425	130,000	559,177	297,880	203,487	180,134
Supplies/Non-Capital Equipment	30,963	-	61,374	72,770	75,815	81,501
Marketing, Economic Development & Events	135,000	-	-	-	-	-
Capital Outlay	9,249,559	-	276,000	1,500,000	400,000	-
Debt Service	186,930	472,093	472,093	511,350	521,100	535,400
Other	-	-	-	-	-	-
Contingency	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Expenditures	\$ 9,736,877	\$ 602,093	\$ 1,368,644	\$ 2,382,000	\$ 1,200,402	\$ 797,035
Annual Gain/(Loss)	\$ (179,794)	\$ 190,117	\$ (379,049)	\$ (1,393,330)	\$ (154,436)	\$ 302,110
Cumulative Balance						
Beginning Fund Balance	\$ 2,198,603	\$ 1,864,733	\$ 2,018,809	\$ 1,639,760	\$ 246,430	\$ 91,994
Change In Fund Balance	(179,794)	190,117	(379,049)	(1,393,330)	(154,436)	302,110
Ending Fund Balance	\$ 2,018,809	\$ 2,054,850	\$ 1,639,760	\$ 246,430	\$ 91,994	\$ 394,104
Less Reserves/Designations:						
3% TABOR Reserve	-	-	-	-	-	-
Operating Reserve	-	-	-	-	-	-
Other Reserves/Designations	-	-	-	-	-	-
Unreserved Fund Balance	\$ 2,018,809	\$ 2,054,850	\$ 1,639,760	\$ 246,430	\$ 91,994	\$ 394,104

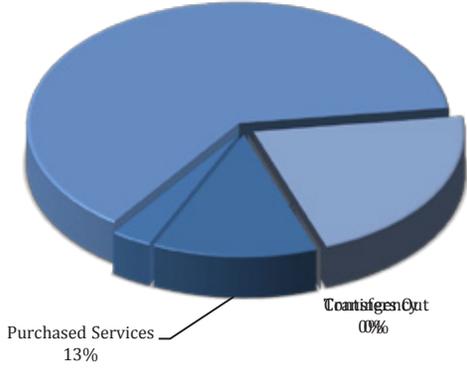
Affordable Housing Fund (Continued)



2019 Revenue By Category



2019 Expenditures By Category



Affordable Housing Fund (Continued)

LEASE PURCHASE AGREEMENT

	Principal	Interest & Premium	Total
Certificate of Participation, Series 2017			
Lease Price: \$9,362,380 - UMB			
Total due as of 12/31/2018	\$ 8,535,000	\$ 4,945,550	\$ 13,480,550
Total payments due in 2019	175,000	333,350	508,350
Total payments due in 2020	190,000	328,100	518,100
Total payments due in 2021	210,000	322,400	532,400
Total payments due in 2022	230,000	316,100	546,100
Total payments due in 2023	260,000	309,200	569,200
Total payments due in 2024	270,000	298,800	568,800
Total payments due in 2025	280,000	288,000	568,000
Total payments 2026-2042	6,920,000	2,749,600	9,669,600
Total Lease Payments			
Total Due as of 12/31/2018	\$ 8,535,000	\$ 4,945,550	\$ 13,480,550
Total payments due in 2019	175,000	333,350	\$ 508,350
Total payments due 2020-2042	8,360,000	4,612,200	\$ 12,972,200

Conservation Trust Fund

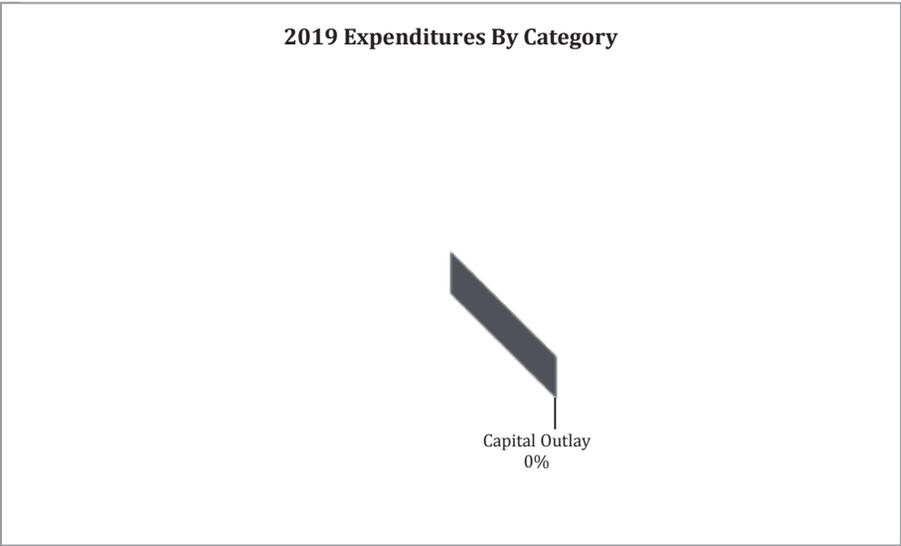
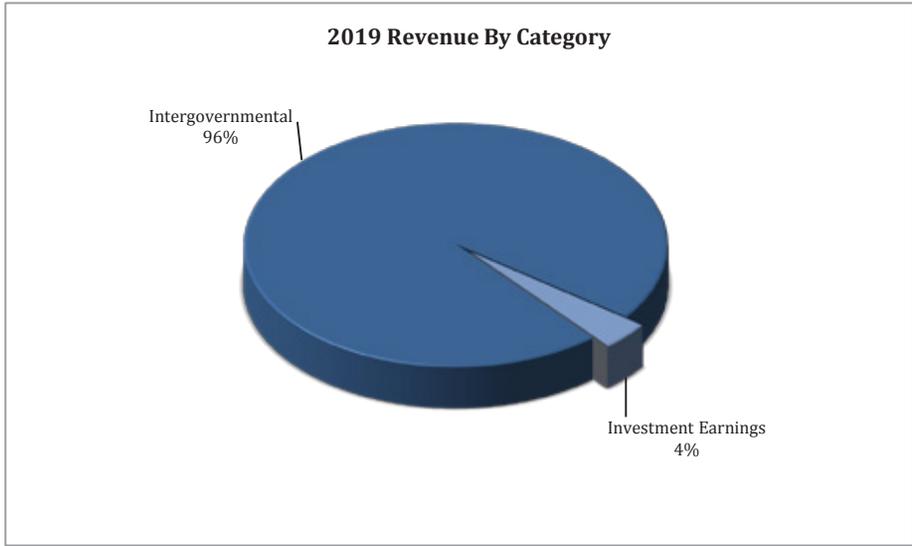
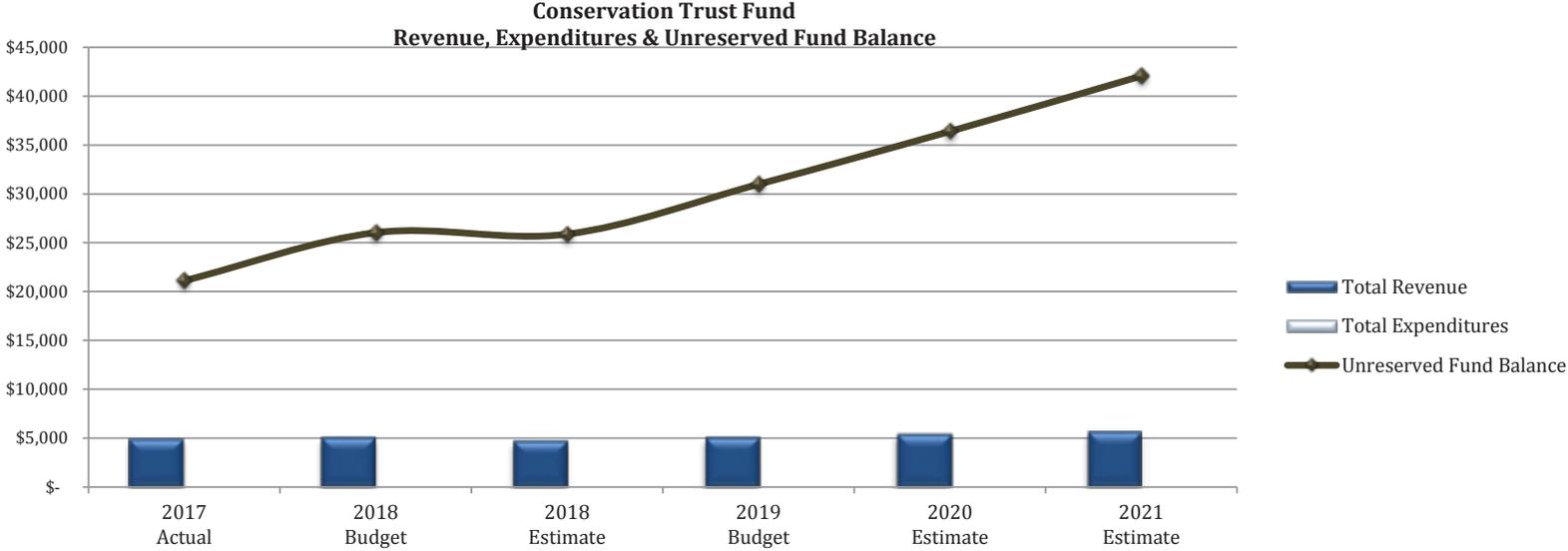
The Conservation Trust Fund collects and accounts for the use of lottery proceeds received from the State of Colorado. These funds are restricted for the purposes of acquisition, development, and maintenance of qualifying parks, recreation facilities, and infrastructure. The State of Colorado mandates that conservation trust funds be accounted for in a separate fund.



Conservation Trust Fund

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	2020 Estimate	2021 Estimate
Revenue:						
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental	4,767	4,911	4,590	4,911	5,058	5,185
Licenses & Permits	-	-	-	-	-	-
User Charges/Fees	-	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-	-
Investment Earnings	182	189	172	189	350	480
Debt & Financing	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-
Total Revenue	\$ 4,949	\$ 5,100	\$ 4,762	\$ 5,100	\$ 5,408	\$ 5,665
Expenditures:						
Salaries/Wages	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Taxes & Benefits	-	-	-	-	-	-
Purchased Services	-	-	-	-	-	-
Supplies/Non-Capital Equipment	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Other	-	-	-	-	-	-
Contingency	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Expenditures	\$ -					
Annual Gain/(Loss)	\$ 4,949	\$ 5,100	\$ 4,762	\$ 5,100	\$ 5,408	\$ 5,665
Cumulative Balance						
Beginning Fund Balance	\$ 16,167	\$ 20,929	\$ 21,116	\$ 25,878	\$ 30,978	\$ 36,386
Change In Fund Balance	4,949	5,100	4,762	5,100	5,408	5,665
Ending Fund Balance	\$ 21,116	\$ 26,029	\$ 25,878	\$ 30,978	\$ 36,386	\$ 42,051
Less Reserves/Designations:						
3% TABOR Reserve	-	-	-	-	-	-
Operating Reserve	-	-	-	-	-	-
Other Reserves/Designations	-	-	-	-	-	-
Unreserved Fund Balance	\$ 21,116	\$ 26,029	\$ 25,878	\$ 30,978	\$ 36,386	\$ 42,051

Conservation Trust Fund (Continued)



Open Space Fund

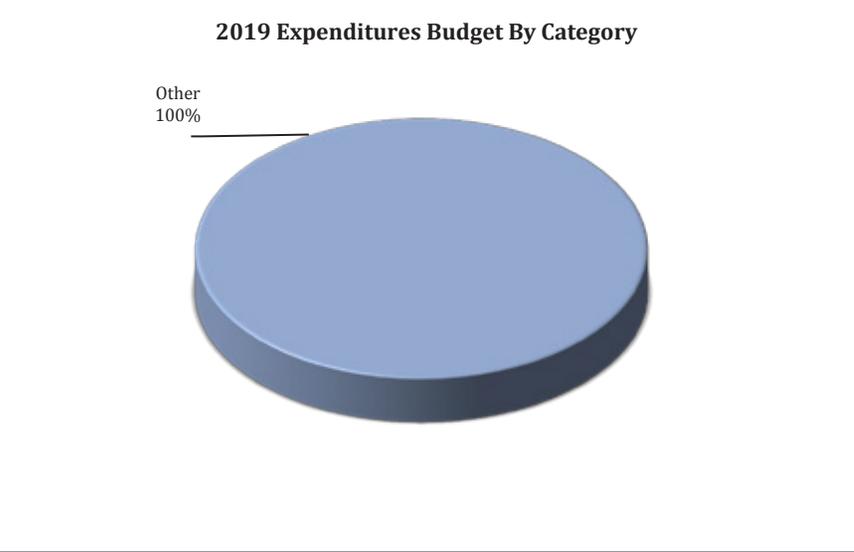
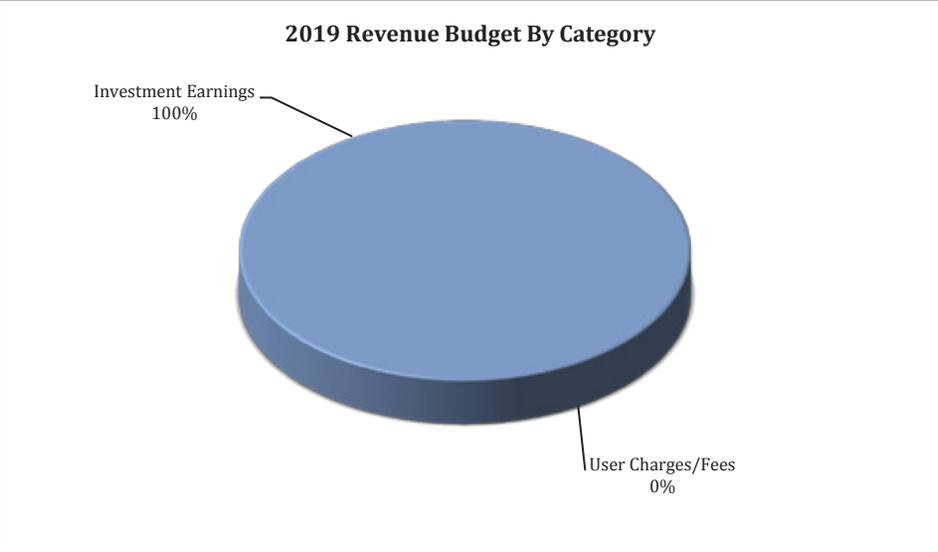
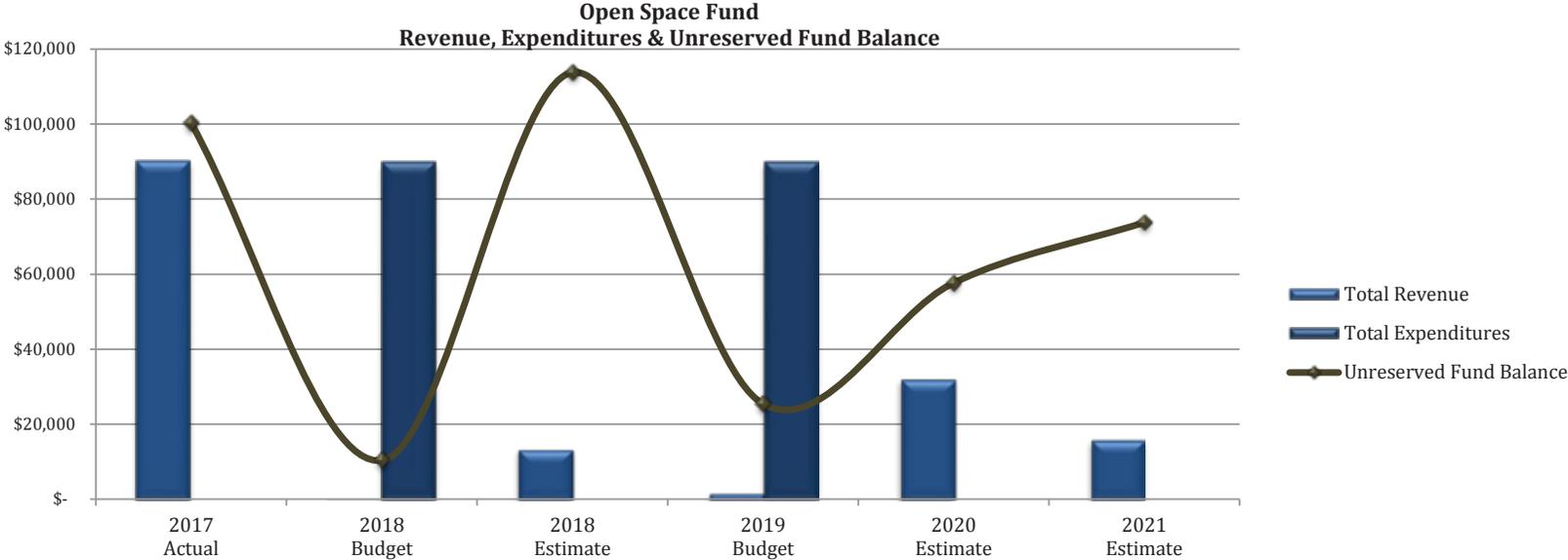
The Open Space Fund collects and accounts for the use of proceeds received in lieu of dedicated open space property. The funds collected are restricted for the purposes of acquisition of land and equipment for parks, trails, open space, scenic preservation easements, and historic preservation purposes.



Open Space Fund

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	2020 Estimate	2021 Estimate
Revenue:						
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-
User Charges/Fees	90,000	-	11,500	-	31,300	14,970
Fines & Forfeits	-	-	-	-	-	-
Investment Earnings	203	215	1,993	1,714	916	1,123
Debt & Financing	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-
Total Revenue	\$ 90,203	\$ 215	\$ 13,493	\$ 1,714	\$ 32,216	\$ 16,093
Expenditures:						
Salaries/Wages	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Taxes & Benefits	-	-	-	-	-	-
Purchased Services	-	-	-	-	-	-
Supplies/Non-Capital Equipment	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Other	-	90,000	-	90,000	-	-
Contingency	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Expenditures	\$ -	\$ 90,000	\$ -	\$ 90,000	\$ -	\$ -
Annual Gain/(Loss)	\$ 90,203	\$ (89,785)	\$ 13,493	\$ (88,286)	\$ 32,216	\$ 16,093
Cumulative Balance						
Beginning Fund Balance	\$ 10,042	\$ 100,139	\$ 100,245	\$ 113,738	\$ 25,452	\$ 57,668
Change In Fund Balance	90,203	(89,785)	13,493	(88,286)	32,216	16,093
Ending Fund Balance	\$ 100,245	\$ 10,354	\$ 113,738	\$ 25,452	\$ 57,668	\$ 73,761
Less Reserves/Designations:						
3% TABOR Reserve	-	-	-	-	-	-
Operating Reserve	-	-	-	-	-	-
Other Reserves/Designations	-	-	-	-	-	-
Unreserved Fund Balance	\$ 100,245	\$ 10,354	\$ 113,738	\$ 25,452	\$ 57,668	\$ 73,761

Open Space Fund (Continued)



Law Enforcement Fund

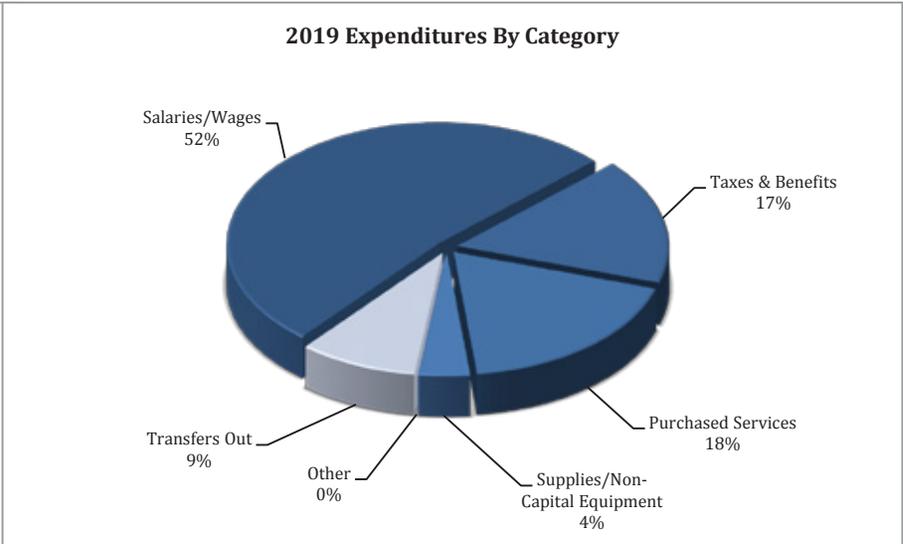
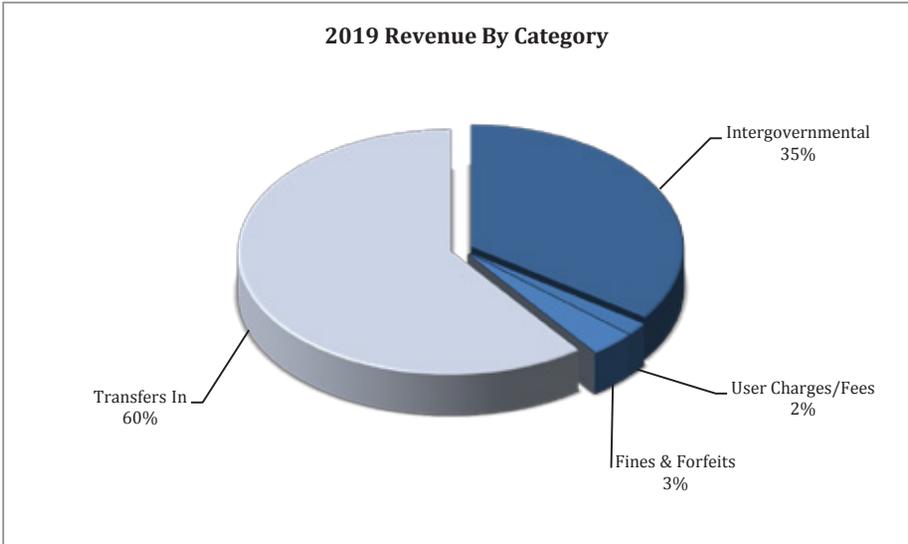
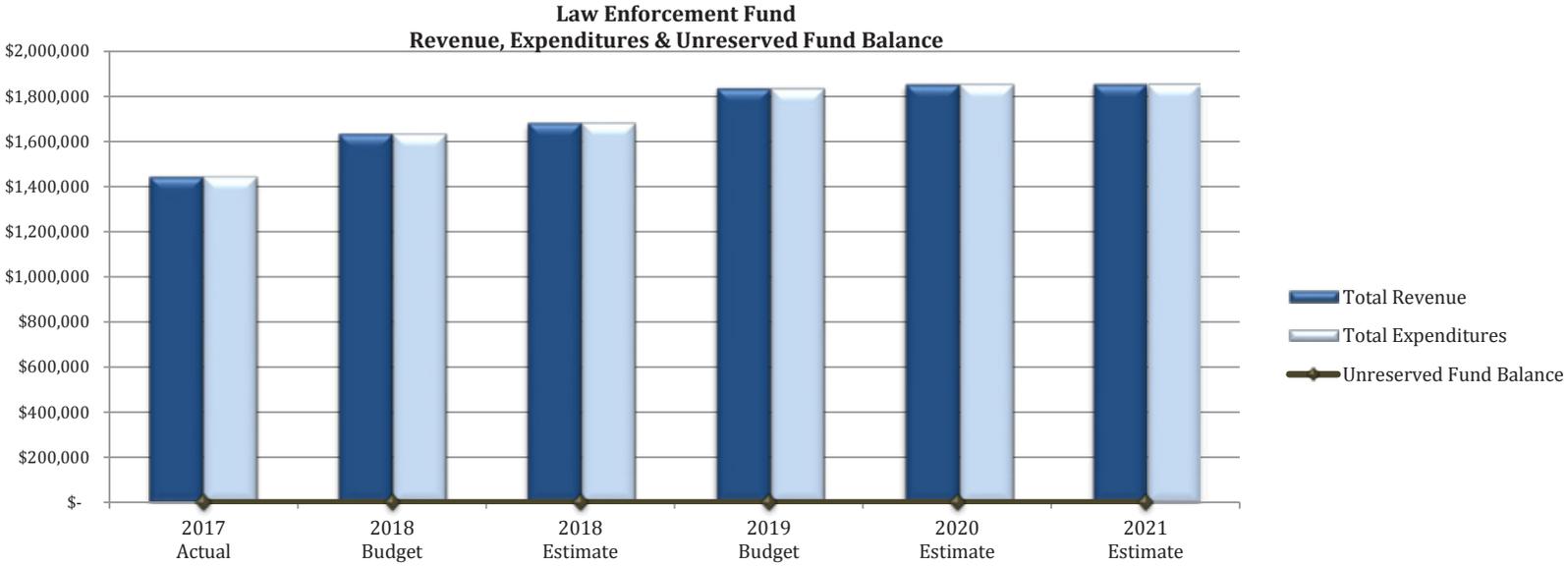
The Law Enforcement Fund collects and accounts for the activities of the joint court, police, and animal control functions shared by the Town of Winter Park and Town of Fraser. Activities are supported through revenues derived from fines and forfeits, grants, contract labor, and supplemental transfers from both towns.



Law Enforcement Fund

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	2020 Estimate	2021 Estimate
Revenue:						
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental	477,900	582,179	604,146	638,233	663,690	627,280
Licenses & Permits	-	-	-	-	-	-
User Charges/Fees	36,721	39,750	23,000	30,500	35,500	37,500
Fines & Forfeits	66,677	56,500	64,200	62,200	61,000	64,000
Investment Earnings	-	-	-	-	-	-
Debt & Financing	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-
Transfers In	863,070	955,440	990,765	1,103,073	1,091,418	1,124,071
Total Revenue	\$ 1,444,368	\$ 1,633,869	\$ 1,682,111	\$ 1,834,006	\$ 1,851,608	\$ 1,852,851
Expenditures:						
Salaries/Wages	\$ 811,522	\$ 822,678	\$ 838,279	\$ 953,972	\$ 981,382	\$ 1,009,615
Taxes & Benefits	222,040	260,863	247,570	307,306	319,038	330,921
Purchased Services	289,883	352,580	339,457	336,692	347,246	357,645
Supplies/Non-Capital Equipment	65,760	94,598	149,672	69,886	92,742	97,370
Capital Outlay	-	-	-	-	-	-
Other	865	1,150	1,050	1,150	1,200	1,300
Contingency	-	-	-	-	-	-
Transfers Out	54,298	102,000	106,083	165,000	110,000	56,000
Total Expenditures	\$ 1,444,368	\$ 1,633,869	\$ 1,682,111	\$ 1,834,006	\$ 1,851,608	\$ 1,852,851
Annual Gain/(Loss)	\$ -					
Cumulative Balance						
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Change In Fund Balance	-	-	-	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Less Reserves/Designations:						
3% TABOR Reserve	-	-	-	-	-	-
Operating Reserve	-	-	-	-	-	-
Other Reserves/Designations	-	-	-	-	-	-
Unreserved Fund Balance	\$ -					

Law Enforcement Fund (Continued)



Transit & Trails Fund

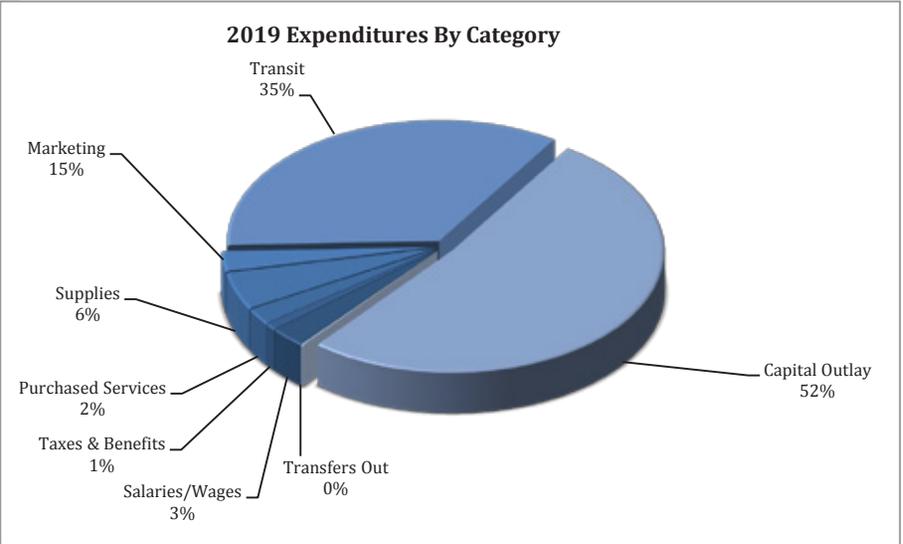
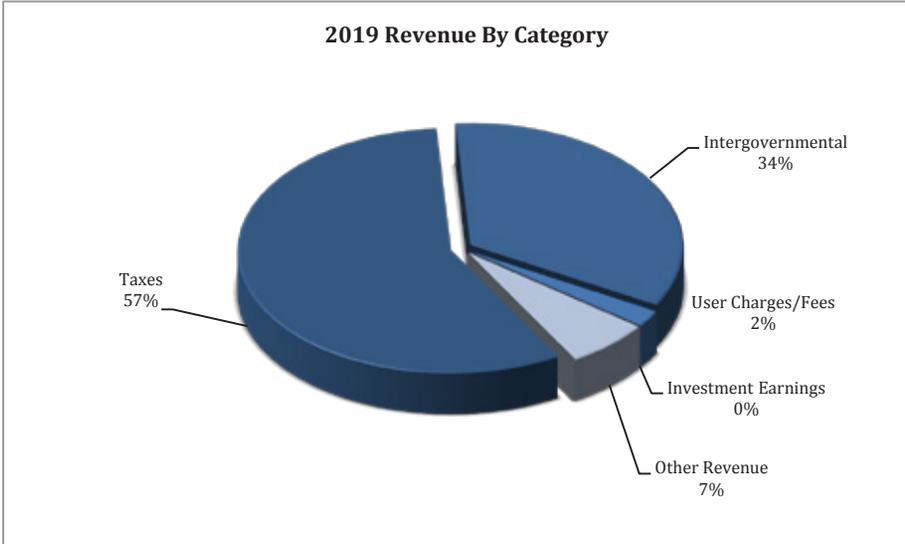
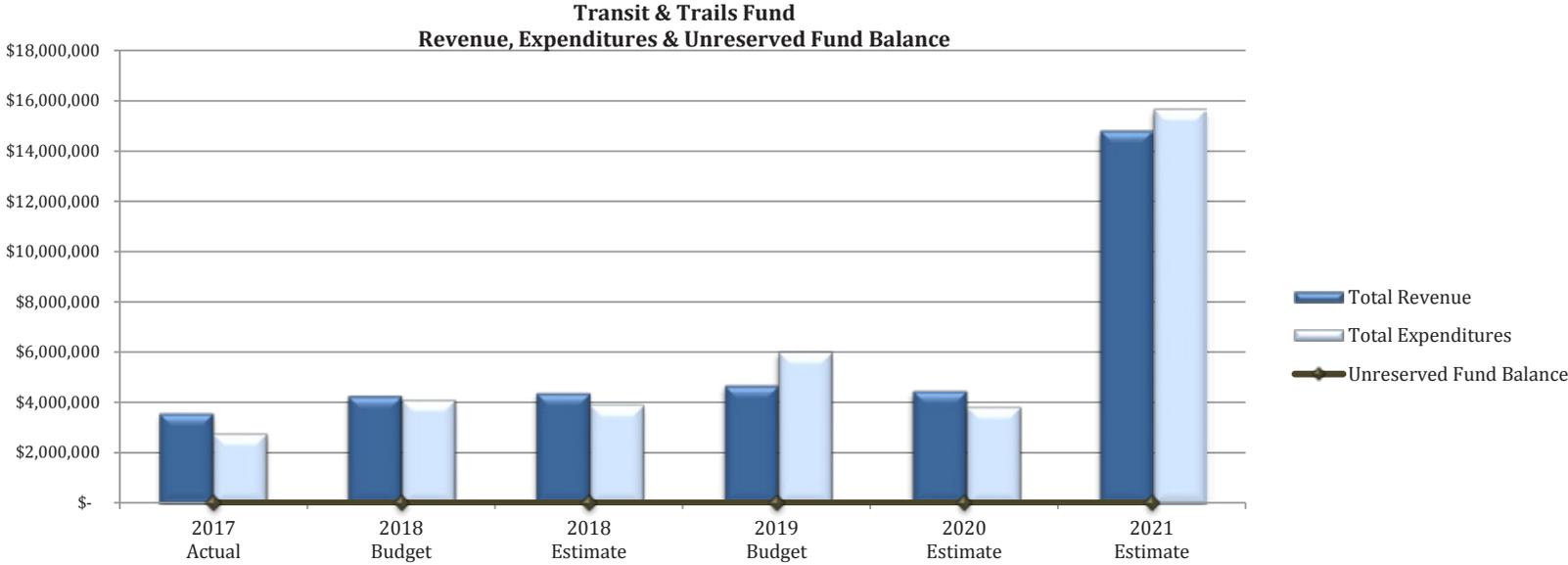
This fund is used to account for the funds collected for Transit Services and Trails programs. In November 2015, the Town assumed responsibility for year-round transit services for the Town and contiguous areas to the Town. Transit is provided by the Town through a contract with an outside transit provider. Transit services are funded through a 2% transit & trails sales tax, intergovernmental revenues, and user fees. 2016 was the first full year of transit services provided through the Town whereas in prior years the local resort provided the transit services with funding from the Town. With funding from the State of Colorado the Town is able to expand the service to a year-round system which had previously only been offered during the ski season months.



Transit & Trails Fund

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	2020 Estimate	2021 Estimate
Revenue:						
Taxes	\$ 2,391,781	\$ 2,510,070	\$ 2,582,489	\$ 2,695,303	\$ 2,830,068	\$ 3,028,173
Intergovernmental	765,268	1,383,361	1,383,361	1,611,808	1,256,347	7,690,895
Licenses & Permits	-	-	-	-	-	-
User Charges/Fees	139,121	99,269	139,121	102,247	102,247	102,247
Fines & Forfeits	-	-	-	-	-	-
Investment Earnings	7,487	-	-	-	-	-
Debt & Financing	-	-	-	-	-	3,700,000
Other Revenue	300,000	300,000	300,000	300,000	300,000	300,000
Transfers In	-	-	-	-	-	-
Total Revenue	\$ 3,603,657	\$ 4,292,700	\$ 4,404,971	\$ 4,709,358	\$ 4,488,662	\$ 14,821,315
Expenditures:						
Salaries/Wages	\$ 112,698	\$ 134,396	\$ 143,112	\$ 161,259	\$ 168,645	\$ 176,653
Taxes & Benefits	33,881	37,152	37,007	54,352	57,059	59,720
Purchased Services	114,630	123,517	154,137	130,534	135,011	139,724
Supplies/Non-Capital Equipment	61,214	102,667	62,231	299,192	346,400	359,955
Marketing, Economic Development & Events	228,123	205,000	234,830	160,000	177,240	182,485
Transit	2,146,289	2,092,759	2,190,014	2,094,788	2,199,527	2,309,504
Capital Outlay	-	1,436,842	1,103,230	3,123,190	760,000	12,420,000
Other	3,898	8,150	9,800	10,000	10,200	10,404
Contingency	-	-	-	-	-	-
Transfers Out	92,197	-	-	-	-	-
Total Expenditures	\$ 2,792,930	\$ 4,140,483	\$ 3,934,361	\$ 6,033,315	\$ 3,854,082	\$ 15,658,445
Annual Gain/(Loss)	\$ 810,727	\$ 152,217	\$ 470,610	\$ (1,323,957)	\$ 634,580	\$ (837,130)
Cumulative Balance						
Beginning Fund Balance	\$ 489,225	\$ 1,198,183	\$ 1,299,952	\$ 1,770,562	\$ 446,605	\$ 1,081,185
Change In Fund Balance	810,727	152,217	470,610	(1,323,957)	634,580	(837,130)
Ending Fund Balance	\$ 1,299,952	\$ 1,350,400	\$ 1,770,562	\$ 446,605	\$ 1,081,185	\$ 244,055
Less Reserves/Designations:						
3% TABOR Reserve	-	-	-	-	-	-
Operating Reserve	699,952	450,400	870,562	-	334,580	244,055
Other Reserves/Designations	600,000	900,000	900,000	446,605	746,605	-
Unreserved Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Transit & Trails Fund (Continued)



Capital Projects Fund

The Capital Projects Fund collects and accounts for the resources and expenditures for the purposes of acquisition, planning, constructions, expansion, and improvements of Town facilities and infrastructure except those required to be accounted for in another fund. Revenues which are restricted for this purpose include the highway user tax, road and bridge tax, 10% of the sales tax, and 50% of the accommodations tax. Additional capital projects are funded through interfund transfers of non-restricted revenues primarily from the General Fund.

The Town entered into two Certificate of Participation (COP) leases in 2016 for a total of \$8,341,300.

- **COP Series 2016A was issued in October 2016 for a total of \$3,773,500 to finance the construction of the permanent stage at Hideaway Park. The issuance was a taxable COP with a true interest cost of 4.50% and a 15 year term.**
- **COP Series 2016B was issued in December 2016 for a total of \$4,567,800 to finance the purchase of a new Parking Garage. The issuance was a tax-exempt COP with a true interest cost of 3.39% and a 15 year term.**

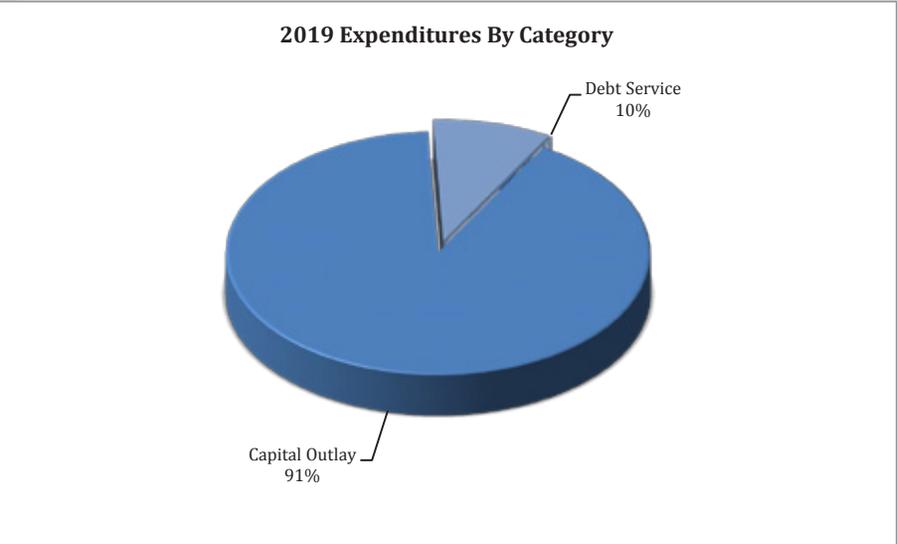
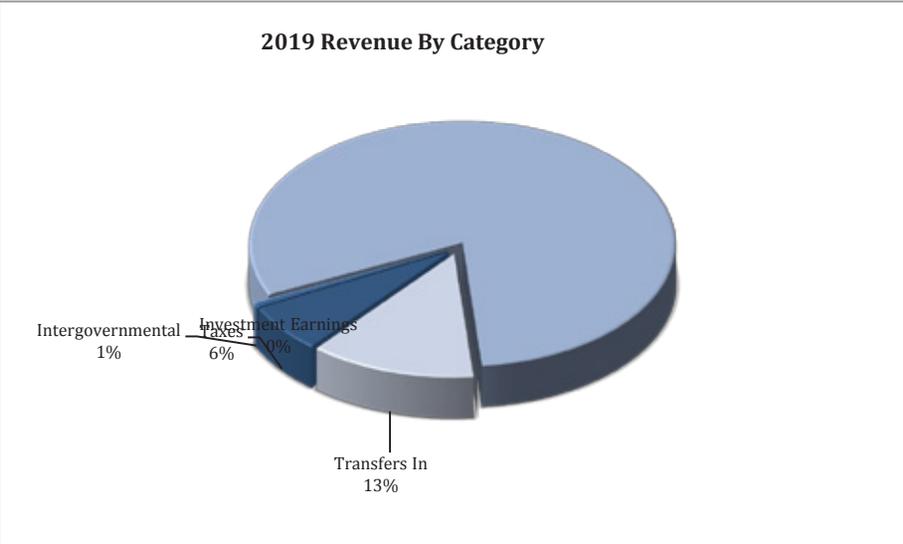
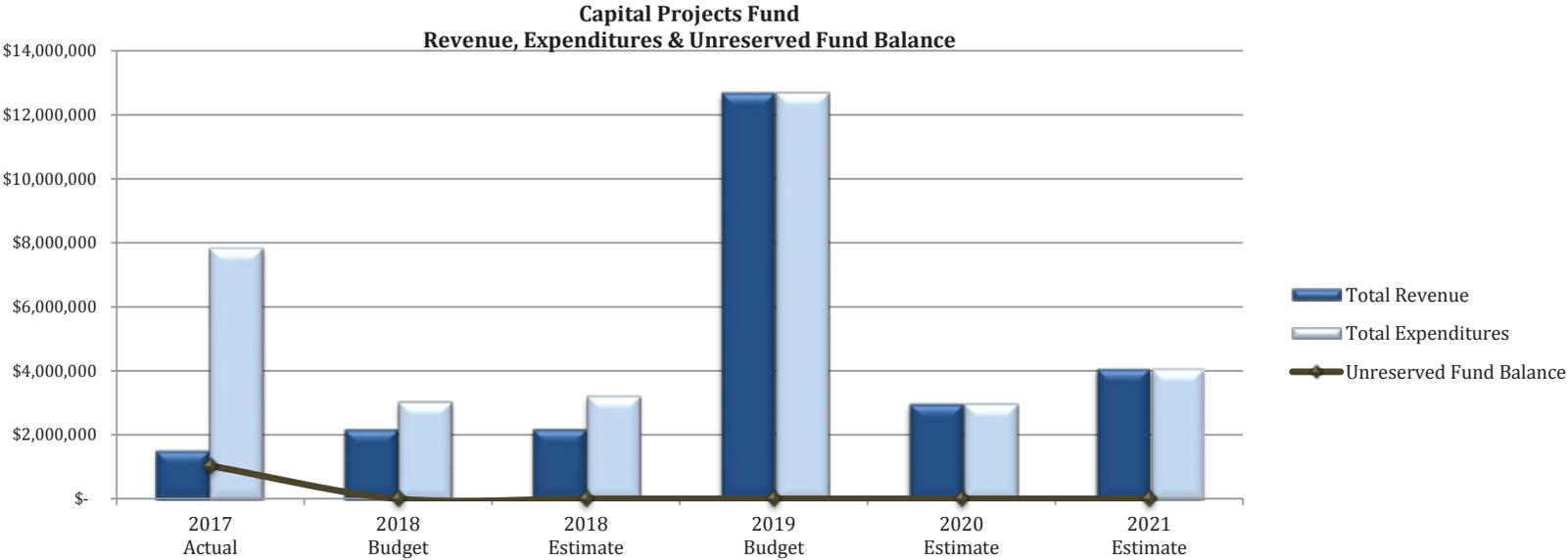
Debt service on both COP’s began in late 2016 and will continue for 15 years with final payment in December 2031. Principal payments are in December each year and interest payments are quarterly for the 2016A Series COP and June & December for the 2016B Series COP. Payments made for both COPs are recorded in the Capital Projects Fund.



Capital Projects Fund

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	2020 Estimate	2021 Estimate
Revenue:						
Taxes	\$ 696,120	\$ 728,810	\$ 772,241	\$ 801,550	\$ 843,256	\$ 902,283
Intergovernmental	62,259	61,916	77,597	64,581	66,518	68,514
Licenses & Permits	-	-	-	-	-	-
User Charges/Fees	-	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-	-
Investment Earnings	47,218	18,346	14,901	17,340	430	520
Debt & Financing	-	-	-	10,205,000	-	-
Other Revenue	-	-	-	-	-	-
Transfers In	746,901	1,396,287	1,354,646	1,592,855	2,088,304	3,121,542
Total Revenue	\$ 1,552,498	\$ 2,205,359	\$ 2,219,385	\$ 12,681,326	\$ 2,998,508	\$ 4,092,859
Expenditures:						
Salaries/Wages	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Taxes & Benefits	-	-	-	-	-	-
Purchased Services	-	-	-	-	-	-
Supplies/Non-Capital Equipment	-	-	-	-	-	-
Capital Outlay	7,105,117	2,319,711	2,496,711	11,526,122	1,478,000	2,573,000
Debt Service	746,901	749,900	749,900	1,155,204	1,520,508	1,519,859
Other	-	-	-	-	-	-
Contingency	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Expenditures	\$ 7,852,018	\$ 3,069,611	\$ 3,246,611	\$ 12,681,326	\$ 2,998,508	\$ 4,092,859
Annual Gain/(Loss)	\$ (6,299,520)	\$ (864,252)	\$ (1,027,226)	\$ -	\$ -	\$ -
Cumulative Balance						
Beginning Fund Balance	\$ 7,326,746	\$ 864,252	\$ 1,027,226	\$ -	\$ -	\$ -
Change In Fund Balance	(6,299,520)	(864,252)	(1,027,226)	-	-	-
Ending Fund Balance	\$ 1,027,226	\$ -	\$ -	\$ -	\$ -	\$ -
Less Reserves/Designations:						
3% TABOR Reserve	-	-	-	-	-	-
Operating Reserve	-	-	-	-	-	-
Other Reserves/Designations	-	-	-	-	-	-
Unreserved Fund Balance	\$ 1,027,226	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Projects Fund (Continued)



Capital Projects Fund (Continued)

LEASE PURCHASE AGREEMENTS

	Principal	Interest	Total
Certificate of Participation, Series 2016A			
Lease Price: \$3,773,500 - UMB			
Total due as of 12/31/2018	\$ 3,402,215	\$ 1,165,530	\$ 4,567,745
Total payments due in 2019	198,265	153,100	351,365
Total payments due in 2020	207,187	144,178	351,365
Total payments due in 2021	216,511	134,854	351,365
Total payments due in 2022	226,254	125,111	351,365
Total payments due in 2023	236,435	114,930	351,365
Total payments due in 2024	247,075	104,290	351,365
Total payments due in 2025	258,193	93,172	351,365
Total payments 2026-2031	1,812,295	295,895	2,108,190
Certificate of Participation, Series 2016B			
Lease Price: \$4,567,800 - UMB			
Total due as of 12/31/2018	\$ 4,072,361	\$ 1,030,603	\$ 5,102,964
Total payments due in 2019	254,483	138,053	392,536
Total payments due in 2020	263,110	129,426	392,536
Total payments due in 2021	272,029	120,507	392,536
Total payments due in 2022	281,251	111,285	392,536
Total payments due in 2023	290,785	101,750	392,535
Total payments due in 2024	300,643	91,892	392,535
Total payments due in 2025	310,835	81,700	392,535
Total payments 2026-2031	2,099,225	255,990	2,355,215
Total Lease Payments			
Total Due as of 12/31/2018	\$ 7,474,576	\$ 2,196,133	\$ 9,670,709
Total payments due in 2019	452,748	291,153	743,901
Total payments due 2020-2031	7,021,828	1,904,980	8,926,808

Building Services Fund

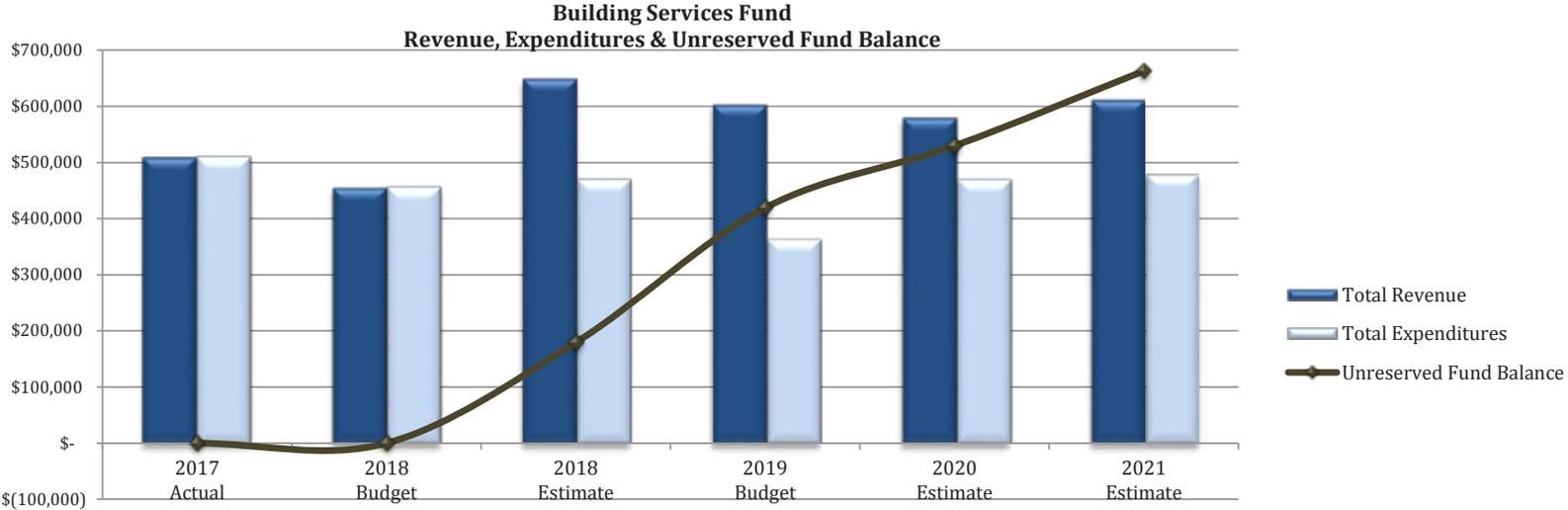
The Building Services Fund collects and accounts for the resources and expenditures associated with the activities of the joint Winter Park/Fraser/Granby Building Department including all revenues, expenditures, and capital. Building inspection fees are collected for all three municipalities which in turn support the operations of the department.



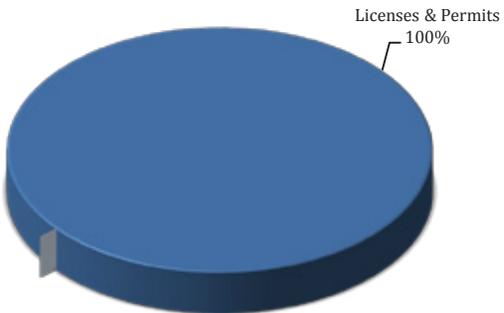
Building Services Fund

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	2020 Estimate	2021 Estimate
Revenue:						
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental	-	-	-	-	-	-
Licenses & Permits	510,177	455,656	649,400	603,200	580,000	612,000
User Charges/Fees	-	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-	-
Investment Earnings	-	-	-	-	-	-
Debt & Financing	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-
Transfer In	-	-	-	-	-	-
Total Revenue	\$ 510,177	\$ 455,656	\$ 649,400	\$ 603,200	\$ 580,000	\$ 612,000
Expenditures:						
Salaries/Wages	\$ 174,074	\$ 191,511	\$ 193,057	\$ 208,517	\$ 289,729	\$ 298,379
Taxes & Benefits	62,304	66,131	71,490	68,064	79,817	81,828
Purchased Services	51,238	86,310	71,714	73,598	82,581	83,923
Supplies/Non-Capital Equipment	8,703	30,230	22,183	11,609	15,966	13,127
Capital Outlay	-	-	-	-	-	-
Other	185	270	270	1,500	1,500	1,500
Contingency	-	-	-	-	-	-
Transfer Out	213,673	81,204	111,242	-	-	-
Total Expenditures	\$ 510,177	\$ 455,656	\$ 469,956	\$ 363,288	\$ 469,593	\$ 478,757
Annual Gain/(Loss)	\$ -	\$ -	\$ 179,444	\$ 239,912	\$ 110,407	\$ 133,243
Cumulative Balance						
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ 179,444	\$ 419,356	\$ 529,763
Change In Fund Balance	-	-	179,444	239,912	110,407	133,243
Ending Fund Balance	\$ -	\$ -	\$ 179,444	\$ 419,356	\$ 529,763	\$ 663,006
Less Reserves/Designations:						
3% TABOR Reserve	-	-	-	-	-	-
Operating Reserve	-	-	-	-	-	-
Other Reserves/Designations	-	-	-	-	-	-
Unreserved Fund Balance	\$ -	\$ -	\$ 179,444	\$ 419,356	\$ 529,763	\$ 663,006

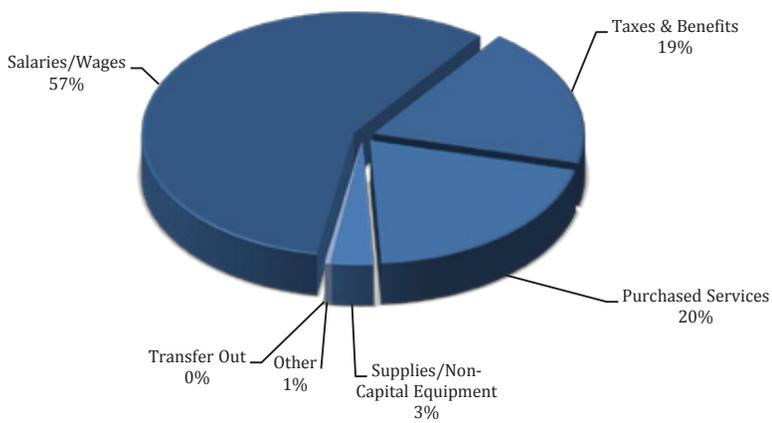
Building Services Fund (Continued)



2019 Revenue By Category



2019 Expenditures By Category



Employee Benefits Fund

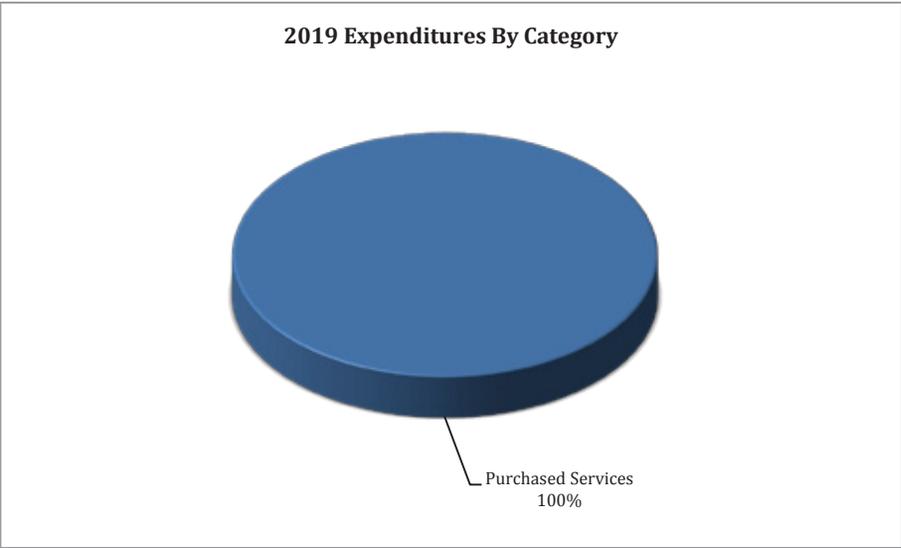
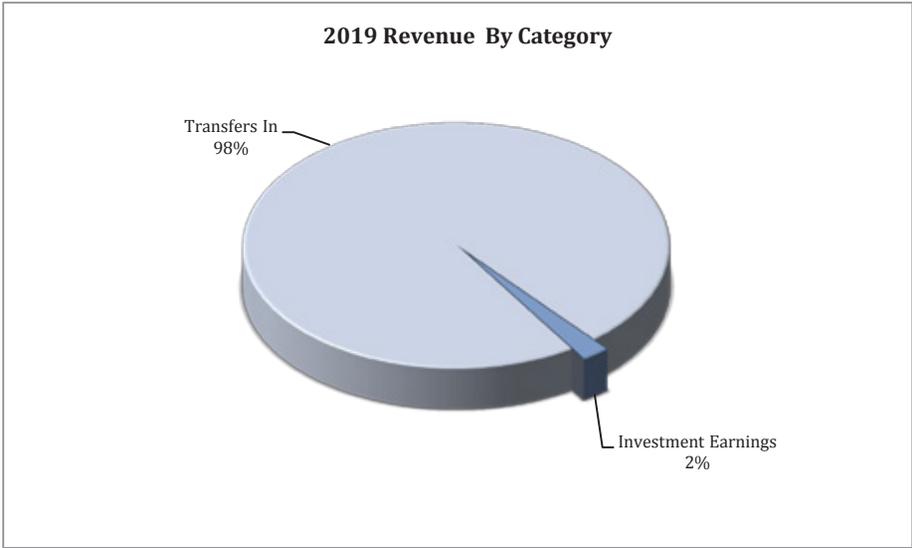
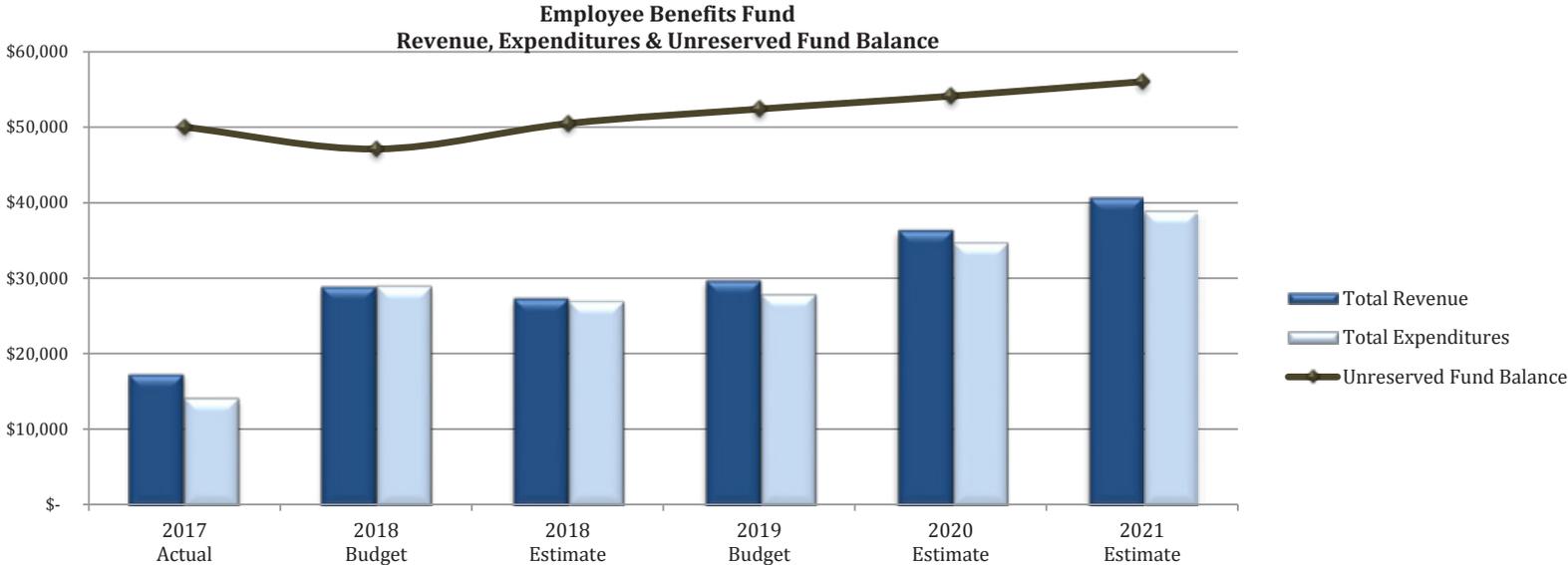
The Employee Benefits Fund collects and accounts for the Town’s self-funded dental program. Administrative costs and claims are funded through charges to user funds at a rate so as to ensure the liquidity and ability of the fund to meet the needs of the dental program.



Employee Benefits Fund

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	2020 Estimate	2021 Estimate
Revenue:						
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-
User Charges/Fees	-	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-	-
Investment Earnings	24	54	473	620	740	865
Debt & Financing	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-
Transfers In	17,425	28,943	26,940	29,180	35,670	39,840
Total Revenue	\$ 17,449	\$ 28,997	\$ 27,413	\$ 29,800	\$ 36,410	\$ 40,705
Expenditures:						
Salaries/Wages	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Taxes & Benefits	-	-	-	-	-	-
Purchased Services	14,231	28,943	26,940	27,880	34,700	38,790
Supplies/Non-Capital Equipment	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Other	-	-	-	-	-	-
Contingency	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Expenditures	\$ 14,231	\$ 28,943	\$ 26,940	\$ 27,880	\$ 34,700	\$ 38,790
Annual Gain/(Loss)	\$ 3,218	\$ 54	\$ 473	\$ 1,920	\$ 1,710	\$ 1,915
Cumulative Balance						
Beginning Fund Balance	\$ 46,792	\$ 47,058	\$ 50,010	\$ 50,483	\$ 52,403	\$ 54,113
Change In Fund Balance	3,218	54	473	1,920	1,710	1,915
Ending Fund Balance	\$ 50,010	\$ 47,112	\$ 50,483	\$ 52,403	\$ 54,113	\$ 56,028
Less Reserves/Designations:						
3% TABOR Reserve	-	-	-	-	-	-
Operating Reserve	-	-	-	-	-	-
Other Reserves/Designations	-	-	-	-	-	-
Unreserved Fund Balance	\$ 50,010	\$ 47,112	\$ 50,483	\$ 52,403	\$ 54,113	\$ 56,028

Employee Benefits Fund (Continued)



Debt Service Fund

This fund is used to account for the accumulation of resources for, and the payment of general long-term debt principal, interest, and related costs. The Town currently does not carry any debt outside of the COP financing of capital projects included in the Capital Projects & Affordable Housing Fund.



Debt Service Fund

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	2020 Estimate	2021 Estimate
Revenue:						
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-
User Charges/Fees	-	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-	-
Investment Earnings	-	-	-	-	-	-
Debt & Financing	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditures:						
Salaries/Wages	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Taxes & Benefits	-	-	-	-	-	-
Purchased Services	-	-	-	-	-	-
Supplies/Non-Capital Equipment	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Other	-	-	-	-	-	-
Contingency	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Annual Gain/(Loss)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cumulative Balance						
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Change In Fund Balance	-	-	-	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Less Reserves/Designations:						
3% TABOR Reserve	-	-	-	-	-	-
Operating Reserve	-	-	-	-	-	-
Other Reserves/Designations	-	-	-	-	-	-
Unreserved Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

DEPARTMENT SUMMARIES



DEPARTMENT SUMMARIES

The following chart reflects how each operating department of the Town is related to the Fund structure as detailed in the previous pages. See a more detailed analysis of each department in the following pages of the Department Summary.

GENERAL FUND		
TOWN COUNCIL, COMMITTEES & BOARDS	TOWN ADMINISTRATION	COMMUNITY & ECONOMIC DEVELOPMENT
TOWN CLERK & RECORDS	FINANCE, HR & BUSINESS SUPPORT	PLANNING & COMMUNITY DEVELOPMENT
ATTAINABLE HOUSING	PUBLIC WORKS, STREETS, FACILITIES, FLEET & FORESTRY	PARKS, OPEN SPACE & EVENTS
	EQUIPMENT REPLACEMENT	

BUILDING SERVICES FUND	LAW ENFORCEMENT FUND	TRANSIT & TRAILS FUND
BUILDING DEPARTMENT	POLICE & ANIMAL CONTROL DEPARTMENT	TRANSIT SERVICES DEPARTMENT
	MUNICIPAL COURT	TRAILS DEPARTMENT

Town Council, Committees & Boards

JIMMY LAHRMAN, MAYOR • 50 VASQUEZ ROAD, WINTER PARK, CO 80482 • 970-726-8081

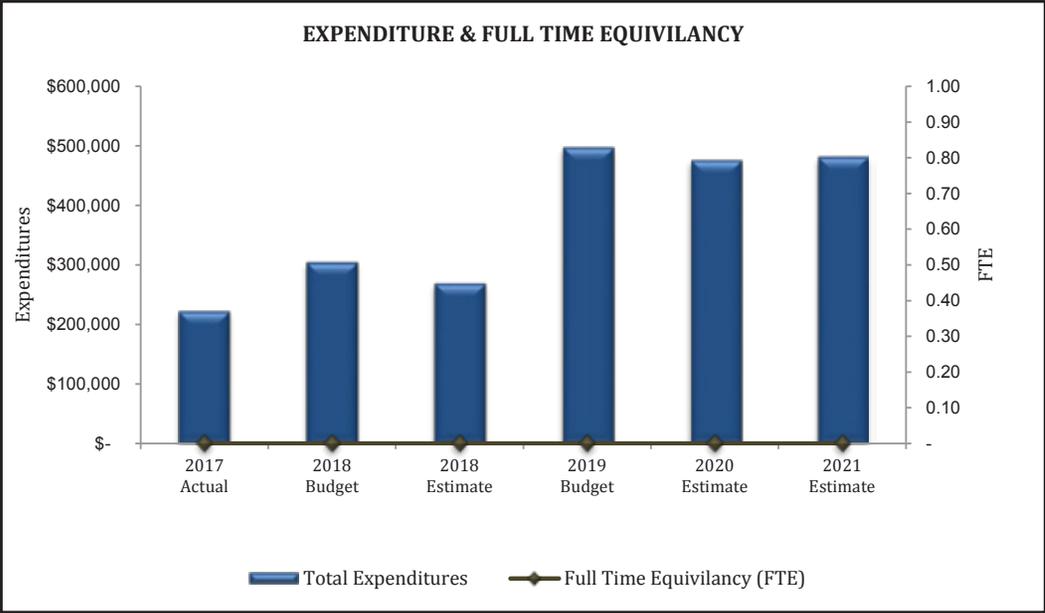
DEPARTMENT DESCRIPTION
<p>The Town Council serves as the legislative body of the Town of Winter Park and is responsible for establishing the goals, policy, and direction of the organization via ordinances, resolutions, and motions. The Council is responsible for hiring the Town Manager, Town Attorney, and Municipal Judge and for appointing members to boards and commissions. Elected at large on a non-partisan basis, seven council members serve either two or four-year staggered terms and appoint a Mayor from among the elected membership. Individual council members serve as liaisons to the various boards and commissions, as well as to community and regional organizations. The Town Council budget includes all appointed commissions and boards.</p> <p>Our Mission is to actively develop as a quality resort community which reflects the beauty of our natural surroundings.</p> <p>Our Guiding Priorities are to:</p> <ol style="list-style-type: none"> 1. Pursue projects that protect the health, safety, and welfare of residents and guests. 2. Identify opportunities to maintain and enhance the quality of life for Winter Park residents and our guests. 3. Identify and implement projects that drive business opportunities, encourage reinvestment in existing businesses, and allow entrepreneurs to be successful.

GOALS	PERFORMANCE MEASURES		
	Perspective	Town Goal	2019 Target
1 Encourage year round downtown economic development and activity.	Serve the Community	Provide open forum for Town constituents to be able to voice their ideas and comments to Council and Management	39 Meetings
2 Expand and enhance recreational and cultural amenities and events.		Post council meeting minutes for each Town Council meeting within 5 days of approval of the minutes	2 days
3 Maintain or enhance current levels of service provided to the community.		Council members attend external training or development meetings or courses	15 meetings
4 Develop affordable housing opportunities within Grand County.			
5 Improve public transit services within the local community.			
6 Maintain the financial stability and well-being of the organization.			
7 Enhance emergency preparation and maintain public safety.			
8 Operate in an environmentally-friendly manner.			

Town Council, Committees & Boards

2019 SUMMARY BY FUND		
Fund	Budget	FTE
General Fund	\$ 497,885	-
Total	\$ 497,885	-

2019 SUMMARY BY DIVISION/PROGRAM		
Division/Program(s)	Budget	FTE
Town Council & Committees	\$ 485,965	-
Planning & Zoning Commission	11,920	-
Total	\$ 497,885	-



TOWN COUNCIL, COMMITTEES & BOARDS EXPENDITURE SUMMARY						
	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	2020 Estimate	2021 Estimate
Staff - Full Time Equivalency (FTE)*	-	-	-	-	-	-
Expenditures:						
Salaries/Wages	\$ 42,193	\$ 46,100	\$ 44,500	\$ 46,100	\$ 46,100	\$ 46,100
Taxes & Benefits	3,244	3,616	3,442	3,712	3,712	3,712
Purchased Services	137,520	144,251	210,956	204,409	208,982	213,201
Supplies/Non-Capital Equipment	31,695	4,972	3,903	36,680	10,626	11,623
Capital Outlay	-	-	-	-	-	-
Other	9,183	6,484	7,835	6,984	7,195	7,410
Contingency	-	100,000	-	200,000	200,000	200,000
Total Expenditures	\$ 223,835	\$ 305,423	\$ 270,636	\$ 497,885	\$ 476,615	\$ 482,046

*Elected positions are not included in FTE.

Community & Economic Development

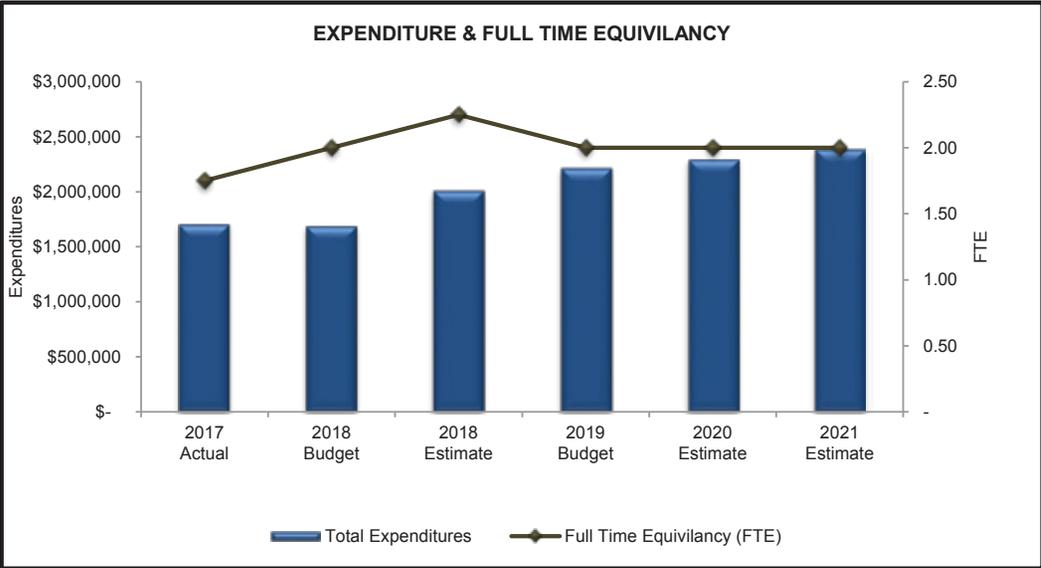
KEITH RIESBERG, TOWN MANAGER - 50 VASQUEZ ROAD WINTER PARK, COLORADO 80482 - KRIESBERG@WPGOV.COM PHONE: (970) 726-8081

DEPARTMENT DESCRIPTION						
<p>The Community & Economic Development function is coordinated through the Town Manager at the direction of the Town Council. Activities included as economic development for the Town include community marketing functions, special events, broadband initiatives, and community granting opportunities. The community marketing and special event functions are accomplished by the Winter Park Chamber and includes all Town marketing activities and Town supported special events. In addition, a community grant donor advised fund has been established to direct business and community organization donations for the Town along with a Commercial Enhancement Grant program to support the Town's businesses in completing various forms of commercial enhancement to their business or facilities. The Town will also perform a study of broadband services in our community to determine enhancements for our businesses, residents and guests.</p>						
PERFORMANCE MEASURES						
Perspective	Town Goal	Department Objective	Measure	2017 Actual	2018 Estimate	2019 Target
Serve the Community	Encourage year round economic development and activity (Goal #1)	Increase annual funding for Town marketing function	% increase in annual marketing funding	12.6%	7.6%	7.0%
	Expand & enhance recreational and cultural amenities and events (Goal #2)	Fund events and recreational opportunities in both winter & summer	# of events sponsored each year	22	26	28
	Improve broadband services for our residents, business and guests (Goal #2)	Develop broadband baseline and strategies	Implement a broadband study and determine next steps for identifying infrastructure and improvements	Study completed	Establish baseline of partnership with local utility	Implement partnership with local utility
	Provide economic incentives for development	Create development tools to be used for incentives	Number of development initiatives available to incentivize development in accordance with Winter Park Strategic Plan	7	3	10

Community & Economic Development

2019 SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 2,218,330	2.00
Total	\$ 2,218,330	2.00

2019 SUMMARY BY DIVISION/PROGRAM		
Division/Program(s)	Budget	FTE
Community Marketing & Events	\$ 1,618,476	1.50
Community Grants/Donations	321,200	-
Economic Development	278,654	0.50
Total	\$ 2,218,330	2.00



COMMUNITY & ECONOMIC DEVELOPMENT EXPENDITURE SUMMARY						
	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	2020 Estimate	2021 Estimate
Staff - Full Time Equivalency (FTE)*	1.75	2.00	2.25	2.00	2.00	2.00
Expenditures:						
Salaries/Wages	\$ 110,427	\$ 134,109	\$ 135,495	\$ 161,229	\$ 168,481	\$ 176,077
Taxes & Benefits	30,419	60,137	46,133	59,740	64,584	69,460
Purchased Services	31,137	107,312	88,164	178,661	131,386	134,713
Supplies/Non-Capital Equipment	21,482	34,049	54,326	86,541	68,580	72,013
Marketing, Economic Development & Events	1,517,990	1,357,449	1,690,630	1,731,659	1,863,945	1,939,643
Capital Outlay	-	-	-	-	-	-
Other	-	150	-	500	500	500
Total Expenditures	\$ 1,711,455	\$ 1,693,206	\$ 2,014,748	\$ 2,218,330	\$ 2,297,476	\$ 2,392,406

Community & Economic Development

COMMUNITY & ECONOMIC DEVELOPMENT AUTHORIZED REQUESTS				
Project/Item	Description/Justification	2019 Budget	2020 Estimate	2021 Estimate
Economic Development Funds	Business enhancement grants provided to local businesses to improve their business or facilities	\$ 210,000	\$ 250,000	\$ 250,000
Community Marketing & Destination Winter Park	Marketing, event sponsorship & related activities for the Town as determined by Town Council	\$ 1,410,459	\$ 1,435,499	\$ 1,589,643
Community Grants/Contributions	Grants provided to organizations which provide a variety of services to the citizens of Winter Park and local community	\$ 111,200	\$ 100,000	\$ 100,000

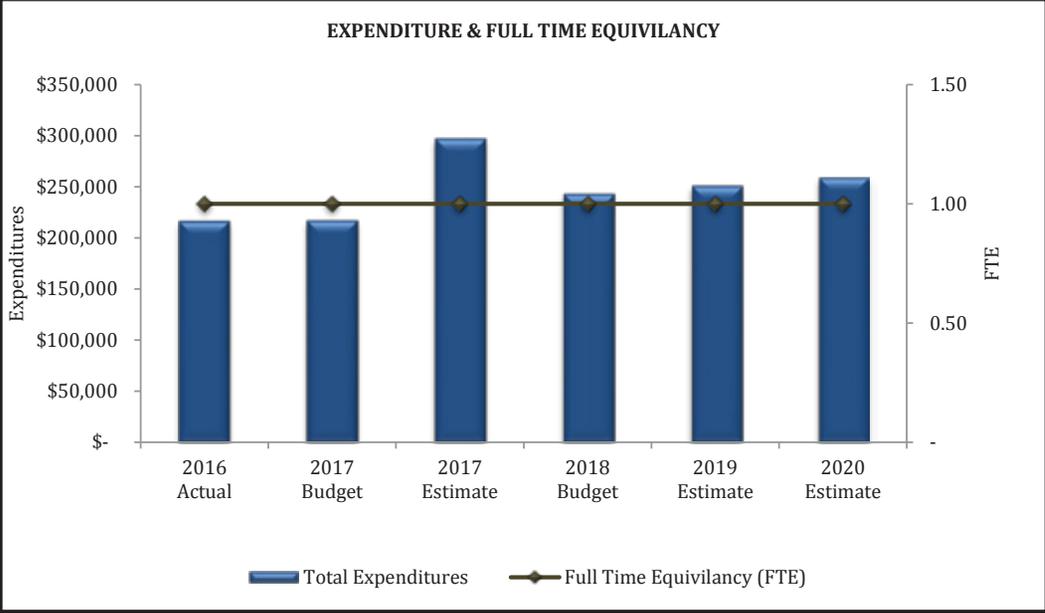
Town Administration

KEITH RIESBERG, TOWN MANAGER - 50 VASQUEZ ROAD WINTER PARK, COLORADO 80482 - KRIESBERG@WPGOV.COM PHONE: (970) 726-8081

DEPARTMENT DESCRIPTION						
<p>The Town Manager is responsible for the overall management and administrative coordination of activities of the Town of Winter Park. All departments within the organization report to the Town Manager. It is the responsibility of the Town Manager to implement the goals, priorities, programs, and policies as directed by Town Council.</p> <p>Goals & Priorities:</p> <ul style="list-style-type: none"> > Encourage inter-departmental cooperation to effectively and efficiently attain the goals set forth by Council in a cost effective manner. > Work in conjunction with the management team to increase levels of customer service while controlling costs to the taxpayers. > Develop and nurture relationships with external government organizations and when feasible, institute intergovernmental agreements to cost effectively provide services an effective manner. 						
PERFORMANCE MEASURES						
Perspective	Town Goal	Department Objective	Measure	2017 Actual	2018 Estimate	2019 Target
Serve the Community	Maintain relationships with local governments & organizations to support the Town's efforts	Attend meetings to keep lines of communication open between parties	Attend monthly meetings with the local communities and attend CAST meetings of resort towns	31 meetings	25 meetings	35 meetings
Manage the Resources	Maintain intergovernment agreements with local entities	Negotiate intergovernment agreements	Maintain agreement with local communities for intergovernmental services for Police, Building services & Transit	3	4	4
Develop the Workforce	Ensure annual performance reviews are completed on all employees	Employees will receive an annual performance review	All employees receive an annual performance review as well as 360 reviews of department heads and Town Manager	36	38	40

Town Administration

2019 SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 243,865	1.00
Total	\$ 243,865	1.00



2019 SUMMARY BY DIVISION/PROGRAM		
Division/Program(s)	Budget	FTE
Administration/Operations	\$ 243,865	1.00
Total	\$ 243,865	1.00

TOWN ADMINISTRATION EXPENDITURE SUMMARY						
	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2019 Estimate	2020 Estimate
Staff - Full Time Equivalency (FTE)	1.00	1.00	1.00	1.00	1.00	1.00
Expenditures:						
Salaries/Wages	\$ 96,733	\$ 87,477	\$ 143,844	\$ 107,575	\$ 110,598	\$ 113,711
Taxes & Benefits	28,520	26,631	26,449	29,332	31,035	32,860
Purchased Services	89,928	94,809	111,296	97,692	101,003	104,398
Supplies/Non-Capital Equipment	1,007	3,737	12,065	4,806	4,227	3,737
Capital Outlay	-	-	-	-	-	-
Other	1,018	5,155	4,055	4,460	4,594	4,732
Total Expenditures	\$ 217,206	\$ 217,809	\$ 297,709	\$ 243,865	\$ 251,457	\$ 259,438

Town Clerk, Website, Elections & Records

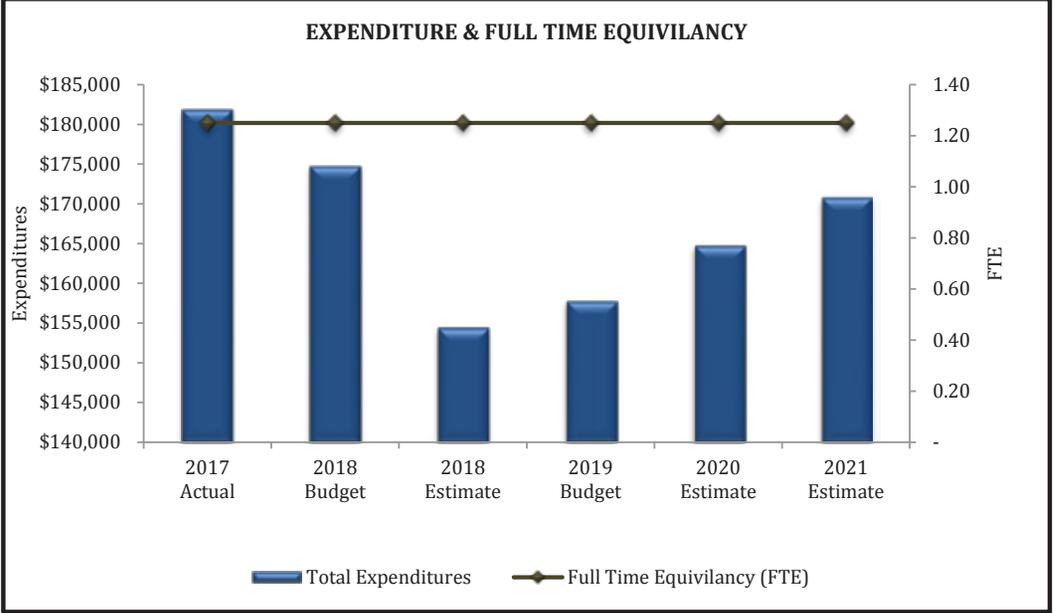
DANIELLE JARDEE, TOWN CLERK - 50 VASQUEZ ROAD WINTER PARK, COLORADO 80482 - DJARDEE@WPGOV.COM PHONE: (970) 726-8081

DEPARTMENT DESCRIPTION						
<p>The Town Clerk is responsible for the custody and access of public records, issuing liquor licenses, preparation of agenda materials, recording of official minutes, maintenance and upkeep of the Town Code, and administering the election process as required. The office is also responsible for the posting of notices, public meetings, social media, and maintenance of the Town's website to ensure an adequate level of transparency and public involvement.</p>						
PERFORMANCE MEASURES						
Perspective	Town Goal	Department Objective	Measure	2017 Actual	2018 Estimate	2019 Target
Serve the Community	Provide timely customer service in all interactions (Goal #3)	Respond to customer service & document requests in one business day	# of days to respond to requests	3	2.8	2.5
	Enhance current levels of service to community (Goal #3)	Provide training and enforcement of liquor licenses for businesses	# of trainings and enforcement sessions provided annually	6	4	4
Manage the Resources	Enhance current levels of service to community (Goal #3)		# of new resources added to website for public access	2	4	6
	Expansion of Town's digital library and access (Goal #3)	Add resources to the digital library for central location	# of library sections added to digital library for centralized documentation	2	4	4
Develop the Workforce	Develop a skilled workforce (Goal #6)	Staff attend 2 courses on related curriculum	Number of training courses attended annually	2	4	6

Town Clerk, Website, Elections & Records

2019 SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 157,901	1.25
Total	\$ 157,901	1.25

2019 SUMMARY BY DIVISION/PROGRAM		
Division/Program(s)	Budget	FTE
Administration/Operations	\$ 157,901	1.25
Total	\$ 157,901	1.25



TOWN CLERK, WEBSITE, ELECTIONS & RECORDS EXPENDITURE SUMMARY						
	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	2020 Estimate	2021 Estimate
Staff - Full Time Equivalency (FTE)	1.25	1.25	1.25	1.25	1.25	1.25
Expenditures:						
Salaries/Wages	\$ 99,534	\$ 87,408	\$ 70,678	\$ 76,887	\$ 80,696	\$ 84,696
Taxes & Benefits	36,657	32,689	27,289	26,155	28,156	30,328
Purchased Services	34,702	41,351	46,160	38,131	43,386	41,490
Supplies/Non-Capital Equipment	11,077	13,010	9,969	16,248	12,118	13,896
Capital Outlay	-	-	-	-	-	-
Other	-	390	475	480	500	500
Total Expenditures	\$ 181,970	\$ 174,848	\$ 154,571	\$ 157,901	\$ 164,856	\$ 170,910

Business Support, Finance, Human Resources & Risk Management

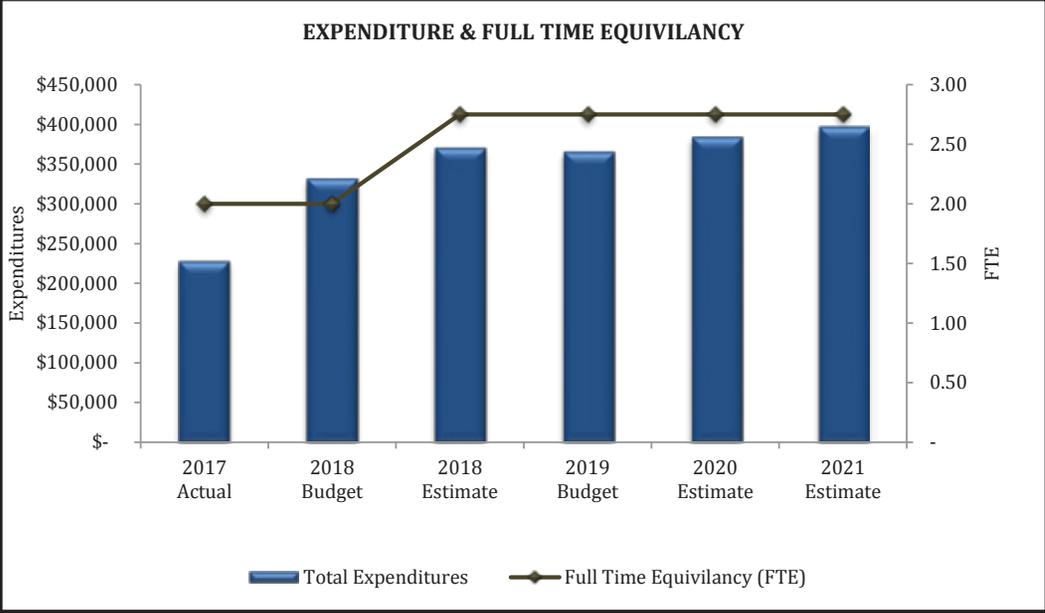
50 VASQUEZ ROAD WINTER PARK, COLORADO 80482 - EMAIL: FINANCE@WPGOV.COM OR (970) 726-8081

DEPARTMENT DESCRIPTION						
<p>The primary functions of the Department include Business Support (tax administration, short-term rental compliance & business license management), Finance (financial reporting and analysis, accounting, accounts payable, payroll, budget preparation, debt & audit management), Human Resources and Risk Management (debt compliance, insurance, and compliance reporting). The department safeguards the Town's assets via adherence to sound financial management policies and procedures and provides the public, Town Council, and staff with the financial information and support needed to make sound decisions.</p>						
PERFORMANCE MEASURES						
Perspective	Town Goal	Department Objective	Measure	2017 Actual	2018 Estimate	2019 Target
Serve the Community	Provide timely customer service to businesses in all interactions (Goal #3)	Respond to customer service and document requests within one business day	# of days to respond to customer requests	2.1	1.7	1.0
Manage the Resources	Maintain fiscal security & well-being of Town (Goal #6)	Distribute monthly financial & budget reports by 10th of each	# of days to distribute financial and budget reports	12	11	10
		Implement online sales tax and business license filing	% of accounts utilizing the online services	30%	60%	80%
		Reduce days for tax collections	# of days to collect tax receivables	48	42	35
		Provide accessible job applicant services	Implement online application and onboarding	% of applicants utilizing online services	0%	83%
Develop the Workforce	Develop a skilled workforce (Goal #6)	Staff attend 2 courses on accounting/human resources	Number of training courses attended annually	12	15	18

Business Support, Finance, Human Resources & Risk Management

2019 SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 365,832	2.75
Total	\$ 365,832	2.75

2019 SUMMARY BY DIVISION/PROGRAM		
Division/Program(s)	Budget	FTE
Administration/Operations	\$ 365,832	2.75
Total	\$ 365,832	2.75



BUSINESS SUPPORT, FINANCE, HUMAN RESOURCES, & RISK MANAGEMENT EXPENDITURE SUMMARY						
	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	2020 Estimate	2021 Estimate
Staff - Full Time Equivalency (FTE)	2.00	2.00	2.75	2.75	2.75	2.75
Expenditures:						
Salaries/Wages	\$ 122,226	\$ 167,926	\$ 203,900	\$ 175,635	\$ 180,862	\$ 186,246
Taxes & Benefits	29,228	54,338	65,759	72,172	77,474	83,249
Purchased Services	71,085	95,369	86,899	111,340	113,978	117,189
Supplies/Non-Capital Equipment	4,034	12,994	13,060	5,135	10,899	9,465
Capital Outlay	-	-	-	-	-	-
Other	1,704	1,470	1,350	1,550	1,550	1,650
Total Expenditures	\$ 228,277	\$ 332,097	\$ 370,968	\$ 365,832	\$ 384,763	\$ 397,799

Planning, Development & Enforcement Department

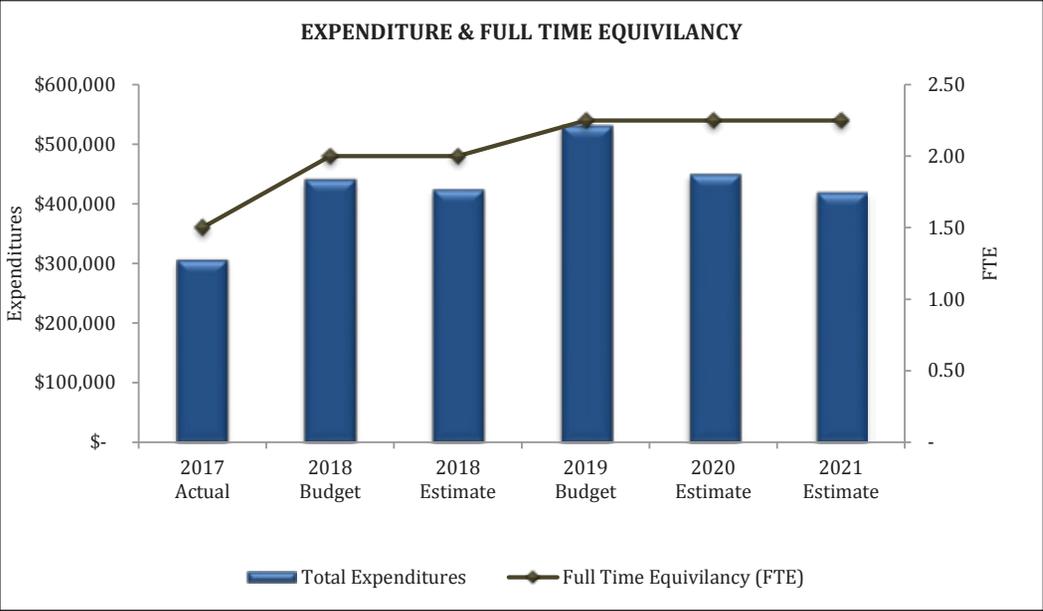
JAMES SHOCKEY, COMMUNITY DEVELOPMENT DIRECTOR - 50 VASQUEZ ROAD WINTER PARK, CO 80482 - EMAIL: PLANNING@WPGOV.COM (970) 726-8081

DEPARTMENT DESCRIPTION						
<p>The Planning & Development Department is responsible for the management of land development occurring within the Winter Park community. The department is tasked with administering provisions of the Town Plan, Town Code, and other applicable rules and regulations related to land use. The department also provides technical assistance to the Planning Commission and Town Council regarding land use applications, prepares recommendations for changes to the Town Code and other documents to better manage land use activities, and coordinates the land use development review process for landowners and land developers looking to do business within Winter Park.</p>						
PERFORMANCE MEASURES						
Perspective	Town Goal	Department Objective	Measure	2017 Actual	2018 Estimate	2019 Target
Serve the Community	Promote an environmentally sensitive & livable community (Goal #8)	Evaluate and revise the Code related to zoning and subdivision processes	# of sections of Town Code revised and implemented annually	2	3	6
Manage the Resources	Manage staff to improve productivity of department (Goal #3)		# of major developments reviewed	2	3	4
	Model a positive Town image (Goal #7)	Conduct 3 community reviews annually	# of annual community reviews	1	2	3
Develop the Workforce	Develop a skilled workforce (Goal #6)	Staff attend 2 courses on planning and related training	Number of training courses attended	6	12	16

Planning, Development & Enforcement Department

2019 SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 531,685	2.25
Total	\$ 531,685	2.25

2019 SUMMARY BY DIVISION/PROGRAM		
Division/Program(s)	Budget	FTE
Administration/Operations	\$ 531,685	2.25
Total	\$ 531,685	2.25



PLANNING, DEVELOPMENT & ENFORCEMENT DEPARTMENT EXPENDITURE SUMMARY						
	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	2020 Estimate	2021 Estimate
Staff - Full Time Equivalency (FTE)	1.50	2.00	2.00	2.25	2.25	2.25
Expenditures:						
Salaries/Wages	\$ 128,590	\$ 171,636	\$ 155,725	\$ 182,187	\$ 189,390	\$ 196,880
Taxes & Benefits	47,481	64,817	55,128	64,009	68,517	73,408
Purchased Services	127,163	185,860	194,986	273,713	181,724	136,904
Supplies/Non-Capital Equipment	3,594	18,221	17,572	10,276	9,561	11,150
Capital Outlay	-	-	-	-	-	-
Other	818	1,451	1,600	1,500	1,550	1,600
Total Expenditures	\$ 307,646	\$ 441,985	\$ 425,011	\$ 531,685	\$ 450,742	\$ 419,942

Planning, Development & Enforcement Department

PLANNING, DEVELOPMENT & ENFORCEMENT AUTHORIZED REQUESTS				
Project/Item	Description/Justification	2019 Budget	2020 Estimate	2021 Estimate
Design Review Update	Update to the Town's design guidelines	\$ 50,000	\$ -	\$ -
Downtown Master Plan	Update to the Town's downtown master plan in conjunction the master plan update	50,000	50,000	-
Town Zoning/Sign Codes	Update the Town's zoning and sign codes	50,000	-	-

Attainable Housing Department

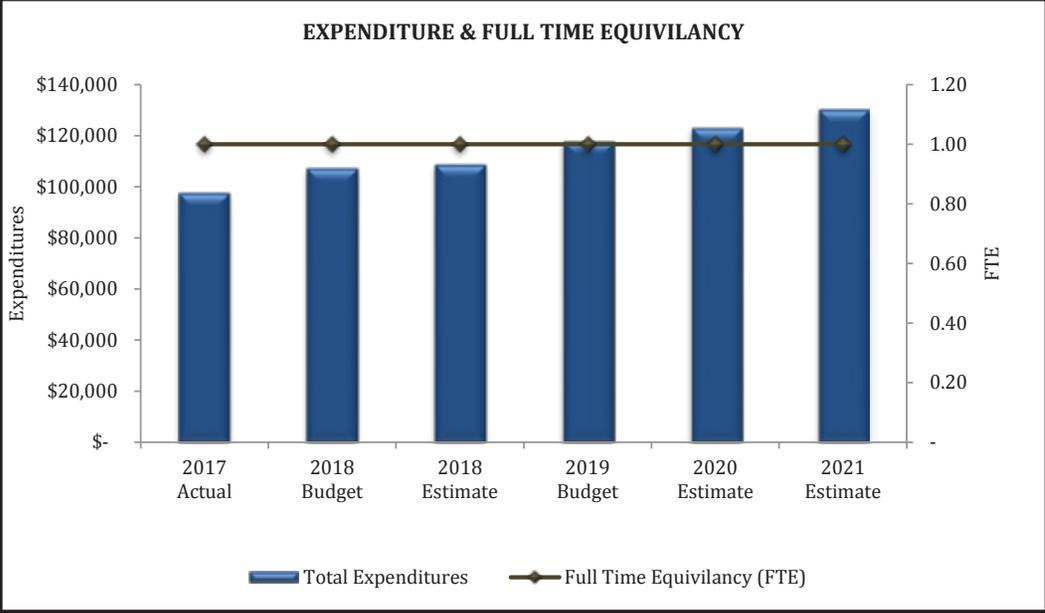
JOHN CRONE, HOUSING MANAGER- 50 VASQUEZ ROAD WINTER PARK, COLORADO 80482 - EMAIL: JCRONE@WPGOV.COM OR (970) 726-8081

DEPARTMENT DESCRIPTION						
<p>The Attainable Housing Department is responsible for the management, oversight and administration of the attainable housing program. A new department to the Town in 2016 which was previously handled by the Town Planner. The Housing Specialist will be responsible for the Town's current affordable housing project, Hideaway Junction, Sitzmark Apartments, land management and identification for future projects, coordinating with developers and other interests in the development of new projects, and management of existing units as they are established.</p>						
PERFORMANCE MEASURES						
Perspective	Town Goal	Department Objective	Measure	2017 Actual	2018 Estimate	2019 Target
Serve the Community	Promote and develop additional affordable housing opportunities (Goal #8)	Manage the development of affordable housing units as defined by the strategic plan	Identify developers and other parties to bring affordable housing projects to the Town	2	4	6
	Develop attainable housing opportunities (Goal #4)	Identify opportunities for additional development of attainable housing	# of attainable housing units developed or land acquired for development	38	1	100
Manage the Resources	Review the housing program to ensure compliance with the strategic plan (Goal #3)	Evaluate and revise the Code related to affordable housing program and funding from developers	Code sections amended	1	2	2
Develop the Workforce	Develop a skilled workforce (Goal #6)	Staff attend 2 courses on affordable housing programs and financing	Number of training courses attended	2	2	4

Attainable Housing Department

2019 SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 118,123	1.00
Total	\$ 118,123	1.00

2019 SUMMARY BY DIVISION/PROGRAM		
Division/Program(s)	Budget	FTE
Administration/Operations	\$ 118,123	1.00
Total	\$ 118,123	1.00



ATTAINABLE HOUSING DEPARTMENT EXPENDITURE SUMMARY						
	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	2020 Estimate	2021 Estimate
Staff - Full Time Equivalency (FTE)	1.00	1.00	1.00	1.00	1.00	1.00
Expenditures:						
Salaries/Wages	\$ 57,953	\$ 60,560	\$ 65,260	\$ 68,750	\$ 72,183	\$ 75,746
Taxes & Benefits	27,602	29,399	29,825	30,365	32,757	35,361
Purchased Services	9,864	14,006	11,592	13,560	14,988	14,440
Supplies/Non-Capital Equipment	2,197	3,119	1,518	4,548	2,523	4,050
Capital Outlay	-	-	-	-	-	-
Other	341	600	890	900	900	1,000
Contingency		-				
Total Expenditures	\$ 97,957	\$ 107,684	\$ 109,085	\$ 118,123	\$ 123,351	\$ 130,597

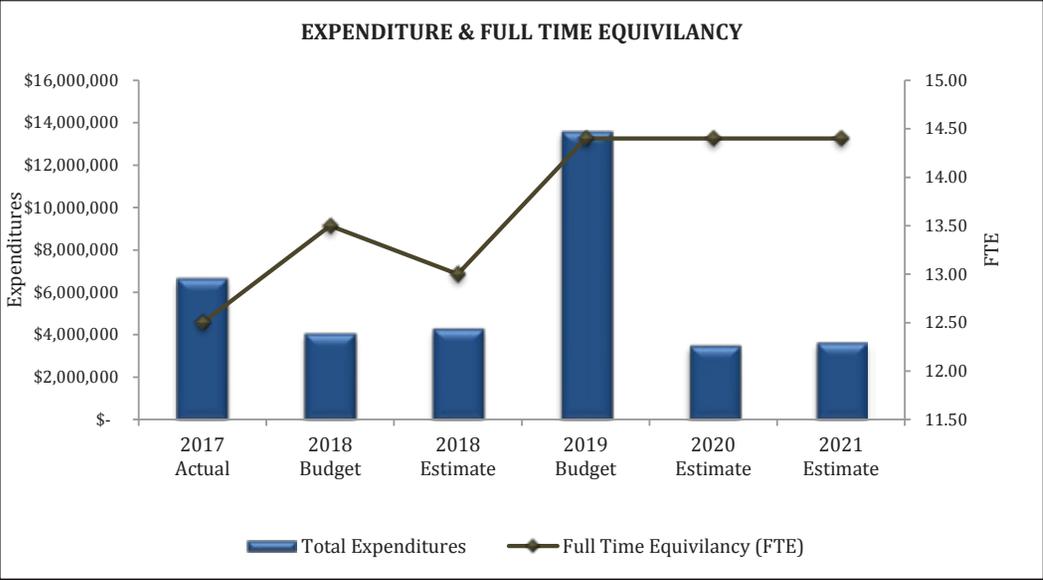
Public Works, Fleet, Forestry And Facility Department

RUSS CHAMEROY, PUBLIC WORKS DIRECTOR - 80500 US HIGHWAY 40 WINTER PARK, CO 80482 - EMAIL: RCHAMEROY@WPGOV.COM OR (970) 726-8011

DEPARTMENT DESCRIPTION						
<p>The Public Works Department is responsible for the maintenance and operations of streets, facilities, Town fleet and infrastructure. In addition, the department manages the street and infrastructure projects throughout the Town. It is our job to make the Town of Winter Park a safe and inviting place to live and visit year round while maintaining a small town atmosphere.</p>						
PERFORMANCE MEASURES						
Perspective	Town Goal	Department Objective	Measure	2017 Actual	2018 Estimate	2019 Target
Serve the Community	Upgrade street signs (Goal #2)	Replace street signs to provide improved visuals and compliance	# of annual street sign replacements	2	8	5
Run the Operations	Provide good customer service to all constituents (Goal #3)	Maintain fleet & facility mtc work order completion rate	80% of work orders completed on time	89%	91%	93%
	Invest in infrastructure & transportation	Implement Street Maintenance Plan	# of miles of Town roads repaired	1.9 miles	1.0 miles	2.2 miles
	Reduce utility consumption in Town	Reduce electricity consumption by facilities & street lights	2.7% reduction in electricity consumption	2.3%	1.0%	2.7%
Develop the Workforce	Conduct operation & safety training to increase employee awareness	Provide 6 seminars or hands-on training to employees	# of seminars or training sessions conducted	14	16	20

Public Works, Fleet, Forestry & Facility Department

2019 SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 2,123,987	14.40
Capital Projects Fund	11,476,122	-
Total	\$ 13,600,109	14.40



2019 SUMMARY BY DIVISION/PROGRAM		
Division/Program(s)	Budget	FTE
Administration	\$ 162,773	1.40
Street Operations	873,632	9.90
Facility Maintenance	254,927	1.50
Fleet & Maintenance	202,436	1.00
Forestry	94,165	0.60
Capital	11,866,122	-
Total	\$ 13,454,055	14.40

PUBLIC WORKS, FLEET, FORESTRY & FACILITY EXPENDITURE SUMMARY						
	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	2020 Estimate	2021 Estimate
Staff - Full Time Equivalency (FTE)	12.50	13.50	13.00	14.40	14.40	14.40
Expenditures:						
Salaries/Wages	\$ 648,179	\$ 715,375	\$ 681,290	\$ 765,944	\$ 794,138	\$ 822,196
Taxes & Benefits	203,835	247,127	228,645	266,452	285,339	304,332
Purchased Services	231,979	289,555	308,441	329,263	361,118	383,517
Supplies/Non-Capital Equipment	302,111	331,667	340,610	368,208	380,043	382,605
Capital Outlay	5,301,472	2,499,711	2,755,306	11,866,122	1,688,000	1,763,000
Other	3,790	4,209	4,099	4,120	4,178	4,347
Total Expenditures	\$ 6,691,366	\$ 4,087,644	\$ 4,318,391	\$ 13,600,109	\$ 3,512,816	\$ 3,659,997

Public Works, Fleet, Forestry & Facility Department

PUBLIC WORKS, FLEET, FORESTRY & FACILITY AUTHORIZED REQUESTS				
Project/Item	Description/Justification	2019 Budget	2020 Estimate	2021 Estimate
General Fund Expenditures:				
Street Sweeper	Replacement of street sweeper	\$ 300,000	\$ -	\$ -
Public Works Vehicles	Replace existing vehicles	90,000	90,000	90,000
Plow Truck/Grader	Replace existing vehicle	-	220,000	300,000
Loader	Replace existing vehicle	-	200,000	-
Capital Projects Fund Expenditures:				
Asphalt/Concrete Repair/Replacement	Ongoing capital improvement project to maintain and replace roads, curbs, gutters, and sidewalks within Town	300,000	350,000	350,000
Winter Park Drive Design & Improvements	Improvements to Winter Park Drive	393,750	450,000	400,000
Storm water Design & Repairs	Design & improvements to storm water system through Town	250,000	-	-
Vasquez Road Parking Garage Improvements	Repairs & improvements to the parking garage structure	164,000	164,000	59,000
Seasonal Decorations	Replacement of seasonal decorations	150,000	50,000	-
Town Signs	Entrance sign	100,000	-	-
Baker Drive Improvements	Improvements to Baker Drive	498,372	-	-
Public Works Facility	Design and Improvements	9,600,000	-	-
Street Sign Replacement	Replace existing street signs for compliance and repair	20,000	20,000	20,000
Street Lights	Street light replacements	-	144,000	144,000
Lions Gate Drive	Redesign and improvements to Lions Gate Drive	-	-	400,000

Parks & Open Space Department

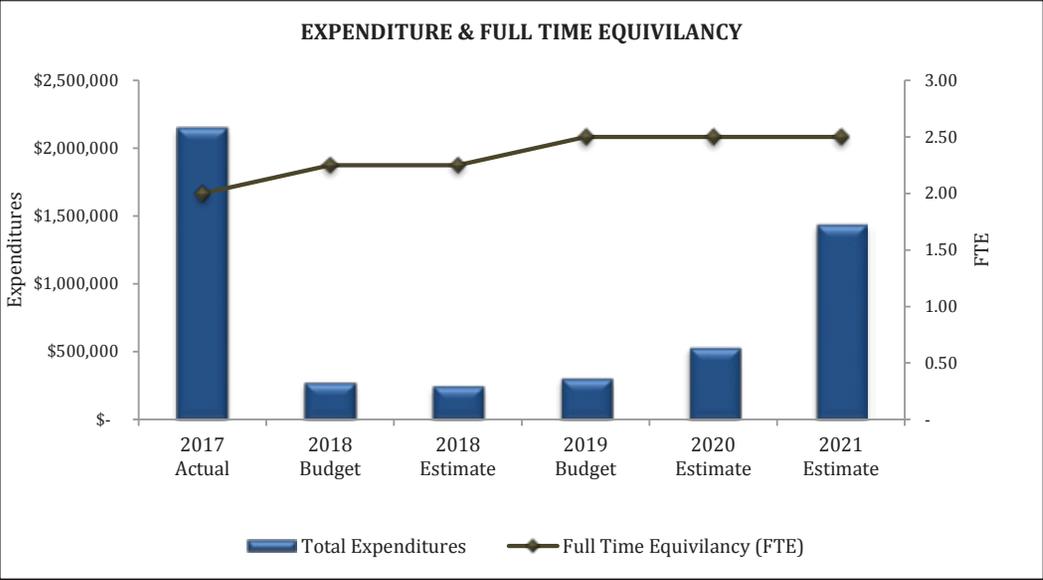
GERRY VERNON, PROJECT MANAGER - 80500 US HIGHWAY 40 WINTER PARK, COLORADO 80482 - EMAIL: GVERNON@WPGOV.COM OR (970) 726-8011

DEPARTMENT DESCRIPTION						
<p>The Parks & Open Space department is responsible for the maintenance and development of our parks and open space programs. They currently manage 27 acres of park and open space. The department utilizes seasonal employees in the summer to supplement the full-time staff of the department.</p>						
PERFORMANCE MEASURES						
Perspective	Town Goal	Department Objective	Measure	2017 Actual	2018 Estimate	2019 Target
Serve the Community	Expand and enhance recreational amenities (#2)	Expand the park system as a community enhancement	Addition of single amenities at existing parks or additional park space purchased or developed	-	-	1
Run the Operations	Maintain or enhance current levels of service to community (#3)	Expand the reservation options for the parks and services provided	% increase in reservable hours for the community to utilize the parks throughout the year	11%	15%	15%
	Reduce water consumption in Parks (#2)	Reduce water consumption	15% reduction in water consumption	0.0%	3.5%	4.0%
Develop the Workforce	Conduct operation & safety training to increase employee awareness	Provide 6 seminars or hands-on training to employees	# of seminars or training sessions conducted	2	4	4

Parks & Open Space Department

2019 SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 261,075	2.50
Capital Project Fund	50,000	-
Total	\$ 311,075	2.50

2019 SUMMARY BY DIVISION/PROGRAM		
Division/Program(s)	Budget	FTE
Parks & Open Space	\$ 228,168	2.50
Capital Outlay	86,000	-
Total	\$ 314,168	2.50



PARKS & OPEN SPACE EXPENDITURE SUMMARY						
	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	2020 Estimate	2021 Estimate
Staff - Full Time Equivalency (FTE)	2.00	2.25	2.25	2.50	2.50	2.50
Expenditures:						
Salaries/Wages	\$ 60,057	\$ 66,491	\$ 70,776	\$ 78,497	\$ 81,306	\$ 84,219
Taxes & Benefits	13,178	20,887	18,979	19,825	21,288	22,617
Purchased Services	36,278	50,754	52,003	52,928	58,154	63,098
Supplies/Non-Capital Equipment	38,700	89,686	61,495	73,475	77,888	74,541
Capital Outlay	2,007,348	50,000	50,000	86,000	300,000	1,200,000
Other	-	350	200	350	350	350
Total Expenditures	\$ 2,155,561	\$ 278,168	\$ 253,453	\$ 311,075	\$ 538,986	\$ 1,444,825

Parks & Open Space Department

PARKS & OPEN SPACE AUTHORIZED REQUESTS				
Project/Item	Description/Justification	2019 Budget	2020 Estimate	2021 Estimate
Signs	Park signs	\$ 50,000	\$ -	\$ -
Park Facility	Facility for the parks and events departments	-	300,000	1,200,000
Parks vehicle	Replacement of existing parks vehicle	36,000	-	-

Building & Code Enforcement Department

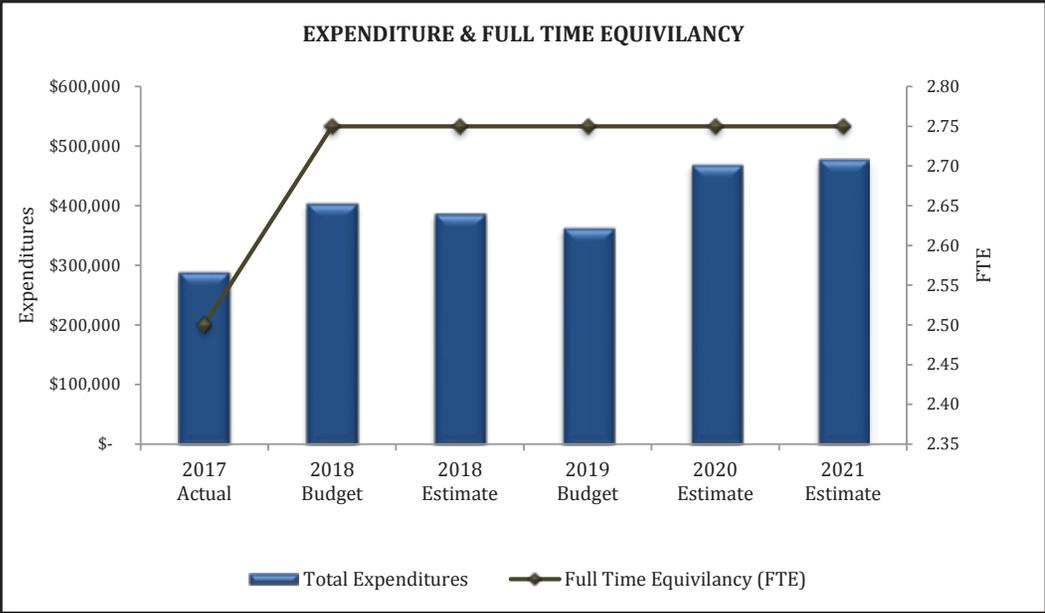
THOMAS HAWKINSON, BUILDING OFFICIAL - 50 VASQUEZ ROAD WINTER PARK, CO 80482 - EMAIL: THAWKINSON@WPGOV.COM OR (970) 726-8081

DEPARTMENT DESCRIPTION						
<p>The joint Winter Park/Fraser/Granby Building & Code Enforcement Department is committed to safeguarding the public safety, health, and general welfare of the citizens and guests of Winter Park, Fraser and Granby through affordability, structural strength, means of egress facilities, stability, sanitation, light and ventilation, energy conservation and safety to life and property from hazards attributed to the built environment. Primary responsibilities of the department include administration of the building code, site plan review, and performing on-site building inspections. The State of Colorado electrical inspection group has the responsibility for the electrical inspections for the three towns.</p>						
PERFORMANCE MEASURES						
Perspective	Town Goal	Department Objective	Measure	2017 Actual	2018 Estimate	2019 Target
Serve the Community	Deliver quality services (Goal #3)	Evaluate Code violations annually to develop analysis and educate accordingly	% of total inspections that result in re-inspection annually	5.1%	4.6%	4.1%
	Expand the educational program (Goal #7)	Develop two annual education seminars for the public	# of education programs delivered to the public	1	2	4
Manage the Resources	Provide responsive customer service	Complete all requested inspections within 48 hours	% of scheduled inspections completed within 48 hours of request	90%	92%	96%
	Provide timely issuance of new permits (Goal #3)	Issue 100% of permits within timeframe established for each	% of permits issued in the timeframe established by Chief Building Official	97%	97%	99%
Develop the Workforce	Develop a skilled workforce (Goal #6)	Inspectors & staff attend 3 days of development seminars	Number of days of professional development classes per employee	3	4	4

Building & Code Enforcement Department

2019 SUMMARY BY FUND		
Fund(s)	Budget	FTE
Building Services Fund	\$ 363,288	2.75
General Fund	-	-
Total	\$ 363,288	2.75

2019 SUMMARY BY DIVISION/PROGRAM		
Division/Program(s)	Budget	FTE
Administration/Operations	\$ 363,288	2.75
Capital equipment	-	-
Total	\$ 363,288	2.75



BUILDING & CODE ENFORCEMENT DEPARTMENT EXPENDITURE SUMMARY						
	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	2020 Estimate	2021 Estimate
Staff - Full Time Equivalency (FTE)	2.50	2.75	2.75	2.75	2.75	2.75
Expenditures:						
Salaries/Wages	\$ 169,346	\$ 191,511	\$ 193,057	\$ 208,517	\$ 289,729	\$ 298,379
Taxes & Benefits	60,561	66,131	71,490	68,064	79,817	81,828
Purchased Services	51,237	86,310	71,714	73,598	82,581	83,923
Supplies/Non-Capital Equipment	8,703	30,230	22,183	11,609	15,966	13,127
Capital Outlay	-	30,000	28,700	-	-	-
Other	185	270	270	1,500	1,500	1,500
Total Expenditures	\$ 290,032	\$ 404,452	\$ 387,414	\$ 363,288	\$ 469,593	\$ 478,757

Police, Animal Control & Court Department

GLEN TRAINOR, POLICE CHIEF - 79050 US HIGHWAY 40 WINTER PARK, COLORADO 80482 - PHONE (970) 722-7779

DEPARTMENT DESCRIPTION

The joint Fraser/Winter Park Police Department is responsible for providing law enforcement services to the citizens and guests of the Towns of Winter Park and Fraser. The Department is committed to enhancing the quality of life in the community by protecting life and property. The Department maintains a strong desire to resolving concerns of the community and is dedicated to community-oriented policing and delivering the highest level of service to the community. Our mission is accomplished by the contributions of the members of our organization and by providing a healthy work environment that supports our values by building partnerships with the community. In addition to general police services the department oversees the animal control function for both towns.

As an official Court of Record, the Winter Park/Fraser Combined Municipal Court is responsible for the handling and disposition of traffic, municipal code and minor criminal violations that occur within the Towns of Winter Park and Fraser. Under the supervision of the municipal court judge, defendants are afforded the opportunity to have their cases heard in a fair and impartial manner. The Winter Park/Fraser Combined Municipal Court is also responsible for monitoring juveniles who have been referred to the Juvenile Diversion Program. As a court of limited jurisdictions, the court is prohibited from hearing serious criminal cases deemed to be of statewide concern.

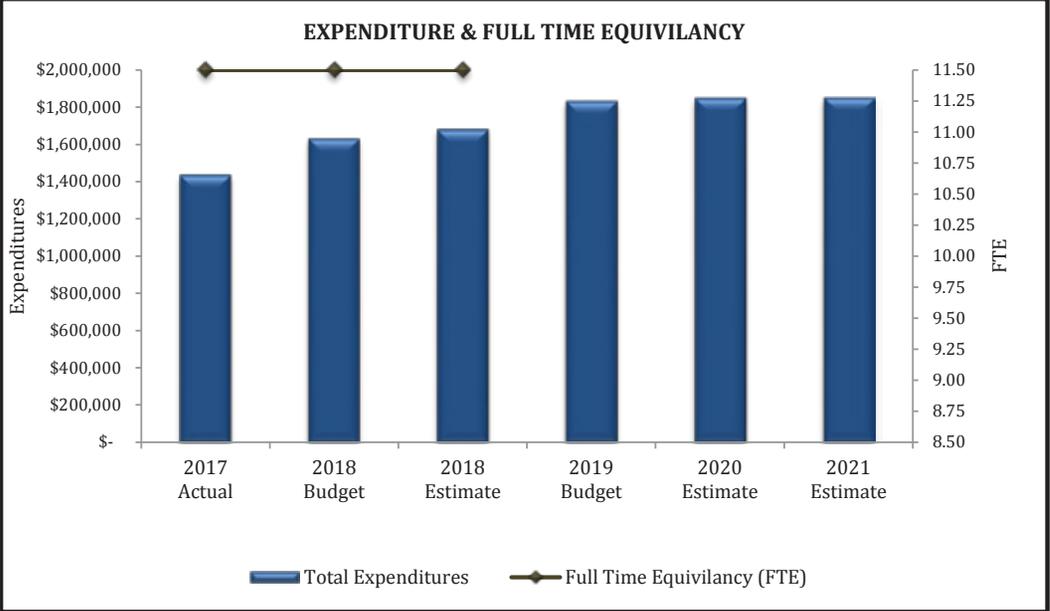
PERFORMANCE MEASURES

Perspective	Town Goal	Department Objective	Measure	2017 Actual	2018 Estimate	2019 Target
Serve the Community	Provide a safe community (Goal #7)	Improve the level of response to emergency situations	Maintain an average response time of less than 10 minutes for emergency calls	3	4	5
	Deliver effective services to the community (Goal #7)	Improve the preparation for emergency situations	Provide 4 emergency situation response trainings a year for each officer. Provide training in emergency casualty care	7	8	10
	Model a positive police department image (Goal #7)	Conduct/involved in 15 community activities	Number of community activities provided by our staff. Provide 2 active shooter trainings for public	20	21	18
Manage the Resources	Deliver efficient services to the community (Goal #7)	Reduce occupancy and operating costs	Reduction of occupancy costs for rented space along with certain operating costs	5%	7%	0%
Develop the Workforce	Develop a skilled workforce (Goal #6)	Improve officer and court clerk knowledge base and skills through training	Provide 10 training sessions or seminars for all officers and 20 hours for court clerk	30	25	30

Police, Animal Control & Court Department

2019 POLICE, ANIMAL CONTROL & COURT BUDGET SUMMARY		
Fund(s)	Budget	FTE
Law Enforcement Fund	\$ 1,669,006	12.60
General Fund	165,000	-
Total	\$ 1,834,006	12.60

2019 BUDGET SUMMARY BY DIVISION/PROGRAM		
Division/Program(s)	Budget	FTE
Administration/Operations	\$ 1,598,313	12.00
Municipal Court	70,693	0.60
Capital Outlay	165,000	-
Total	\$ 1,834,006	12.60



POLICE, ANIMAL CONTROL, & COURT DEPARTMENT EXPENDITURE SUMMARY						
	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	2020 Estimate	2021 Estimate
Staff - Full Time Equivalency (FTE)	11.50	11.50	11.50	12.60	12.60	12.60
Expenditures:						
Salaries/Wages	\$ 811,522	\$ 822,678	\$ 838,279	\$ 953,972	\$ 981,383	\$ 1,009,615
Taxes & Benefits	222,040	260,864	247,570	307,306	319,038	330,921
Purchased Services	289,883	352,580	339,457	336,692	347,247	357,645
Supplies/Non-Capital Equipment	65,760	94,598	149,672	69,886	92,741	97,370
Capital Outlay	49,460	102,000	106,083	165,000	110,000	56,000
Other	865	1,150	1,050	1,150	1,200	1,300
Total Expenditures	\$ 1,439,530	\$ 1,633,870	\$ 1,682,111	\$ 1,834,006	\$ 1,851,609	\$ 1,852,851

Police, Animal Control & Court Department

POLICE, ANIMAL CONTROL & COURT AUTHORIZED REQUESTS				
Project/Item	Description/Justification	2019 Budget	2020 Estimate	2021 Estimate
General Fund:				
Police Vehicle	Scheduled replacement of police vehicle. Reimbursed via the intergovernmental agreement with the Town of Fraser.	\$ 55,000	\$ 55,000	\$ 56,000
Police Vehicle	Scheduled replacement of a police vehicle. Winter Park owned vehicle.	110,000	55,000	-

Public Transit Services

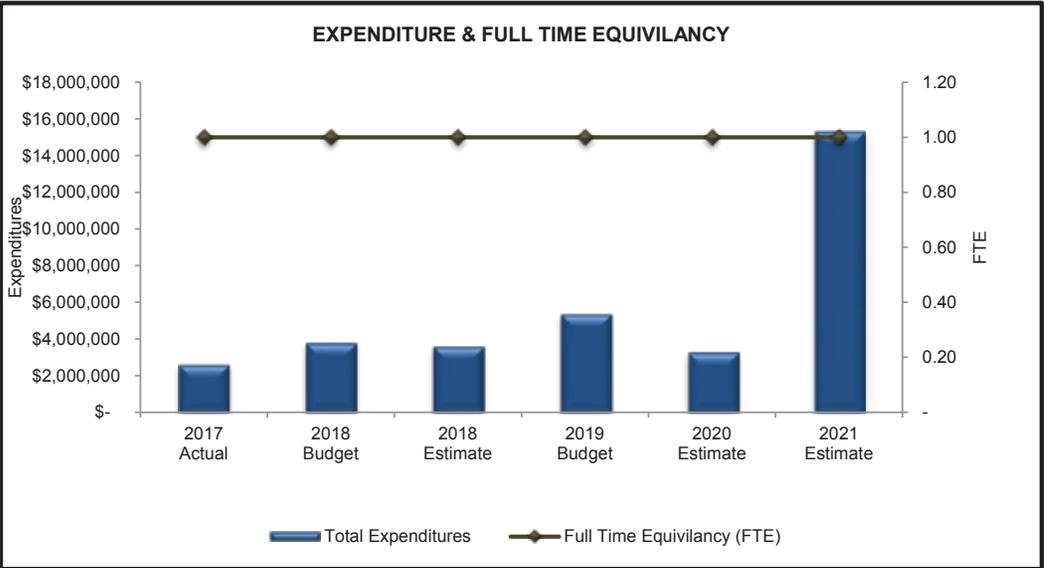
MICHAEL KOCH, TRANSIT MANAGER - 50 VASQUEZ ROAD WINTER PARK, COLORADO 80482 - EMAIL: MKOCH@WPGOV.COM OR PHONE: (970) 726-8081

DEPARTMENT DESCRIPTION						
<p>In November 2015, the Town assumed responsibility for year-round transit services for the Town and contiguous areas to the Town. Transit is provided by the Town through a contract with an outside transit provider. Transit services are funded through a 2% transit & trails sales tax, intergovernmental revenues, and user fees. With funding from the State of Colorado the Town is able to expand the service to a year-round system which had previously only been during the ski season months. The Town has an intergovernmental agreement with the Towns of Fraser, CO and Granby, CO to provide year-round transit services.</p>						
PERFORMANCE MEASURES						
Perspective	Town Goal	Department Objective	Measure	2017 Actual	2018 Estimate	2019 Target
Serve the Community	Improve public transit services (Goal #5)	Provide improved rider experience	Increase in satisfaction of riders or benefit awareness	11%	15%	18%
	Improve public transit services (Goal #5)	Increase ridership	# of transit users	593,059	588,163	626,077
Manage the Resources	Vehicle hour efficiency	Reduce vehicle operating hours	# of operating hours	30,565	30,483	31,240
	Improve safety by reducing accidents (Goal #7)	Reduce transit bus accidents	# of accidents involving transit buses	15	18	8
Develop the Workforce	Develop a skilled workforce (Goal #6)	Improve driver skills through training	Provide training sessions for all transit drivers	8	15	20

Public Transit Services

2019 SUMMARY BY FUND		
Fund(s)	Budget	FTE
Transit & Trails Fund	\$ 5,406,308	1.00
Total	\$ 5,406,308	1.00

2019 SUMMARY BY DIVISION/PROGRAM		
Division/Program(s)	Budget	FTE
Transit Services	\$ 2,663,118	1.00
Capital Outlay	2,743,190	-
Total	\$ 5,406,308	1.00



PUBLIC TRANSIT SERVICES EXPENDITURE SUMMARY						
	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	2020 Estimate	2021 Estimate
Staff - Full Time Equivalency (FTE)*	1.00	1.00	1.00	1.00	1.00	1.00
Expenditures:						
Salaries/Wages	\$ 68,805	\$ 66,540	\$ 74,234	\$ 78,200	\$ 82,085	\$ 86,164
Taxes & Benefits	17,536	17,922	18,689	20,178	21,137	22,136
Purchased Services	269,294	222,797	285,494	173,855	187,843	194,935
Supplies/Non-Capital Equipment	53,530	67,789	33,586	34,099	54,744	51,290
Transit - contracted services	2,146,289	2,092,759	2,190,014	2,334,786	2,451,525	2,574,102
Capital Outlay	79,287	1,356,842	1,023,230	2,743,190	510,000	12,380,000
Other	15,023	20,000	21,600	22,000	22,440	22,889
Total Expenditures	\$ 2,649,764	\$ 3,844,649	\$ 3,646,847	\$ 5,406,308	\$ 3,329,774	\$ 15,331,516

Public Transit Services

Project/Item	Description/Justification	2019 Budget	2020 Estimate	2021 Estimate
Rolling Stock	Replace current rolling stock including full buses and other existing buses	\$ 937,000	\$ 480,000	\$ 950,000
Bus Stop Improvements	Improve current bus stops and add additional stops	123,580	30,000	30,000
US 40 Crosswalks	Improve crosswalk facilities on US Hwy 40	40,000	-	-
Transit Facility	Design and construction of transit maintenance facility	600,000	-	11,400,000
Transit Center	Construction of transit center at Cooper Creek center	500,000	-	-
Cooper Creek Way	Improvements to drive lanes and access for transit buses	542,610	-	-

Trails Department

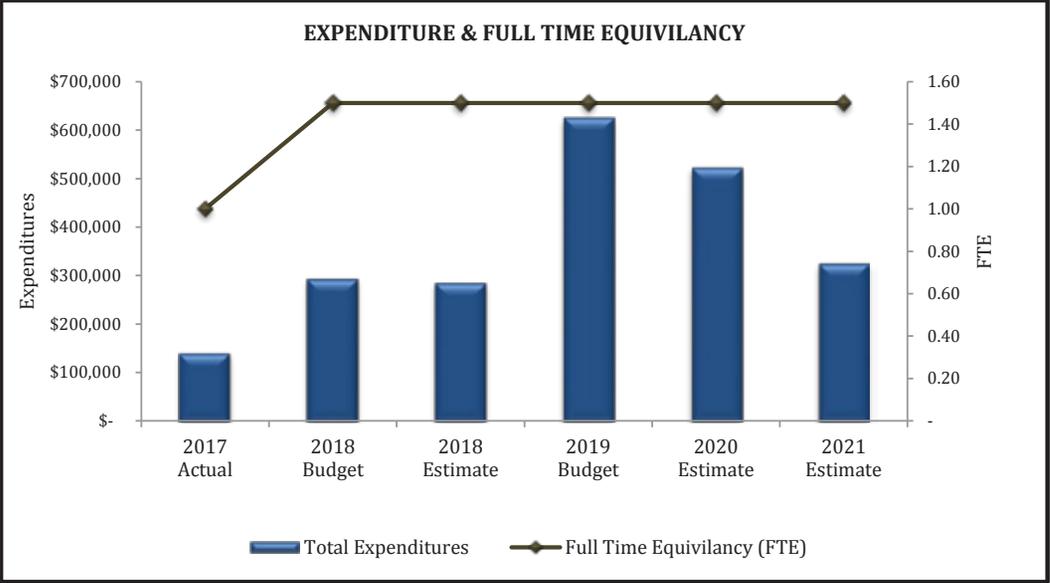
GERRY VERNON, PROJECT MANAGER - 80500 US HIGHWAY 40 WINTER PARK, COLORADO 80482 - EMAIL: GVERNON@WPGOV.COM OR (970) 726-8011

DEPARTMENT DESCRIPTION						
<p>Through 2015, the Public Works department also included the Town's Trails department. With the passage of the Transit & Trails sales tax in 2015, a separate department was established to track the Town's trails program. The trails department is responsible for the maintenance and development of our existing and future trails. They currently manage over 12 miles of Town trails and connections to forest service trails.</p>						
PERFORMANCE MEASURES						
Perspective	Town Goal	Department Objective	Measure	2017 Actual	2018 Estimate	2019 Target
Serve the Community	Enhance and maintain trail system (Goal #2)	Add additional 1 mile of trails within community	Miles of Maintained Trails added by year	0.8	0.5	2.3
Run the Operations	Maintain or enhance current levels of service to community (#3)	Provide additional trail signage for each maintained trail in system	Number of signs added to the trail system	10	15	15
Develop the Workforce	Conduct operation & safety training to increase employee awareness	Provide 6 seminars or hands-on training to employees	# of seminars or training sessions conducted	8	8	10

Trails Department

2019 SUMMARY BY FUND		
Fund(s)	Budget	FTE
Transit & Trails Fund	\$ 627,008	2.00
Total	\$ 627,008	2.00

2019 SUMMARY BY DIVISION/PROGRAM		
Division/Program(s)	Budget	FTE
Trails	\$ 247,008	2.00
Capital Outlay	380,000	-
Total	\$ 627,008	2.00



TRAILS EXPENDITURE SUMMARY						
	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	2020 Estimate	2021 Estimate
Staff - Full Time Equivalency (FTE)	1.00	1.50	1.50	1.50	1.50	1.50
Expenditures:						
Salaries/Wages	\$ 43,883	\$ 67,856	\$ 68,878	\$ 83,059	\$ 86,560	\$ 90,489
Taxes & Benefits	15,578	19,230	18,318	34,175	35,922	37,584
Purchased Services	22,332	43,720	41,673	54,679	57,168	59,789
Supplies/Non-Capital Equipment	7,683	34,877	28,645	25,095	39,658	44,067
Capital Outlay	12,910	80,000	80,000	380,000	250,000	40,000
Other	40,000	50,151	50,000	50,000	55,000	55,000
Total Expenditures	\$ 142,386	\$ 295,834	\$ 287,514	\$ 627,008	\$ 524,308	\$ 326,929

Trails Department

TRAILS AUTHORIZED REQUESTS				
Project/Item	Description/Justification	2019 Budget	2020 Estimate	2021 Estimate
Fraser River Trail	Addition of trail along the Fraser River through Roam	\$ 300,000	\$ 210,000	\$ -
Alpine & Other Trail Extensions	Extensions of various existing trails	80,000	40,000	40,000
			-	-

5-YEAR CAPITAL PROGRAM



5-Year Capital Improvement Program Summary

The Capital Improvement Program (CIP) summarizes all major capital project expenditures planned over the next five years. In order to be included as CIP the projects must meet the following guidelines: a) Total projects costs must meet or exceed \$25,000, b) The results of the project must have a useful life exceeding one year, c) The project results in the addition of a fixed asset, or extends the useful life of an existing asset. During the budget process, staff focused on setting priorities and identifying which projects could reasonably be accomplished within each year, given the financial limitations of the Town. Contractual obligations and/or needs were considered in setting priorities. Capital improvements are funded through a variety of sources including grants, restricted and unrestricted revenues, and the use of fund balance. All available current and future resources were considered when identifying funding sources for the proposed capital improvement projects. The costs associated with the projected capital improvements meet but do not exceed the limitations of those funding sources.

Capital Improvement Project:	Project-To-Date	2019	2020	2021	2022	2023	Total
Asphalt & Concrete Repair/Replacement	-	300,000	350,000	350,000	350,000	350,000	1,700,000
Winter Park Drive Design & Improvements	41,626	393,750	450,000	400,000	-	-	1,285,376
Baker Drive Design & Improvements	4,908	498,372	-	-	-	-	503,280
Stormwater System	-	250,000	-	-	-	-	250,000
Street Signs	-	20,000	20,000	20,000	20,000	20,000	100,000
Town & Park Signs	-	150,000	-	-	-	-	150,000
Parking Garage Improvements	6,500	164,000	164,000	59,000	59,000	59,000	511,500
Seasonal Decorations	-	150,000	50,000	-	-	-	200,000
Public Works Design & Construction	148,680	9,600,000	-	-	-	-	9,748,680
Fraser River Trail Addition	-	300,000	210,000	-	-	-	510,000
Trail Connections & Extensions	-	80,000	40,000	40,000	80,000	80,000	320,000
Bus Stop Improvements	-	123,580	30,000	30,000	30,000	30,000	243,580
US 40 Crosswalk Improvements	-	40,000	-	-	-	-	40,000
Transit Facility Design & Construction	-	600,000	-	11,400,000	-	-	12,000,000
Transit Center at Cooper Creek	-	500,000	-	-	-	-	500,000
Cooper Creek Way Improvements	-	542,610	-	-	-	-	542,610
Parks & Trails Facility	-	-	300,000	1,200,000	-	-	1,500,000
Street Lights	-	-	144,000	144,000	144,000	144,000	576,000
Old Town Improvements	-	-	-	-	200,000	-	200,000
Lions Gate Drive - West/Utility Lines	-	-	-	400,000	400,000	-	800,000
TOTAL BUDGETED EXPENDITURES	\$ 201,714	\$ 13,712,312	\$ 1,758,000	\$ 14,043,000	\$ 1,283,000	\$ 683,000	\$ 31,681,026

The following capital improvement projects will be completed if the Town receives grant funding or if additional funding becomes available and the Town Council approves spending for the project. As such, these projects have been identified as unfunded in the Town's budget but the Town desires to continue to include these projects in the capital project list.

Unfunded Projects:	Unfunded	2018	2019	2020	2021	2022	Total
Vasquez Creek Riverwalk	150,000	-	-	-	-	-	150,000
Vasquez Sidewalk Extension	410,000	-	-	-	-	-	410,000
Vasquez Creek Pedestrian Bridge	300,000	-	-	-	-	-	300,000
TOTAL UNFUNDED PROJECTS	\$ 860,000	\$ -	\$ 860,000				

5-Year Capital Improvement Program

Project Name: ASPHALT & CONCRETE REPAIR/REPLACEMENT

Project Dates: Begin: Continuous Finish: Continuous

Total Project Costs: Ongoing

Annual Operating Costs/(Savings): See description below



Description/Justification:

This is an ongoing capital improvement project which repairs and replaces streets, curbs, gutters, and sidewalks due to the damage caused by extensive snow removal activities and normal wear and tear. The Town contracts with an outside firm to conduct the work and selects areas of replacement based on a rotating schedule as well as immediate need. The costs included in the five year program include replacement of asphalt and concrete as well as repairs. No annual operating costs are included separate from this annual cost as they are included in this five year projection. This continuing project addresses Town Council goals #3, #5 and #7.

Expenditures	Project-To-Date	2019	2020	2021	2022	2023	TOTAL
Plans/Studies							\$ -
Land Purchase							\$ -
Materials							\$ -
Equipment							\$ -
Contract - Asphalt & Concrete		300,000	350,000	350,000	350,000	350,000	\$ -
TOTAL EXPENDITURES	\$ -	\$ 393,750	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 1,700,000

5-Year Capital Improvement Program

Project Name: WINTER PARK DRIVE DESIGN & IMPROVEMENTS

Project Dates: Begin: 9/1/18 Finish: 9/30/21

Total Project Costs: \$1,285,376

Annual Operating Costs/(Savings): Part of the annual concrete and asphalt repair/replacement program

Description/Justification:

This project will provide improvements and reconstruction of Winter Park Drive from Winter Park Resort entrance to the guard building. The work will include surveying the right-of-way and providing design alternatives for the road alignment. The alternative designs will include parking and sidewalks. Design of the full project will be completed in 2018 with full construction potentially completed by 2021. This project addresses Council goals #3 and #7.

Expenditures	Project-To-Date	2019	2020	2021	2022	2023	TOTAL
Plans/Studies	41,626						\$ 41,626
Land Purchase							\$ -
Materials							\$ -
Equipment							\$ -
Contract		393,750	450,000	400,000			\$ 1,243,750
TOTAL EXPENDITURES	\$ 41,626	\$ 393,750	\$ 450,000	\$ 400,000	\$ -	\$ -	\$ 1,285,376

5-Year Capital Improvement Program

Project Name: **BAKER DRIVE DESIGN & IMPROVEMENTS**

Project Dates: **Begin: 5/1/18** **Finish: 9/30/19**

Total Project Costs: **\$503,280**

Annual Operating Costs/(Savings): **Part of the annual concrete and asphalt repair/replacement program**

Description/Justification:

With the development occurring at the old Sitzmark North and South sites, the Town will need to install certain infrastructure contiguous to these projects including curb & gutter, pavement and drainage features. The project will occur in conjunction with the Sitzmark South and North site development. This project addresses Town Council goal #7.

Expenditures	Project-To-Date	2019	2020	2021	2022	2023	TOTAL
Plans/Studies	4,908						\$ 41,626
Land Purchase							\$ -
Materials							\$ -
Equipment							\$ -
Contract - Construction, Pavement, Grading		498,372					\$ 498,372
TOTAL EXPENDITURES	\$ 4,908	\$ 498,372	\$ -	\$ -	\$ -	\$ -	\$ 503,280

5-Year Capital Improvement Program

Project Name: **STORMWATER SYSTEM IMPROVEMENTS**

Project Dates: **Begin: 2/1/19** **Finish: 10/31/19**

Total Project Costs: **\$250,000**

Annual Operating Costs/(Savings): **No additional costs anticipated**

Description/Justification:

The Stormwater System Improvements project will entail the design of the stormwater system throughout the Town and will include a minor amount of installation and repair to the existing system. There will be no additional annual operating costs associated with this project. The project addresses Town Council goal #7.

Expenditures	Project-To-Date	2019	2020	2021	2022	2023	TOTAL
Plans/Studies		250,000					\$ 250,000
Land Purchase							\$ -
Materials							\$ -
Equipment							\$ -
Construction Contract							\$ -
TOTAL EXPENDITURES	\$ -	\$ 393,750	\$ -	\$ -	\$ -	\$ -	\$ 250,000

5-Year Capital Improvement Program

Project Name: **STREET SIGN REPLACEMENT**

Project Dates: **Begin: 4/1/19** **Finish: 10/31/23**

Total Project Costs: **\$100,000**

Annual Operating Costs/(Savings): **No additional costs expected outside of normal annual maintenance already budgeted for operations**

Description/Justification:

The project involves replacing Town street, directional, notice and other signs to be compliant with Federal regulations. The project is being phased over a five year period for Town staff to be utilized in the replacement of the signs. The project addresses Town Council goal #6.

Expenditures	Project-To-Date	2019	2020	2021	2022	2023	TOTAL
Plans/Studies							\$ -
Land Purchase							\$ -
Materials		20,000	20,000	20,000	20,000	20,000	\$ 100,000
Equipment							\$ -
Contract - Reconfiguration							\$ -
TOTAL EXPENDITURES	\$ -	\$ 20,000	\$ 100,000				

5-Year Capital Improvement Program

Project Name: **TOWN AND PARK SIGNS**

Project Dates: **Begin: 4/1/19** **Finish: 12/1/19**

Total Project Costs: **\$150,000**

Annual Operating Costs/(Savings): **No additional costs expected outside of normal annual maintenance already budgeted for operations**

Description/Justification:

The project involves adding a park sign at Hideaway Park/Rendezvous Event Center and a new Town entrance sign on Highway 40. The project addresses Town Council goal #6.

Expenditures	Project-To-Date	2019	2020	2021	2022	2023	TOTAL
Plans/Studies							\$ -
Land Purchase							\$ -
Materials		150,000					\$ 150,000
Equipment							\$ -
Contract							\$ -
TOTAL EXPENDITURES	\$	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000

5-Year Capital Improvement Program

Project Name: **VASQUEZ ROAD PARKING GARAGE IMPROVEMENTS**

Project Dates: **Begin: 4/1/19** **Finish: 11/30/23**

Total Project Costs: **\$511,500**

Annual Operating Costs/(Savings): **No additional operating costs anticipated that are not already included in the Town's operating budget.**



Description/Justification:

The Vasquez Road Parking Garage was built in 1989 and is used as free public parking for residents and guests. Based on a recently completed facility master plan, several major upgrades, repairs and replacements were identified to refurbish the garage. The total project is being phased in over a five-year period to address all identified items. This project addresses Town Council goal #7.

Expenditures	Project-To-Date	2019	2020	2021	2022	2023	TOTAL
Plans/Studies	6,500						\$ 6,500
Land Purchase							\$ -
Materials							\$ -
Equipment							\$ -
Contract - Garage Improvements		164,000	164,000	59,000	59,000	59,000	\$ 505,000
TOTAL EXPENDITURES	\$ 6,500	\$ 164,000	\$ 164,000	\$ 59,000	\$ 59,000	\$ 59,000	\$ 511,500

5-Year Capital Improvement Program

Project Name: **SEASONAL DECORATIONS**

Project Dates: **Begin: 5/1/19** **Finish: 11/30/19**

Total Project Costs: **\$200,000**

Annual Operating Costs/(Savings): **Selection of the new decorations has not been made yet but we anticipate a decrease in electricity costs**

Description/Justification:

In order to improve the efficiency of our seasonal decorations and to improve the aesthetics of our downtown corridor, the Town will begin installing LED efficient seasonal decorations throughout Town. Town staff are currently reviewing options for the decorations but it is anticipated that our annual electricity cost to maintain the decorations will decrease significantly. The project addresses Town Council goals #3 and #7.

Expenditures	Project-To-Date	2019	2020	2021	2022	2023	TOTAL
Plans/Studies							\$ -
Land Purchase							\$ -
Materials		150,000	50,000				\$ 200,000
Equipment							\$ -
Construction Contract							\$ -
TOTAL EXPENDITURES	\$	\$ 150,000	\$ 50,000	\$ -	\$ -	\$ -	\$ 200,000

5-Year Capital Improvement Program

Project Name: **PUBLIC WORKS FACILITY DESIGN & CONSTRUCTION**

Project Dates: **Begin: 10/1/18** **Finish: 12/31/19**

Total Project Costs: **\$10,098,680**

Annual Operating Costs/(Savings): **Undetermined**

Description/Justification:

The project addresses the expansion and replacement of the Town's public works facility. Design of the new facility began in late 2018 with design, surveying and engineering services to be completed in 2018. It is anticipated that construction of the new facility will begin in spring 2019 with completion in that year. It has been determined that the new facility can be constructed on existing Town-owned land.

Expenditures	Project-To-Date	2019	2020	2021	2022	2023	TOTAL
Plans/Studies	148,680	350,000					\$ 498,680
Land Purchase							\$ -
Materials							\$ -
Equipment							\$ -
Construction Contract			9,600,000				\$ 9,600,000
TOTAL EXPENDITURES	\$ 148,680	\$ 350,000	\$ 9,600,000	\$ -	\$ -	\$ -	\$10,098,680

5-Year Capital Improvement Program

Project Name: **FRASER RIVER TRAIL ADDITION**

Project Dates: **Begin: 10/1/18** **Finish: 11/1/20**

Total Project Costs: **\$510,000**

Annual Operating Costs/(Savings): **Unknown at this time**



Description/Justification:

This project includes the design, surveying and construction of a new section of the Fraser River Trail through the newly annexed Roam project. The trail will link up with the existing Fraser River Trail along the river between the Resort and Downtown providing additional linkage to the National Forest. Design and surveying of the trail will begin in 2019 with completion anticipated in 2020. This project addresses Town Council goals #1, 2, and #3.

Expenditures	Project-To-Date	2019	2020	2021	2022	2023	TOTAL
Plans/Studies		50,000					\$ 50,000
Land Purchase							\$ -
Materials							\$ -
Equipment							\$ -
Construction Contract		250,000	210,000				\$ 460,000
TOTAL EXPENDITURES	\$	\$ 300,000	\$ 210,000	\$ -	\$ -	\$ -	\$ 510,000

5-Year Capital Improvement Program

Project Name: **TRAIL CONNECTIONS & EXTENSIONS**

Project Dates: **Begin: Continuous** **Finish: Continuous**

Total Project Costs: **\$240,000**

Annual Operating Costs/(Savings): **\$2,100 annually**



Description/Justification:

To encourage pedestrian traffic and provide a continuous path from the downtown to the national forest and throughout Town, the Town is budgeting an annual trail construction project to work on several connection projects.

This project will require an additional \$2,100 annual maintenance cost for the Trails Dept. that has been included in our two year budget projections with any significant expenditures included in our annual trails maintenance budget. The project addresses Town Council goal #2.

Expenditures	Project-To-Date	2019	2020	2021	2022	2023	TOTAL
Plans/Studies							\$ -
Land Purchase							\$ -
Materials							\$ -
Equipment							\$ -
Contract - Installation		80,000	40,000	40,000	40,000	40,000	\$ 240,000
TOTAL EXPENDITURES	\$	\$ 80,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 240,000

5-Year Capital Improvement Program

Project Name: **BUS STOP IMPROVEMENTS**

Project Dates: **Begin: 2/1/18** **Finish: 11/30/19**

Total Project Costs: **\$243,580**

Annual Operating Costs/(Savings): **\$2,400 per year**



Description/Justification:

Funded out of the Transit & Trails Fund, this project includes the installation of new bus stops throughout Town. These will replace the existing bus stops that have been in place since 1995. It is anticipated that the bus stops will be prefabricated prior to installation by Town staff. Addresses Town goal #7

Expenditures	Project-To-Date	2019	2020	2021	2022	2023	TOTAL
Plans/Studies							\$ -
Land Purchase							\$ -
Materials			30,000	30,000	30,000	30,000	\$ 120,000
Equipment							\$ -
Construction Contract		123,580					\$ 123,580
TOTAL EXPENDITURES	\$	\$ 123,580	\$ 30,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 243,580

5-Year Capital Improvement Program

Project Name: **HIGHWAY 40 CROSSWALK IMPROVEMENTS**

Project Dates: **Begin: 5/1/18** **Finish: 11/30/18**

Total Project Costs: **\$40,000**

Annual Operating Costs/(Savings): **\$1,600/year operating costs**

Description/Justification:

The project addresses improvements to the pedestrian crossings on Highway 40 in downtown through the reconfiguration and addressing safety concerns of pedestrian crossings along the highway. Once completed, annual maintenance costs are anticipated at \$1,600 per year along with the costs included in the asphalt and concrete programs. The project addresses Town Council goals #3 and #8.

Expenditures	Project-To-Date	2019	2020	2021	2022	2023	TOTAL
Plans/Studies							\$ -
Land Purchase							\$ -
Materials							\$ -
Equipment							\$ -
Construction Contract		40,000					\$ 40,000
TOTAL EXPENDITURES	\$	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000

5-Year Capital Improvement Program

Project Name: **TRANSIT FACILITY DESIGN & CONSTRUCTION**

Project Dates: **Begin: 1/1/19** **Finish: 12/31/21**

Total Project Costs: **\$12,000,000**

Annual Operating Costs/(Savings): **Undetermined**

Description/Justification:

The project addresses relocating and replacing the Town's transit facility. Currently the Town leases space from the local resort for the transit maintenance and storage facility that is inadequate for the current transit system. Land for the transit center has already been obtained to meet the needs of the transit facility.

Initial design will be completed in 2019 with full design, surveying and engineering completed in 2020. It is anticipated that construction will begin in 2021 on the facility. The project addresses Town Council goals #3, 6 and 8.

Expenditures	Project-To-Date	2019	2020	2021	2022	2023	TOTAL
Plans/Studies		600,000					\$ 600,000
Land Purchase							\$ -
Materials							\$ -
Equipment							\$ -
Construction Contract				11,400,000			\$ 11,400,000
TOTAL EXPENDITURES	\$	\$ 600,000	\$ -	\$ 11,400,000	\$ -	\$ -	\$ 12,000,000

5-Year Capital Improvement Program

Project Name: **TRANSIT CENTER**

Project Dates: **Begin: 2/1/19** **Finish: 11/30/19**

Total Project Costs: **\$500,000**

Annual Operating Costs/(Savings): **\$10,400/year operating costs**

Description/Justification:

The project addresses the addition of the Town's first transit center to be located at Cooper Creek Square. In conjunction with the development of a co-joining space for retail, the developer will build an approximate 1,000 square foot transit center with restrooms for the Town. The transit center will serve as a hub for the Town's free transit system and serve as the major hub for transfers within the system. Once completed, annual maintenance costs are anticipated at \$10,400 per year. The project addresses Town Council goals #1, 3 and #5.

Expenditures	Project-To-Date	2019	2020	2021	2022	2023	TOTAL
Plans/Studies							\$ -
Land Purchase							\$ -
Materials							\$ -
Equipment							\$ -
Construction Contract		500,000					\$ 500,000
TOTAL EXPENDITURES	\$	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000

5-Year Capital Improvement Program

Project Name: **COOPER CREEK WAY IMPROVEMENTS**

Project Dates: **Begin: 1/1/19** **Finish: 11/30/19**

Total Project Costs: **\$542,610**

Annual Operating Costs/(Savings): **Part of the annual concrete and asphalt repair/replacement program**

Description/Justification:

The improvements at Cooper Creek Way are to be completed in conjunction with the build-out of the Transit Center at Cooper Creek center. The project addresses the need for additional drive and passenger lane space on Cooper Creek Way to allow for two bus lanes at the Transit Center and related improvements for the egress of the bus riders to and from the transit center.

The continuing costs for the project are included in the annual concrete and asphalt repair & replacement budget while any other costs are included with the transit center operating costs. The project addresses Town Council goals #1, 3 and #5.

Expenditures	Project-To-Date	2019	2020	2021	2022	2023	TOTAL
Plans/Studies		40,100					\$ 40,100
Land Purchase							\$ -
Materials							\$ -
Equipment							\$ -
Contract		502,510					\$ 502,510
TOTAL EXPENDITURES	\$	\$ 542,610	\$ -	\$ -	\$ -	\$ -	\$ 542,610

5-Year Capital Improvement Program

Project Name: **PARKS & TRAILS FACILITY**

Project Dates: **Begin: 2/1/20** **Finish: 11/30/21**

Total Project Costs: **\$1,500,000**

Annual Operating Costs/(Savings): **Unknown at this time**

Description/Justification:

With the addition of the Rendezvous Event Center and expanded trail system the Town wants to address the need for additional space for the parks, events and trails programs. The facility would be used for storage of event items, equipment and work space for the parks & trails crews. Initial design, surveying and engineering will be completed in 2020 with construction anticipated in 2021. The project addresses Town Council goals #1 and #5.

Expenditures	Project-To-Date	2019	2020	2021	2022	2023	TOTAL
Plans/Studies			300,000				\$ 300,000
Land Purchase							\$ -
Materials							\$ -
Equipment							\$ -
Construction Contract				1,200,000			\$ 1,200,000
TOTAL EXPENDITURES	\$	\$ -	\$ 300,000	\$ 1,200,000	\$ -	\$ -	\$ 1,500,000

5-Year Capital Improvement Program

Project Name: **TOWN STREET LIGHTS**

Project Dates: **Begin: 5/1/20** **Finish: 12/1/23**

Total Project Costs: **\$432,000**

Annual Operating Costs/(Savings): **Selection of the new street lights has not been made yet but we anticipate a decrease in electricity costs**

Description/Justification:

In order to improve the efficiency of our street lighting and to improve the aesthetics of our downtown corridor, the Town will phase in new LED efficient street lights throughout Town over a four year period. The project addresses Town Council goals #3 and #7.

Expenditures	Project-To-Date	2019	2020	2021	2022	2023	TOTAL
Plans/Studies							\$ -
Land Purchase							\$ -
Materials							\$ -
Equipment							\$ -
Construction Contract			144,000	144,000	144,000	144,000	\$ 576,000
TOTAL EXPENDITURES	\$	\$ -	\$ 144,000	\$ 144,000	\$ 144,000	\$ 144,000	\$ 576,000

5-Year Capital Improvement Program

Project Name: **OLD TOWN STREET IMPROVEMENTS**

Project Dates: **Begin: 3/1/22** **Finish: 10/31/22**

Total Project Costs: **\$200,000**

Annual Operating Costs/(Savings): **Part of the annual concrete and asphalt repair/replacement program**



Description/Justification:

The Old Town road improvements were proposed in the 2013 Old Town Amendment to the Winter Park Town Plan. The construction of the project including curb & gutter, drainage, sidewalks, and street medians would commence in 2021. This project addresses Town Council goals #2 and #7.

Expenditures	Project-To-Date	2019	2020	2021	2022	2023	TOTAL
Plans/Studies							\$ -
Land Purchase							\$ -
Materials							\$ -
Equipment							\$ -
Construction Contract					200,000		\$ 200,000
TOTAL EXPENDITURES	\$	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ 200,000

5-Year Capital Improvement Program

Project Name: **LIONS GATE DRIVE IMPROVEMENTS**

Project Dates: **Begin: 5/1/15** **Finish: 12/1/22**

Total Project Costs: **\$800,000**

Annual Operating Costs/(Savings): **Part of the annual concrete and asphalt repair/replacement program**

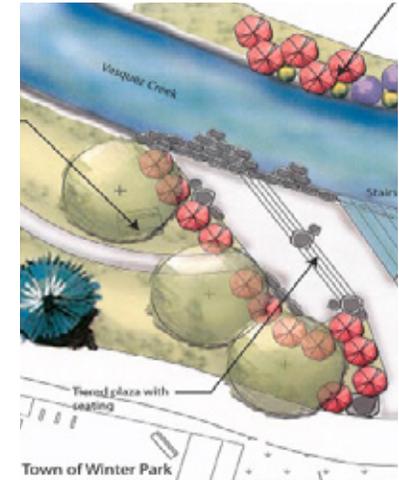
Description/Justification:

This project includes design and road improvements on Lions Gate Drive from Millers Way to Kings Crossing Road. The project will include surveying the right-of-way and providing design alternatives for the road alignment along with added parking and sidewalks. The first phase of the project to be completed in 2021 includes undergrounding utility lines along Lionsgate Drive. In addition, new sidewalks and on road parking will be added on this section of the road. This project addresses Town Council goals #1, #3, #7 and #8.

Expenditures	Project-To-Date	2019	2020	2021	2022	2023	TOTAL
Plans/Studies				80,400			\$ 80,400
Land Purchase							\$ -
Materials							\$ -
Equipment							\$ -
Construction Contract				314,600	400,000		\$ 714,600
TOTAL EXPENDITURES	\$	\$ -	\$ -	\$ 395,000	\$ 400,000	\$ -	\$ 795,000

5-Year Capital Improvement Program

Project Name:	VASQUEZ CREEK RIVERWALK	
Project Dates:	Begin: Undetermined	Finish: Undetermined
Total Project Costs:	\$150,000	
Annual Operating Costs/(Savings):	\$4,900/year operating and maintenance costs	



Description/Justification:

As part of the Hideaway Park project, the Town of Winter Park has a unique opportunity to encourage activity in the vicinity of Vasquez Creek. Preliminary designs indicate a stepped seating area as well as creek-channel improvements that would allow for interaction between the public and Vasquez Creek, enhancing the visitor and user experience in Hideaway Park. The completion of this project is dependent upon the Town receiving significant grant funding from outside sources. Dependent upon the timeframe of receiving the grant funding the project timeline may need to move forward or be delayed. While this project is anticipated to increase the annual operating costs for Public Works by \$4,900 annually, it is anticipated that additional tourism visits will be generated with the addition of this amenity. As this project is unfunded and not anticipated for several years no additional operating costs have been included in our operating budget projections. The project addresses Town Council goals #1, #2 and #3.

Expenditures	Unfunded	2019	2020	2021	2022	2023	TOTAL
Plans/Studies	7,500						\$ 7,500
Land Purchase							\$ -
Materials	60,000						\$ 60,000
Equipment							\$ -
Construction Contract	82,500						\$ 82,500
TOTAL EXPENDITURES	\$ 150,000	\$ -	\$ 150,000				

5-Year Capital Improvement Program

Project Name: **VASQUEZ SIDEWALK EXTENSION**

Project Dates: Begin: **Undetermined** Finish: **Undetermined**

Total Project Costs: **\$410,000**

Annual Operating Costs/(Savings): **Part of the annual concrete and asphalt repair/replacement program**

Description/Justification:

Extension of the sidewalk along Vasquez Road to provide safe pedestrian access to downtown. As this project is unfunded and not anticipated in the next couple of years no additional operating costs have been included in our operating budget projections. Any additional operating costs will be included in the annual concrete and asphalt program. The project addresses Town Council goals #3 and #7.

Expenditures	Unfunded	2019	2020	2021	2022	2023	TOTAL
Plans/Studies							\$ -
Land Purchase							\$ -
Materials							\$ -
Equipment							\$ -
Construction Contract	410,000						\$ 410,000
TOTAL EXPENDITURES	\$ 410,000	\$ -	\$ 410,000				

5-Year Capital Improvement Program

Project Name: **VASQUEZ CREEK PEDESTRIAN BRIDGE**

Project Dates: **Begin: Undetermined** **Finish: Undetermined**

Total Project Costs: **\$300,000**

Annual Operating Costs/(Savings): **\$900 annual operating cost**



Description/Justification:

The pedestrian bridge would be constructed over Vasquez Creek to allow pedestrian access from residential areas west of the railroad tracks into downtown. The initial design was completed in 2015 and includes structural and civil engineering with 100% Construction Documents. Grants would need to be obtained to pay for the actual construction in future years.

Expenditures	Unfunded	2019	2020	2021	2022	2023	TOTAL
Plans/Studies							\$ -
Land Purchase							\$ -
Materials							\$ -
Equipment							\$ -
Contract - Installation	300,000						\$ 300,000
TOTAL EXPENDITURES	\$ 300,000	\$ -	\$ 300,000				

APPENDIX



Financial Policies

The following policies were developed to provide guidance to the Town regarding financial matters. The budget for the Town of Winter Park was prepared based on these policies where applicable. The Town's intent is to support a sound and efficient financial management system which best utilizes available resources and provides an acceptable level of service to the citizens of Winter Park. The following statements are not intended to restrict the Town Council's authority when determining service requirements or the activities of the Town.

Revenue Policy

1. All revenue collections will adhere to Federal, State, and local requirements/restrictions when applicable.
2. The Town will initiate efforts to maintain a diversified and stable revenue system in an attempt to minimize significant variations in organizational-wide revenues.
3. On a continual basis the Town will actively seek out additional funding sources consistent with the goals and objective of Town Council so as to maximize the benefit to the community.
4. One-time revenues will be used to fund capital expenditures. Such revenues will not be used to subsidize reoccurring personnel, operating, and/or maintenance costs.
5. The Town will collect as efficiently as possible the resources to which it is entitled, minimize receivables, and deposit the funds in an expeditious manner.
6. All user fees and charges will be re-evaluated on an annual basis, and when applicable, established at a level which supports the costs associated with providing the services when feasible.
7. The Town will avoid internally restricting revenues for specific purposes so as to preserve the ability of the Council to adapt to changes in service requirements of the community.

Expenditure Policy

1. All expenditures will adhere to Federal, State, and local requirements/restrictions when applicable.
2. Operating expenditures such as personnel and maintenance shall be funded by on-going revenue sources unless the use of unreserved fund balance is specifically authorized by Town Council.
3. The Town will avoid the postponement of current expenditures to future years, or utilization of short term debt to fund operating expenditures.
4. The Town shall take advantage of payment discounts to reduce expenditures when the refund rate exceeds that of the current rate of investment income.
5. Expenditure authority resides at the department head level. As such, department heads are expected to authorize all payments and ensure that adequate budget exists prior to making such authorization.
6. Contingency accounts will be established to meet relatively small but unexpected increases in service delivery costs. Contingency levels shall be based on the uncertainty associated with the project/program and only be accessed with prior approval of the Town Manager.

Capital Improvement Policy

1. A long range capital improvement program will be developed for a five-year period and updated annually as per the Home Rule Charter (Section 9.4).
2. An initial analysis of each capital improvement project shall include the original cost of the project, as well as the associated future operating/maintenance costs.
3. Capital improvement projects should be based on the long range projected needs of the community rather than on immediate needs, in order to minimize future maintenance, replacement, and renovations.

Fund Balance Policy

1. A reserved fund balance will be established and maintained for unforeseen emergencies as set forth by Article X of the State Constitution also known as the Taxpayer's Bill of Rights (TABOR).
2. A General Fund operating reserve fund balance will be established and maintained to support expenditures prior to the collection of revenues, as well as augment the emergency reserve. This reserve will be based on six months of operating expenditures less the amount reserved under TABOR. Operating reserves in other funds shall be determined annually during the budget process.
3. A fund balance designation will be established for committed future projects when appropriate. The designation will act as a savings account for specific projects to aid in the management of cash flows and financial planning.

Cash Management/Investment Policy

1. All Town investments will adhere to Federal, State, and local requirements/restrictions when applicable.
2. The Town will initiate efforts to maintain a diversified and stable investment portfolio in an attempt to minimize risk. The investments selected will be insured or collateralized by the U.S. government or its agencies, or be rated in the highest category by at least two of the nationally recognized investment rating services.
3. The collection of revenues and disbursements of expenditures shall be scheduled to ensure reasonable liquidity and maximize investment earnings.
4. Cash will be pooled from separate funds in order to maximize investment yields. Interest earned from such pooling will be credited to each source of invested monies.
5. Investment liquidity will be coordinated with the anticipated future cash flow needs of the organization to enable the Town to meet its financial obligations. Generally, the Town will hold investments to maturity unless an unexpected obligation requires otherwise.
6. The Town's investment portfolio shall be designed to maximize yield taking into account the Town's investment risk constraints and the cash flow characteristics of the portfolio.

Debt Administration Policy

1. All debt issuance will adhere to Federal, State, and local requirements/restrictions when applicable. Colorado State Statute limits the total amount of General Obligation debt to three percent of the jurisdiction's assessed property value.
2. The Town will limit its long term borrowing for capital improvement projects. As such, long term borrowing shall not be used to fund operating expenditures.
3. When the Town finances capital assets/projects via the issuance of debt, the payback period shall not exceed 75% of the expected useful life of the asset/project.

Budget Administration Policy

1. The Town Manager will compile and submit to the Town Council a balanced budget no later than forty-five days prior to the end of the year. A balanced budget is defined as a budget in which proposed expenditures and provisions of contingencies in the budget do not exceed the total estimated revenues including surpluses from prior years.
2. The budget for the Town will be established on a service level basis. Any additions, deletions, and/or alterations in the budget will be related to services which are provided to the public.
3. The operating budget will provide funding for the on-going maintenance and replacement of capital assets and equipment. These expenditures will be funded through current expenditures and, in the case of replacement equipment, surplus fund balances which have been set aside specifically for that purpose.
4. Each year the Town will revise current year expenditure projections during the following year's budget process. Any additional appropriations which may be required will be provided to Council for approval.
5. The Town Manager may approve transfer of budget between departments, division, programs, and projects as long as the funds remain in the same fund.
6. The Town will maintain a budgetary control system to monitor its adherence to the adopted budget. Monthly budgetary reports which compare actual revenues and expenditures to budgeted amounts will be presented to the Town Council.



Financial Reporting Policy

1. The Town will establish and maintain a high standard of accounting practices and procedures which adhere to the concept of full and open public disclosure of all financial activity.
2. The Town will minimize the number of funds, departments, programs, and account codes. Funds will be categorized by the standard GAAP functional classifications.
3. The accounting system will be maintained on a basis consistent with accepted standards for government accounting.
4. Monthly financial reports which represent a summary of financial activity for the Town will be presented to the Town Council.
5. The Town will contract with an independent public auditing firm to perform an annual audit of the financial statements and internal controls. The audit firm will publicly issue an audit opinion regarding the financial statements of the Town and will be made available to the general public, bonding and financial institutions, and any other interested individual or organization.
6. The annual financial statements and accompanying audit opinion will be completed and submitted to the Town Council within four months of the close of the fiscal year.

Purchasing Policy

1. In selecting products and service providers, the Town considers and weighs all of the following criteria: Pricing, Competition, Quality, and Environmentally preferable purchasing.
2. The Purchasing Policy shall not apply to design-build contracts as defined in Town Code Section 1-13-1.
3. In an attempt to acquire the highest quality products and services at the lowest cost, the following purchasing processes will be used as determined by Town Council:
 - Quotes
 - Request for Bids and Proposals
 - Advertising
 - Term/Duration
4. The general summary of purchasing guidelines establishes purchasing/bidding levels and approval requirements for all budgeted acquisitions.
5. Any change order which in total increases the aggregate acquisition cost by more than 15%, will require approval by the party who originally approved the purchase.
6. The following are exceptions to this purchasing policy: Cooperative Purchasing, Sole Source Purchases, Emergencies, and Special Investigation Funds.
7. Purchases from family members, council members, Town employees or any other person where an actual or perceived conflict of interest may exist must be preceded with either an informal or formal bid process. The purchase must be disclosed at an open Town Council meeting prior to the actual award of the bid or commitment to purchase.

Personnel Summary

Full-Time Equivalency (FTE)

The following table provides a history of FTE's for each regular position within the Town. Elected officials and appointed commissions are not included. Certain positions below are allocated amongst several department budgets based on their functions and workload.

Department/Position	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	2020 Estimate	2021 Estimate
Town Administration						
Town Manager	1.00	1.00	1.00	1.00	1.00	1.00
Town Clerk & Records						
Town Clerk	1.00	1.00	1.00	1.00	1.00	1.00
Finance & Human Resources						
Finance Director	1.00	1.00	1.00	1.00	1.00	1.00
Finance Technician	1.00	1.00	1.00	1.00	1.00	1.00
Business Support Specialist	0.00	1.00	1.00	1.00	1.00	1.00
Community Development						
Community Development Dir	1.00	1.00	1.00	1.00	1.00	1.00
Planning Technician	0.50	0.25	0.50	0.25	0.25	0.25
Assistant Planner	0.00	1.00	0.00	1.00	1.00	1.00
Housing Specialist	1.00	1.00	1.00	1.00	1.00	1.00
Building Official	1.00	1.00	1.00	1.00	1.00	1.00
Building Inspector	1.00	1.00	1.00	1.00	1.00	1.00
Building Technician	0.50	0.75	0.50	0.75	0.75	0.75
Public Works, Streets, Facility, Fleet						
Public Works Director	1.00	1.00	1.00	1.00	1.00	1.00
Equipment Operator	6.90	6.90	6.90	7.40	7.40	7.40
Facilities	1.50	1.50	1.50	1.50	1.50	1.50
Mechanic	1.00	1.00	1.00	1.00	1.00	1.00
Forestry	0.60	0.60	0.60	0.60	0.60	0.60
Gardener/Seasonal Gardens	2.50	2.50	2.50	2.50	2.50	2.50
Administrative Assistant	0.50	0.50	0.50	0.40	0.40	0.40
Parks, Events & Open Space						
Project Manager	1.00	1.00	1.00	1.00	1.00	1.00
Parks & Trails Supervisor	0.00	1.00	1.00	1.00	1.00	1.00
Trails	1.00	1.00	1.00	1.25	1.25	1.25
Parks/Seasonal Parks & Events	2.00	2.00	2.00	2.25	2.25	2.25
Transit Services						
Transit Manager	1.00	1.00	1.00	1.00	1.00	1.00
Police, Court & Animal Control						
Police Chief	1.00	1.00	1.00	1.00	1.00	1.00
Records Manager	1.00	1.00	1.00	1.00	1.00	1.00
Police Commander	0.00	0.00	0.00	1.00	1.00	1.00
Police Sergeant	2.00	2.00	2.00	2.00	2.00	2.00
Police Officer	6.00	6.00	6.00	7.00	7.00	7.00
Administrative Sergeant	1.00	1.00	1.00	0.00	0.00	0.00
Municipal Court Clerk	0.50	0.50	0.50	0.60	0.60	0.60
Total	40.0	42.5	42.5	44.5	44.5	44.5

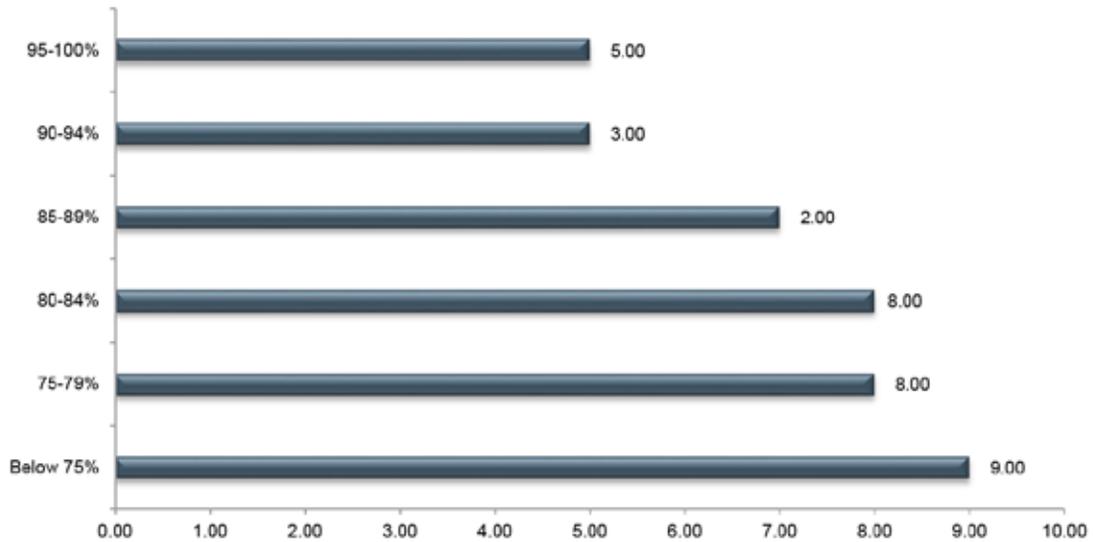
Salary Ranges

In order to establish salary ranges to ensure that Town employees are compensated within market parameters, the Personnel Committee, along with input from the departments, compiled pay information from comparable municipalities in 2017. Information was gathered via the Colorado Municipal League and Mountain States Employers Council and included all of the municipalities which participate as members of the Colorado Association of Ski Towns. A new salary study was completed during 2017 to update the information from 2016.

The following table summarizes the monthly bottom of range salaries by department and position. The top of the range can be calculated by dividing 70% of the bottom range amount. Also included are the projected inflationary estimates for fiscal years 2020 and 2021 which any increase would have to be approved by the Town Council.

MONTHLY BOTTOM OF RANGE			
Department/Position	2019 Budget	2020 Estimate	2021 Estimate
Town Administration			
Town Manager	9,312.80	9,499.05	9,689.10
Town Clerk & Records			
Town Clerk	4,794.20	4,890.08	4,987.88
Finance & Human Resources			
Finance & HR Director	6,882.40	7,088.87	7,301.40
Finance Technician	2,922.50	2,980.95	3,070.40
Business Support Specialist	3,551.75	3,622.78	3,695.25
Community Development			
Community Development Dir.	6,982.50	7,122.15	7,264.59
Planning Assistant	3,750.10	3,825.10	3,901.60
Planning Technician	3,160.03	3,223.25	3,287.70
Housing Specialist	4,137.80	4,220.55	4,304.95
Building Official	5,985.50	6,105.20	6,227.31
Building Inspector	4,129.54	4,212.15	4,296.30
Building Technician	3,160.03	3,223.25	3,287.70
Public Works, Streets, Facility, Fleet			
Public Works Director	6,867.60	7,004.95	7,145.05
Equipment Operator	3,293.40	3,359.30	3,426.45
Mechanic	3,900.15	3,978.15	4,057.72
Facilities	3,380.00	3,447.60	3,516.55
Gardener	3,225.50	3,290.00	3,355.80
Administrative Assistant	2,600.50	2,652.51	2,705.56
Parks, Events & Trails			
Project Manager	6,860.70	6,997.90	7,137.80
Parks & Trail Supervisor	3,381.73	3,449.40	3,518.35
Trails	3,120.00	3,182.40	3,246.05
Transit Services			
Transit Manager	5,460.00	5,569.20	5,680.60
Police Department			
Police Chief	7,110.07	7,252.27	7,397.30
Records & Office Manager	3,365.20	3,432.50	3,501.15
Police Commander	5,770.00	5,885.40	6,003.00
Police Sergeant	5,250.38	5,355.39	5,462.50
Administrative Sergeant	5,150.10	5,253.10	5,358.15
Police Officer	4,365.00	4,452.30	4,541.35
Detective	4,401.40	4,489.42	4,579.22
Municipal Court Clerk	2,992.50	2,980.95	3,070.40

Employee Distribution As a % Of Salary Ranges*



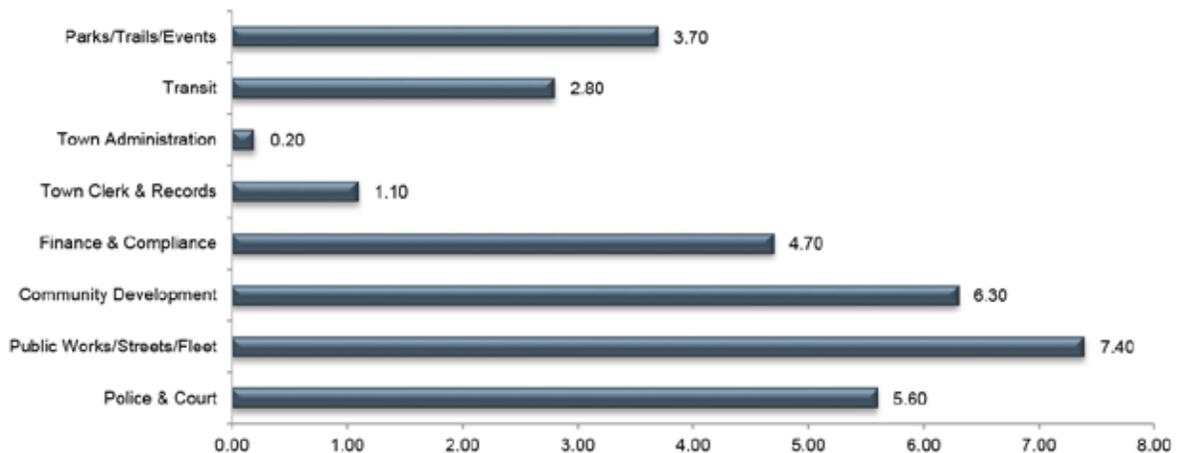
Employee Benefit Package

The Town’s benefit program includes two levels of benefits. Town sponsored benefits include a 401(a) retirement plan, wellness benefit program (for recreation center passes, ski passes, etc.), group life insurance, short and long-term disability insurance, and employee assistance/substance abuse and other personal life programs. The optional benefits include a 457 retirement plan with a Town match of contributions up to 4%, a Roth IRA fund, and supplemental life and accident insurance. The Town also partially funds a health and dental insurance program for employees and dependents.

Employee Longevity

According to the Bureau of Labor Statistics, the average tenure of local government workers is 8.3 years whereas the Town’s current average is 5.9 years. The Town added four new positions in 2016 which reduced our average years of service.

Average Years of Service By Department*



*The above charts do not include seasonal positions or elected officials.

Glossary of Terms

Acronyms

CIP – Capital Improvement Program
CAFR – Comprehensive Annual Financial Report
FTE – Full-Time Equivalent
GAAP – Generally Accepted Accounting Principles
GFOA – Government Finance Officers Association
GASB – Governmental Accounting Standards Board
TABOR – Taxpayer’s Bill of Rights

Abatement and Refunds

A complete or partial cancellation of a levy.

Accommodation Tax

The Town levies a 1.0% tax on all lodging and accommodations provided for a period of less than 30 consecutive days. Accommodation taxes are allocated between functions as follows: General Fund receives 50% or 0.5 cents for purposes of community marketing, and the Capital Projects Fund receives 50% or 0.5 cents.

Accounting Period

A period at the end of which and for which financial statements are prepared.

Accounting System

The total structure of records and procedures which discover, record, classify, summarize, and report information on the financial position and results of operations of a government or any of its funds, balanced account groups, or organizational components.

Accounts Payable

Amounts owed to persons or organizations for goods and services received by the Town but not yet paid for.

Accounts Receivable

Amounts owed from persons or organizations for goods and services furnished by the Town but not yet paid for.

Accrual Basis of Accounting

The method of accounting under which revenues are recorded when they are earned and become measurable (whether or not cash is received at that time) and expenditures are recorded when goods and services are received (whether or not cash disbursements are made at that time or not).

Accumulated Depreciation

Accumulated costs associated with the expiration of the estimated service life of capital assets.

Ad Valorem

A tax imposed at a rate or percentage of the value of a particular good.

Amortization

The reduction of debt by payments of principal and interest sufficient to retire the debt by maturity.

Appropriation

A legal authorization made by the Town Council, which permits the Town to incur obligations and to make expenditures of resources.

Assessed Valuation

A valuation set upon real estate or other property by a government as a basis for levying taxes.

Assets

Resources owned or held by a government which have monetary value.

Audit

A comprehensive examination of the manner in which the government's resources were utilized. A financial audit is a review of the accounting system and financial information to determine how government funds were spent and whether expenditures complied with the legislative body's appropriations. A performance audit consists of a review of how well the government met its stated goals.

Balanced Budget

A balanced budget is defined as a budget in which proposed expenditures and provisions of contingencies in the budget do not exceed the total estimated revenues including surpluses from prior years.

Bond

A written promise to pay a sum of money on a specific date at a specific 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 estimated 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 approval.

Budgetary Basis of Accounting

The basis of accounting used to prepare the budget.

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

Assets with a value greater than \$5,000 and a useful life of more than one year (a.k.a. Fixed Assets).

Capital Expenditures

Money spent to add or expand property, facilities, and capital assets with the expectation that they will benefit the organization for a length of time exceeding one year (also see Capital Assets & Capital Projects).

Capital Improvement Program (CIP)

A plan of proposed capital outlays and the means of financing them for the current fiscal period.

Capital Projects

Projects, which purchase or construct capital assets which meet or exceed \$25,000. Typically, a capital project encompasses a purchase of land and/or the construction of a building, facility, or infrastructure.

Capital Projects Fund

Established to account for the purchase or construction of major capital facilities that are not financed by proprietary funds or trust funds.

Cash Basis of Accounting

A basis of accounting in which revenues are recorded when received in cash and expenditures are recorded when cash is disbursed.

Component Unit

A legally separate organization for which the elected officials of the primary government are financially accountable. In addition, component units can be other organizations for which the nature and significance of their relationship with a primary government are such that exclusion would cause the reporting entity's financial statements to be misleading or incomplete.

Comprehensive Annual Financial Report (CAFR)

A government unit's official annual financial report prepared and published as a matter of public record.

Contingency Account

A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

Debt Reserves

The Town's obligation to pay the principal and interest of all bonds and other debt instruments according to a predetermined payment schedule.

Debt Service Fund

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.

Department

A major administrative division of the Town, which has overall management responsibility for an operation or a group of related operation 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.

Discrete Presentation

Method of reporting financial data of component units in a column or columns separate from the financial data of the primary government.

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 Fund

Established to finance and account for the acquisition, operation, and maintenance of governmental facilities and services which are entirely or predominantly self-supported by user fees. All activities necessary to provide such services are accounted for in these funds. TABOR defines an Enterprise Fund as, "A government-owned business authorized to issue its own revenue bonds and receives less than 10% of its annual revenue from other government grants and/or subsidies".

Escrow

A deed, bond, money, or a piece of property delivered to a third party (escrow agent) to be delivered by him/her to the grantee only upon the fulfillment of a condition.

Excise Tax

Selective sales taxes that are levied on specific transactions. They are levied separately from general sales taxes.

Expenditure

Decrease in net financial resources other than through interfund transfers.

Fiduciary Funds

Used to account for financial resources held or managed by the governmental entity in a trustee or agent capacity for individuals, private organizations, other governmental entities, and/or other funds. There are two types of fiduciary funds, trust and agency funds.

Fiscal Year

A 12-month period of time to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations.

Fixed Assets

Assets with a value greater than \$5,000 and useful life of several years (a.k.a. Capital Assets).

Franchise Fee

The Town imposes franchise fees on utility companies that provide services within the Town limits. This fee grants the company access to public streets and provides easements that enable them to supply and maintain services to Town residents.

Full-Time Equivalent (FTE)

A standard measure of staffing. One FTE is equal to a 2,080 working hours which is the number of hours worked in a year by a full-time employee (40 hours per week x 52 weeks = 2,080 hours).

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 the general fund, special revenue funds, debt service funds, capital projects 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 referred to as a deficit.

Fund Type

Any one of seven types into which all funds are classified in governmental accounting. The seven fund types are general, special revenue, debt service, capital projects, enterprise, internal service, and trust/agency.

Gaap Basis Of Accounting

General Accepted Accounting Principles (GAAP) basis as primarily defined by the Government Accounting Standards Board (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, planning, administrative services, etc., which are not required to be accounted for in another fund.

General Obligation Bonds

Long-term debt backed by the full faith and credit of the issuing government.

Generally Accepted Accounting Principles (GAAP)

Uniform minimum standards and guidelines for financial accounting and reporting that govern the form and content of financial statements. They encompass the conventions, rules, and procedures necessary to define accepted accounting practice at a particular time. Generally accepted accounting principles are continually evolving as changes occur in the reporting environment.

Government Finance Officers Association (GFOA)

An organization which administers the Certificate of Achievement program, as well as others to encourage excellence in financial reporting and budgeting by state and local governments.

Governmental Accounting Standards Board (GASB)

The independent agency established as the official body designated to set accounting and financial reporting standards for state and local governments.

Governmental Funds

Fund used to account for general government activities which benefit the public as a whole such as administration, police protection, and maintenance of streets and roads. There are five types of governmental funds: general, special revenue, capital projects, debt service, and permanent funds.

Grants

Contributions or gifts of cash or other assets from another government to be used or expended for a specified purpose, activity, or facility.

Highway Users Tax

This revenue is State collected, locally shared revenue that is distributed monthly. These funds are collected through gas taxes and motor vehicle registration fees and are earmarked specifically for the construction, maintenance or improvement of streets, roads and highways. These monies are distributed to municipalities based on a formula that includes the number of vehicles registered and the miles of streets in each municipality. Distribution percentages are recalculated every year in July based upon the previous year vehicle registrations and the previous year miles of open and maintained streets. A Local Highway Finance Report must be completed and returned to the Colorado Department of Transportation each year in order to receive a portion of this revenue.

Impact Fees

Fees imposed to fund expenditures on capital facilities needed to serve new development pursuant to CRS 29-20-104.

Infrastructure

Long-lived capital assets that normally are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets.

Interfund Transfers

Amounts transferred from one fund to another within a single government entity.

Interfund Loans

Loans made from one fund to another.

Intergovernmental Revenue

Revenue received from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.

Internal Service Fund

A fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government, or to other governments, on a cost-reimbursement basis.

Long Term Debt

Debt with a maturity of more than one year after the date of issuance.

Mill

The rate of tax which results in one dollar of taxes on each \$1,000 of assessed 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 provides basic governmental services. The operating budget contains appropriations for expenditures such as personnel, materials, supplies, capital assets, and debt service.

Ordinance

A formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, it has the full force and effect of law within the boundaries of the municipality.

Property Tax

Taxes levied against both residential and commercial real property located within the Town limits. Taxes are levied in the current year and due in the following year, i.e. 2017 receipts are for taxes levied in 2016. Property taxes are restricted by the “TABOR” Amendment and State Statutes. Currently all property taxes are reported in the General Fund.

Proprietary Funds

Account for a government’s business-type or commercial activities such as goods or services that are sold to the public, to other governments, or to other departments within the government. There are two types of proprietary funds, enterprise and internal services.

Refunding Bonds

Bonds issued to retire bonds already outstanding. The refunding bonds may be sold for cash and outstanding bonds redeemed in cash, or the refunding bonds may be exchanged with holders of outstanding bonds.

Resolution

A special or temporary order of legislative body requiring less legal formality than an ordinance or statute; used by governing boards for taking formal action

Revenue

Funds that are received as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, and interest earnings.

Revenue Bonds

Bonds whose principal and interest are payable exclusively from earnings of a public enterprise.

Road And Bridge Tax

This revenue is a portion of the highway user taxes which are distributed to the counties. The County shares a portion of the taxes it receives to support Town roads and bridges within the county.

Sales Tax

The Town levies a 7.0% tax for all local retail sales. Sales taxes are allocated between funds as follows: General Fund receives 4.5 cents, Transit & Trails Fund receives 2.0 cents, and Capital Projects Fund receives 0.5 cents.

Special Assessment

A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Special Revenue Fund

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.

Specific Ownership Tax

The County Department of Motor Vehicles collects specific ownership tax when a vehicle is licensed. This tax is collected based on the value of the vehicle when it was new. This taxable value does not change throughout the life of the vehicle; however the tax rate charged on the taxable value continues to decrease until the vehicle is 10 or more years old at which time the taxes paid are \$3.00 per year. The Grand County Treasurer's Office distributes 29% of this tax to various local districts (including the Town) based on their mill levy.

Supplemental Appropriation

An appropriation by the Town Council when there is a need to transfer budgeted and appropriated monies from one fund to another fund or, if during the fiscal year, the governing body or any spending agency of such local government received unanticipated revenue or revenues not assured at the time of the adoption of the budget.

Taxpayer's Bill Of Rights (TABOR)

An amendment to the Colorado State Constitution passed by Colorado voters in November 1992 which limits the growth of local government revenues equal to that of the rate of inflation plus local growth (assessed valuation).

Tobacco Tax

A \$0.01 tax is levied by the State of Colorado on each cigarette sold. Approximately 27% of this tax is distributed to municipalities based on the percentage of state sales taxes collected in the jurisdiction compared with the statewide collection. The Town receives these taxes on or near the 15th of the month; two months after the vendor collects the taxes.

Transit & Trails Sales Tax

On November 3, 2015, Town of Winter Park voters approved a sales and lodging tax increase of 2% effective December 1, 2015. The increase was approved for the purpose of funding the study, design, engineering, construction, acquisition, operation and maintenance of public transit, public multi-modal transportation improvements, and public trails within and near the Town.

User Fees

Charged to the benefiting party for the direct receipt of a public service.

Working Capital

The amount of current assets that exceeds current liabilities.



Resolution No. 1659

TOWN OF WINTER PARK

RESOLUTION NO. 1659
SERIES OF 2018

SUMMARIZING REVENUE AND EXPENDITURES FOR EACH FUND AND
ADOPTING A BUDGET FOR THE TOWN OF WINTER PARK, COLORADO FOR
THE CALENDAR YEAR BEGINNING ON THE FIRST DAY OF JANUARY 2019 AND
ENDING ON THE LAST DAY OF DECEMBER 2019

WHEREAS, Section 9.3 of the Town of Winter Park Home Rule Charter provides that the Town Manager prepare and submit a proposed Budget to the governing body; and

WHEREAS, Keith Riesberg, Town Manager, has submitted a proposed Budget to the governing body for its consideration; and

WHEREAS, upon due and proper Public Notice, said proposed Budget was open for inspection by the public at a designated place, a public hearing was held on November 6th, 2018, and interested taxpayers were given the opportunity to file or register any objections to the proposed Budget.

NOW, THEREFORE, BE IT RESOLVED by the Town Council of Winter Park, Colorado:

Section 1. That estimated revenues and expenditures for each fund are as follows:

Estimated Revenues

1. General Fund	\$ 8,735,000
2. Affordable Housing Fund	\$ 989,000
3. Conservation Trust Fund	\$ 5,100
4. Open Space Fund	\$ 1,800
5. Law Enforcement Fund	\$ 1,835,000
6. Capital Projects Fund	\$12,682,000
7. Building Services Fund	\$ 604,000
8. Employee Benefits Fund	\$ 30,000
9. Transit & Trails Fund	\$ 4,710,000

Estimated Expenditures

1. General Fund	\$ 9,509,000
2. Affordable Housing Fund	\$ 2,382,000
3. Conservation Trust Fund	\$ 0
4. Open Space Fund	\$ 90,000
5. Law Enforcement Fund	\$ 1,835,000
6. Capital Projects Fund	\$12,682,000
7. Building Services Fund	\$ 364,000
8. Employee Benefits Fund	\$ 28,000
9. Transit & Trails Fund	\$ 6,034,000

Section 2. That the Budget as submitted, amended and herein above summarized by fund, hereby is approved and adopted as the Budget of the Town of Winter Park for the year stated above.

APPROVED AND PASSED this 20th day of November, 2018, by a vote of 5 to 0

TOWN OF WINTER PARK


James C. Lahrman, Mayor

ATTEST:


Danielle Jardee, Town Clerk

Resolution No. 1663

TOWN OF WINTER PARK

RESOLUTION NO. 1663
SERIES OF 2018

LEVYING PROPERTY TAXES FOR THE YEAR 2018
TO HELP DEFRAY THE COSTS OF GOVERNMENT FOR THE TOWN
OF WINTER PARK, COLORADO FOR THE 2019 BUDGET

WHEREAS, the Town Council of the Town of Winter Park adopted the 2019 annual budget on November 20, 2018 in accordance with the local Government Budget law and the Home Rule Charter of the Town of Winter Park;

WHEREAS, the amount of money necessary to balance the budget for general operating purposes from property tax revenue is \$403,323; and

WHEREAS, the 2018 valuation for assessment for the Town of Winter Park as certified by the County Assessor is \$107,124,230.

NOW, THEREFORE, BE IT RESOLVED by the Town Council of Winter Park, Colorado:

Section 1. That for the purposes of meeting general operating expenses of the Town of Winter Park during the 2019 budget year, there is hereby levied a tax of 3.765 mills upon each dollar of the total valuation for assessment of all taxable property within the Town of Winter Park for the year.

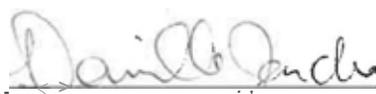
Section 2. That the Town Manager is hereby authorized and directed to certify to the County Commissioners of Grand County, Colorado the mill levies for the Town of Winter Park as herein above determined and set, but as recalculated as needed upon receipt of the final certification of valuation from the county assessor in order to comply with any applicable revenue and other budgetary limits.

APPROVED AND PASSED this 4th day of December, 2018, by a vote of 7 to 0

TOWN OF WINTER PARK


James C. Lahrman, Mayor

ATTEST:



Danielle Jardee, Town Clerk

TOWN OF

winter park



Town of Winter Park

50 Vasquez Road
PO Box 3327
Winter Park, Colorado 80482

P 970.726.8081
F 970.726.8084

www.wpgov.com