

**TOWN OF MOUNTAIN VILLAGE
TOWN COUNCIL REGULAR MEETING
THURSDAY, DECEMBER 10, 2015, 8:30 AM
2nd FLOOR CONFERENCE ROOM, MOUNTAIN VILLAGE TOWN HALL
455 MOUNTAIN VILLAGE BLVD, MOUNTAIN VILLAGE, COLORADO
AGENDA**

	Time	Min	Presenter	Type	
1.	8:30				Call to Order
2.	8:30	5			Public Comment on Non-Agenda Items
3.	8:35	60	Mahoney Reed	Legal	Executive Session for the Purpose of a Personnel Matter Pursuant to C.R.S Section 24-6-402((4)(f)(I)), and for Receiving Legal Advice Pursuant to C.R.S. 24-6-402(b), and for the Purpose of Negotiations Pursuant to C.R.S. 24-6-402(4)e
4.	9:35 P. 3	5	Johnston	Action	Consideration of Approval of the November 19, 2015 Regular Meeting Minutes
5.	9:40	20	Council Members	Informational	Council Boards and Commissions Updates: a. Eco Action Partners -Sherry b. Telluride Historical Museum-Sherry c. San Miguel Watershed Coalition – Jett d. Colorado Flights Alliance – Jansen e. Transportation & Parking – MacIntire/Benitez f. Budget & Finance Committee – McKinley/Caton g. Gondola Committee – McKinley/Caton h. Mayor’s Update – Jansen
6.	10:00 P. 10	45	Zangara Major Johnson	Work Session	Continuation of Discussion on Funding Telluride Venture Accelerator (TVA) and Co-Working Space
7.	10:45 P.53 P.56 P.58 P.60 P.61	15	Swain	Action	Town Council Acting as the Board of Directors for the Dissolved Mountain Village Metro District: a. Consideration of a Resolution Adopting the 2016 Metro District Budget b. Consideration of a Resolution Appropriating Sums of Money for 2016 c. Consideration of a Resolution Revising the 2015 Budget d. Consideration of a Resolution Re-Appropriating Sums of Money for 2015 e. Consideration of a Resolution Setting the Mill Levy for 2016
8.	11:00 P.62 P.64 P.67	30	Swain Vergari	Presentation Action	Finance: a. Presentation of the November 30, 2015 Business & Government Activity Report (BAGAR) b. Second Reading, Public Hearing and Council Vote on an Ordinance to Set Mill Levies for 2016 c. Second Reading, Public Hearing and Council Vote on an Ordinance to Adopt the 2016 Budget and the Revised 2015 Budget
9.	11:30 P.155	20	Drew	Work Session	Discussion on Possibility of Reinstating the Plaza Use Committee Including Possible Goals, Outcomes, Scope of Work, Composition of Members and any Budgetary Impact

10.	11:50 P.157	15	Drew	Work Session	Discussion on Mountain Village Recycling
11.	12:05	30			Lunch Break
12.	12:35	30	Jansen	Work Session	Discussion on Regional Transportation Authority
13.	1:05	15	Jansen	Work Session	Off-Site Planning/Council Retreat
14.	1:40	20	Colter	Work Session	Discussion on Uses of Village Pond for the Winter Season
15.	1:40 P.237	5	Nerlin	Action	Consideration of a Resolution Appointing Chief Chris Broady to the Western Colorado Regional Dispatch Center Board of Directors as Representative for the Town of Mountain Village
16.	1:45	20	Reed	Action	Discussion of Montrose County Sheriff's Decision to Refuse to Provide Dispatch Services After January 1, 2016 and Consideration of Authorizing Legal Action to be Taken Against Montrose County in Connection Therewith
17.	2:05 P.239	10	Zangara	Informational	Staff Reports: a. Marketing & Business Development
18.	2:15	5	Kennefick		Other Business: a. Tri-Agency Dinner Date
19.	2:20				Adjourn

Please note that times are approximate and subject to change.

12/2/15

jk

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 A minimum of 48 hours advance notice is required so arrangements can be made to locate requested auxiliary aid(s).



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**TOWN OF MOUNTAIN VILLAGE
MINUTES OF THE NOVEMBER 19, 2015
REGULAR TOWN COUNCIL MEETING**

AGENDA ITEM #4

The meeting of the Town Council was called to order by Mayor Dan Jansen at 8:31 a.m. on Thursday, November 19, 2015 in the Mountain Village Town Hall, 455 Mountain Village Town Hall Boulevard, Mountain Village, Colorado.

Attendance:

The following Town Council members were present and acting:

Dan Jansen, Mayor
Marty McKinley, Mayor Pro-Tem
Michelle Sherry
Dan Caton
Laila Benitez
Bruce MacIntire
Cath Jett

Also in attendance were:

Kim Montgomery, Town Manager
Susan Johnston, Deputy Town Clerk
Christina Meilander, Administrative Services Coordinator
David Reed, Town Attorney, via conference call
Jim Mahoney, Assistant Town Attorney
Sarah Abbott, Attorney
Kevin Swain, Finance Director
Julie Vergari, Chief Accountant
Chris Broady, Police Chief
Rachelle Redmond, MVPD Lieutenant
Glen Van Nimwegen, Dir. of Planning & Development Services
Deanna Drew, Director of Plazas & Environmental Services
JD Wise, Plaza Services Manager
Finn Kjome, Public Works Director
Chris Colter, Director of Transit & Recreation
Dave Bangert, Forester/Planner
Sue Kunz, Human Resources Director
Corrie McMills, Human Resources Coordinator
Randy Kee, Building Official
Rob Johnson, Transit Operations Manager
Jim Loebe, Gondola Maintenance Manager
Rachelle Redmond, MVPD Lieutenant
Patrick Meucci, VCA Manager
Toby Houshens
Tristan Rubadeau
Jessamy Pressler
Eric Bikis
Carol Custer

Michael Martelon
Matt Skinner
Anton Benitez
Jolana Vanek
Danielle Rodriguez
August Hasz
Ellie Slegers
Bob Powell
Dennis Lankes
Jonathan Greenspan
Kim Wheels
Angela Pashayan
Don Pashayan
Paul Oupadia
Robert Stenhammer
Jesse Johnson
Ashley Nager
Todd Hooper
Bob Bledsoe
Brian Kanaga
Suse Connolly
Len Metheny
Jessica Kingston
Patrick Latcham
Elliot Steinberg
Alexandre Rubadeau
Paul Hora
Josh Freed

Public Comment for Non-Agenda Items (2)

There was no public comment.

Consideration of Approval of Minutes:(3)

a. October 15, 2015 Regular Meeting Minutes

On a **MOTION** by Dan Caton and seconded by Marty McKinley, Council voted unanimously to approve the October 15, 2015 Town Council meeting minutes with the following amendments to the Doppelmayer Engineering Study: The report stated that the current machine could run indefinitely with proper maintenance, however; the possibility that parts may become obsolete was also discussed. The Mayor stated that the next step is to schedule an Intergovernmental Meeting with the Town of Telluride and San Miguel County to discuss if the Gondola will continue to operate after 2027 and what type of Gondola system will be operated.

b. October 29, 2015 Special Meeting Minutes

On a **MOTION** by Cath Jett and seconded by Dan Caton, Council voted unanimously to approve the October 29, 2015 Town Council meeting minutes with one amendment regarding Gay Ski Week funding: Council consensus was in support of the \$25,000 request, however; it was noted that in order to avoid the "double dipping" issue of obtaining support from Telluride Mountain Village Owners Association (TMVOA) as well as the Town of Mountain Village, the \$25,000 will be an overall contribution from the entire Mountain Village community.

Consideration of Appointments: (4)

a. One Regular Board Seat and One Alternate Board Seat for Telluride Regional Airport Authority (TRAA)

Deputy Town Clerk Susan Johnston stated that there were three candidates for the two positions and their letters of interest and bios were included in the packet. Council discussion ensued regarding the candidates (Robert Stenhammer, Richard Child and Lawrence Crosby). Robert Stenhammer introduced himself, spoke about his background and explained why he wanted to serve on the Board. Mr. Child and Mr. Crosby were unable to attend the meeting. Council voted by ballot and once the votes were tallied on a **MOTION** by Cath Jett and seconded by Laila Benitez, Council voted unanimously to appoint Lawrence Crosby to the regular seat and Richard Child to the alternate seat on the TRAA Board for a term of four years.

b. One Alternate Seat for Eco Action Partners Board (EAP)

On a **MOTION** by Michelle Sherry and seconded by Marty McKinley, Council voted unanimously to appoint Laila Benitez to the alternate seat on the Eco Action Partners Board with Cath Jett serving as a backup.

On a **MOTION** by Cath Jett and seconded by Dan Caton, Council voted unanimously to convene as the Mountain Village Housing Authority Board.

Mountain Village Housing Authority: (5)

Consideration of an Exception Request for the Buyers of Boulders 5

Housing Authority representative Danielle Rodriguez presented the above item. Laila Benitez and Michelle Sherry recused themselves because they are property owners in the Boulders area. On a **MOTION** by Cath Jett and seconded by Dan Caton, Council voted 5-0 (with Laila Benitez and Michelle Sherry recusing themselves), to approve the exception request for buyers Scott Bookman and April Lane of Boulders 5.

On a **MOTION** by Cath Jett and seconded by Dan Caton, the Board voted unanimously to reconvene as the Mountain Village Town Council.

Bi-Annual Reports for Marketing Telluride Inc. (MTI) & Colorado Flights Alliance (CFA)(6)

President and CEO of MTI Michael Martelon and COO of Colorado Flights Alliance Matt Skinner presented their reports. Mr. Martelon stated that Mountain Village sales taxes were up 19.2 % over 2014 summer numbers. September taxes alone were up 28% over last year. He stated that both Mountain Village and the Town of Telluride were up 16.2 % this summer over 2014. Matt Skinner stated that CFA had a great

summer. Seats were filled effectively on the Legacy flights with 10-12% overall growth out of Montrose. The one weak spot was the Allegiant Airlines with load factors weakening.

CFA has added a Los Angeles and Chicago flight with American which are both off of the guarantee program. The daily United Airlines Houston flight also came off the program. Overall, CFA is roughly 10% up from last year with some room for growth going into the ski season. CFA is working very closely with Telluride Ski and Golf, as well as the local lodgers on marketing and will be bringing back the buy one, get one free marketing tool for Allegiant for three weeks beginning Black Friday. Council thanked them for the report and their service on the TRAA Board.

Marketing & Business Development Budget Discussion(7)

Mayor Jansen recused himself from elements of this discussion including Telluride Venture Accelerator (TVA) and the Co-Working Space. The Mayor sits on the Telluride Foundation Board and is a mentor with TVA. He is also a landlord of the Telluride Foundation. Mayor Pro Tem Marty McKinley led the work session. Director of Marketing and Business Development Nichole Zangara framed the discussion explaining certain aspects of the Marketing and Business Development Budget. Council discussion ensued regarding the following topics:

Marketing Collateral: Nichole included a placeholder for clear wayfinding signage throughout the Town. A formal proposal will be provided and a staff level committee will be formed which will include representatives from Plaza Services, Police Department and Planning and Development Services.

Website Development: The budget makes allowances for keeping up with a rapidly changing industry.

Email communication: The budget includes increased email marketing. Council directed staff to provide a synopsis of spending on the top 5-10 projects in her quarterly report.

Sponsorship: Telluride Venture Accelerator (TVA) was started by three partners; Elliott Steinberg, Paul Major and Jesse Johnson. Initially members of Town Council and Town staff approached TVA and asked how the Town could help them continue working out of Mountain Village. Jesse Johnson TVA Co-founder and CEO stated that TVA is beginning their fourth year as a nonprofit and works closely with Paul Major of the Telluride Foundation. They are based in Mountain Village at the Peaks Hotel & Spa. Most of their events are hosted in Mountain Village. Five of the seven businesses that have taken off have based their operations in Mountain Village. TVA's goal is to make the region a better place to start and develop businesses. Public comment was received by Dennis Lankes with Abrams Stategic Group, Patrick Latham Co-founder of Pro-Editors, Toby Hodgens CEO of Travel Recon, Brian Kanaga, Jolana Vanek, and Ashley Nager. Extensive Council discussion ensued regarding the level to which the Town could provide funding and for what purposes. Assistant Town Attorney Jim Mahoney stated that Council could decide not to allocate funds at this time and then amend the amount at the second reading of the Budget Ordinance. Based on Mr. Mahoney's direction, Council directed staff to remove this amount from the budget and asked that TVA provide a proposal at the December 10, 2015 Town Council meeting. Council can then make a more informed decision.

Co-Working Space:

Council discussion ensued regarding the likelihood of the Co-working space opening in time for the ski season. Public comment was received by Josh Freed and Dennis Lankes of Abrams/Proximity Space, and Brian Kanaga. Mr. Lankes explained that the distribution of the \$30,000 sponsorship has not been determined at this point. Council directed staff to gather information from other cities on their co-working space scenarios and present it at the December 10, 2015 Town Council meeting.

Mayor Jansen rejoined the conversation after the discussion about co-working space ended.

VCA: Budgeted \$20,000 for an interactive e-commerce website. Council directed staff to present a marketing plan with an associated budget at a future meeting.

Uptown: Ms. Zangara discussed including Council participation for Uptown interviews stating that it provided the option of live chat and two way communications with residents. All Council members indicated that they would be willing to participate.

Telluride TV: Council directed staff to air Town Council meetings on Telluride TV and continue to make them available online beginning in 2016.

Goals and Measures: Ms. Zangara asked that Council consider allowing her to get a year under her belt in the new position and then adjust goals and measures. The Mayor stated that he is comfortable with reporting soft goals for the first year. Ms. Zangara stated that she would present a separate quarterly report summarizing business development activities.

(Council moved to agenda item # 9)

Executive Session for the Purpose of Receiving Legal Advice Pursuant to C.R.S. 24-6-402(b), and for the Purpose of Negotiations Pursuant to C.R.S. 24-6-402(4)e (8)

On a **MOTION** by Cath Jett and seconded by Laila Benitez, Council agreed to enter into Executive Session for the purpose of receiving legal advice pursuant to C.R.S. 24-6-402(b), and for the purpose of negotiations pursuant to C.R.S. 24-6-402(4)e at 1:10 p.m.

Council returned to regular session at 2:31 p.m.

(Council moved to agenda item # 11)

Mountain Village Water Update and Discussion(9)

Eric Bikis of Bikis Water Consultant Division of SGM presented the above item explaining how the Town's water rights work. Mr. Bikis stated that there is plenty of water capacity to meet the full build out of Mountain Village. Council discussion ensued regarding water conservation and how the water levels indicate the type of conservation efforts needed. Council consensus was not to mandate conservation at this time but instead consider creating reward based programs encouraging conservation. Council directed staff to agendize a work session in the spring to discuss the Town philosophy on water conservation policies and how to use water incentive programs.

On a **MOTION** by Laila Benitez and seconded by Marty McKinley, Council voted unanimously to extend the meeting past 6 hours.

On a **MOTION** by Cath Jett and seconded by Dan Caton, Council voted unanimously to convene as the Board of Directors for the Dissolved Mountain Village Metro District.

Town Council Acting as the Board of Directors for the Dissolved Mountain Village Metro District: Public Hearing on the Proposed 2016 and Revised 2015 Budgets (11)

Mayor Jansen opened the public hearing. No public comment was received. The Mayor closed the public hearing. Council discussion ensued.

On a **MOTION** by Cath Jett and seconded by Michelle Sherry, the Board voted unanimously to re-convene as Town Council.

Finance: (12)

Finance Director Kevin Swain presented the following:

a. Presentation of the October 2015 Business & Government Activity Report (BAGAR)

Council discussion ensued.

b. Consideration of the September 30, 2015 Financials

On a **MOTION** by Cath Jett and seconded by Michelle Sherry, Council voted unanimously to approve the September 30, 2015 financials as presented.

(Council moved on to agenda item #13)

c. First Reading, Setting of a Public Hearing and Council Vote on an Ordinance to Set Mill Levies for 2016

Mr. Swain presented the above Ordinance noting that the general operating levy is set and approved by Town voters. The mill levy is fixed at 13.11 mills for the Town.

On a **MOTION** by Marty McKinley and seconded by Laila Benitez, Council voted 7-0 to pass on first reading an Ordinance to set mill levies for 2016, and to set the second reading, public hearing, and final Council vote for December 10, 2015.

d. First Reading, Setting of a Public Hearing and Council Vote on an Ordinance to Adopt the 2016 Budget and the Revised 2015 Budget

Kevin Swain presented the proposed 2016 and revised 2015 budgets. The following are modifications to the budget draft prepared for first reading:

- Remove \$50,000 for Telluride Venture Accelerator Sponsorship
- Decreased of \$7,000 for professional consulting in the Marketing and Business Development budget
- Decrease the Tourism Fund by \$13,000 for Marketing Telluride Inc. funding of the Guest Services Agent position
- Move \$55,000 back from the 2016 budget to the 2015 budget to pay for the Gondola Rails

Council discussion ensued regarding the TMVOA deadline to certify the Gondola budget. Town Council asked that TMVOA move their 2015 December meeting to prior to December 10th, and revise their future meeting schedules in consideration of the November 15 deadline for TMVOA to approve the budget for the gondola. This will ensure that the Town meets the legal requirement for passing the budget. Mr. Swain stated that the Town of Telluride has notified the Town of Mountain Village that funds will be needed beginning in 2018 to bring the joint waste water plant into compliance with Federal Regulations. This means that the Public Works reserves will need to be increased in order to pay for the Town's share of the project. Mr. Swain presented three options for increasing the reserves: increase water/sewer fees, issue debt (would have to go to the voters), and explore other sources of funding such as grants. Council discussed engaging engineers to review the plans that the Town of Telluride is proposing for the plant. Council directed staff to agendize a work session discussing funding options at the January Town Council meeting. Public comment was received by Jonathan Greenspan and Anton Benitez. Mr. Benitez stated that he had been in contact with the TMVOA Board and that they had officially approved the Gondola budget. On a **MOTION** by Dan Caton and seconded by Marty McKinley, Council voted 7-0 to pass on first reading an Ordinance to Adopt the 2016 budget and the revised 2015 budget subject to the revisions noted above and to set the second reading, public hearing, and final Council vote for December 10, 2015.

e. Consideration of a Resolution Adopting Certain Fee Schedules Effective January 1, 2016

Mr. Swain presented the above Resolution. Council discussion ensued. On a **MOTION** by Marty McKinley and seconded by Laila Benitez, Council voted 6-1, with Dan Caton dissenting, to adopt a Resolution adopting certain fee schedules effective January 1, 2016 as presented.

f. Grant Process Work Session

Kim Montgomery stated that the Town was once in the business of providing grants and already has a process in place. Director of Administration Jackie Kennefick will present the grant process to Town Council at the January Town Council meeting.

Discussion with Resource Engineering Group Consultants and Presentation Regarding the Feasibility of Converting Village Court Apartments to Natural Gas(13)

Plaza and Environmental Services Director Deanna Drew stated that the primary goal of the study was to determine the cost effectiveness of converting VCA from electrical to gas-fired heating systems. Resource Energy Group Energy Consultant August Hasz stated that the study indicated that the cost to facilitate the conversion would be at least \$2.3 million. This number does not take into account the cost of retrofitting common hot water plumbing to the existing buildings. Council discussion ensued regarding possible future technological improvements and whether or not it is wise to make the change now with the return on investment of 15-30 years. He stated that the Town would need to establish a real project estimated cost before moving forward. Mr. Hasz added that there are conservation efforts that can be introduced such as programmable thermostats, improved insulation, and trading out old appliances for energy star products.

Council directed staff to prepare a report on the energy saved by replacing the refrigerators and to see if there are any grants available for this type of project.

Discussion on Possibility of Reinstating the Plaza Use Committee Including Possible Goals, Outcomes, Scope of Work, Composition of Members and any Budgetary Impact(14)

Deanna Drew presented the above item stating that in the October 2015 Town Council suggested that staff reinstate the Plaza Use Committee. This item was continued to the December 10, 2015 Town Council meeting.

Consideration of Approval of Gondola Operations Blanket Deployment and Cleaning Plan(15)

HR Coordinator and Safety Committee advisor Corrie McMills presented the above item stating that the gondola and safety committee have put together a thorough plan to handle the blanket issues. All employees have been instructed on proper handling of soiled blankets. Council discussion ensued. On a **MOTION** by Bruce MacIntire and seconded by Cath Jett, Council voted unanimously to approve the gondola operations blanket deployment and cleaning plan as presented.

Council Boards and Commissions Updates: (16)

- a. **Eco Action Partners(EAP) –Sherry**
- b. **Telluride Historical Museum-Sherry**
- c. **San Miguel Watershed Coalition – Jett**
- d. **Colorado Flights Alliance – Jansen**
- e. **Transportation & Parking- Benitez/MacIntire**
- f. **Budget & Finance Committee – McKinley/Caton**
- g. **Gondola Committee – McKinley/Caton**
- h. **Mayor’s Update – Jansen**

Council Boards and Commissions updates will be provided in the December 10, 2015 Town Council meeting.

Staff Reports: (17)

a. **Transit & Recreation**

Chris Colter presented his report stating that the Dopplemayr intergovernmental meeting went well and all parties agreed that the Gondola is a regional responsibility. A Regional Transportation Authority Intergovernmental meeting is scheduled for December 9, 2015 at 1:00 p.m. Mayor Pro Tem Marty McKinley will chair the meeting as Mayor Jansen will be unable to attend. Council discussion ensued regarding the use of the Village Pond activities. Council discussed opening a dialog between Boot Doctors and the Hotel Madeline regarding broom ball and activities. A work session will be scheduled for the December 10, 2015 meeting.

b. **Public Works**

Finn Kjome presented his report. Council commended Mr. Kjome and his staff for being accident free and taking such good care of the roads and sidewalks.

c. **Town Manager**

October Great Services Award went to Corrie McMills for going above and beyond in her efforts to address the employee housing issue.

Other Business: (18)

There was no other business.

There being no further business, on a **MOTION** by Dan Caton and seconded by Bruce MacIntire, Council unanimously agreed to adjourn the meeting at 5:14 p.m.

Respectfully prepared,

Respectfully submitted,

Susan Johnston
Deputy Town Clerk

Jackie Kennefick
Town Clerk

DRAFT

Town of Mountain Village funding request

Background:

The **mission** of Telluride Venture Accelerator (TVA), an initiative of the Telluride Foundation, is to create and sustain the Telluride regional entrepreneurial ecosystem to support economic diversification, create high growth companies and well-paying jobs for Mountain Village (MV), Telluride and the region.

By creating TVA, the Foundation sought to encourage efforts that would become sustainable over time, providing direct and indirect benefits associated with a robust regional entrepreneurial ecosystem.



Meg Whitman meets with teams on Demo Day

TVA impact/benefits:

- TVA is a **catalyst** for infrastructure and service enhancements that impact overall business climate for Mountain Village and surrounding area.
- TVA promotes **business development** – service providers and support industries.
- Mountain Village businesses have **increased sales** and access to business support.
- **Robust start-up community** emerging in Mountain Village and the surrounding area.

The Telluride region has a rich history of innovation, invention and reinvention. The well-known collaboration between LL Nunn, Nikola Tesla and George Westinghouse in 1891 forever changed the delivery of energy. The mining era transformed the region into an economic engine that produced hundreds of millions of dollars in economic activity and employed thousands. And the 70s and 80s brought about the region's transformation into a world-class skiing and tourism destination, positioning itself to attract athletes and outdoor enthusiasts globally.

Today, Telluride and Mountain Village have become a world-class destination for promising entrepreneurs. The Telluride Venture Accelerator (TVA) seeks to ensure Telluride's ongoing prosperity through a business competition for entrepreneurs, mentoring, business coaching, and incubation, as well as investment opportunities. TVA is a nonprofit business accelerator for innovative enterprises with the aim of building and strengthening the entrepreneurial ecosystem in the Telluride region. TVA is as a catalyst for sustainable growth and diversification of the Telluride regional economy, with the potential to create a self-sustaining economic ecosystem bringing innovation jobs, ideas, and a renewed dynamism to the region.

TVA plays to the regions unique strengths, as the first accelerator to focus on outdoor recreation, travel, tourism, natural products, health, and natural resource management. TVA prioritizes companies with technology solutions in our focus areas. TVA will select 6 companies for its five-month session, which runs from February to June. These companies will receive \$30k in seed funding, intensive mentorship, office space, access to veteran entrepreneurs-in-residence, extensive networks in TVA's targeted industry verticals, and investment financing, all in an unparalleled venue.

TVA is currently interviewing applicants for its fourth cohort – 2016 - of entrepreneurs/companies (www.tellurideva.com).

Proposed Funding 2016 – requested amount \$50k

TVA is requesting \$50,000 in funding from the Town of Mountain Village for support of its programs and events for 2016.

“Title Sponsor” for TVA Events an Event series in Mountain Village –Mountain Village will be listed in all literature, public relations and marketing as the title sponsor for these events:

1. TVA 2016 Kick-off Reception – held the first week in February to introduce the 2016 cohort to the community. Features prominent keynote speaker, attracts up to 150 people and is held at the Peaks.
2. TVA Demo Days, our signature gathering, covers a 2 day long series of events attracting top angel and institutional investors to Mountain Village from throughout the country. Events include:
 - Evening before event featuring panel discussion and keynote. Prior presenters include Gov. Hickenlooper and Joseph Andrew (Global Chairman, Dentons, the world’s largest lawfirm). Attendance averages 100.
 - Demo Day – culmination of TVA program features pitches from participating companies and a prominent keynote speaker (past speakers include Senator Michael Bennet and Brad Feld, TechStars co-founder). Attendance is sold out at approximately 150 (with an additional 200 joining us through a live broadcast). We also take our demo day on the road each year to Denver/Boulder and San Francisco where we reach an additional 100 connected investors. Attendees in the past have included: Meg Whitman, Dan Tishman, Tully Friedman, Peter Levine (partner, Andreessen Horowitz), Kauffman Foundation, Blackstone Foundation and numerous additional community VIPs, media, angel and institutional investors.
3. Entrepreneur-in-Residence (EIR) series sponsor – 8+ visiting experts brought into and housed in MV includes 1 public discussion by each visiting EIR in Mountain Village in connection with “Business at Elevation” series started by Mountain Village last year. Expected attendance @40 each event.

Soft Landing and Ecosystem support

- MV and TVA work collaboratively to identify teams interested in staying in the region and developing individualized plans to assist with their location and employment needs.
- MV and TVA also work collaboratively to respond to requests by people moving into the area to start and grow companies and retain and grow existing businesses.
- New signature event that would bring connected, influential people to region around the topic of entrepreneurship. Can be developed in conjunction with Mountain Village for 2016.

Mountain Village sponsorship includes title position for all events listed above and general sponsor blue/black level benefits including prominent listing on website, publications, signage, email marketing, press releases, etc.

TVA's Impact on Mountain Village

Key Results

- As of 2015, TVA graduated 15 companies; and strives for gender equity among companies, 1/3 of the 1st 3 TVA cohorts are women-owned companies.
- As a result of TVA, 6 new high-growth companies are now based in Telluride and Mountain Village.
- \$9 million raised by TVA and TVA partner companies in 3 years.
- TVA's 2013 and 2014 cohort of companies far exceeded the Global Accelerator Network's (GAN) benchmark (30% of companies raising over \$300k within the first year), with 67% raising in excess of \$300k.
- TVA companies received \$552,000, on average, in investment capital within 1 year of graduation.
- 2 TVA companies from 2014 were fully funded within one week of Demo Days.
- 2 TVA companies from 2015 were fully funded within one month of Demo Days.
- The total current valuation of 2013 and 2014 TVA and TVA partner companies is \$51 million.

TVA Graduates locating in Mountain Village

Awestruck Medical (2014 cohort) is a Mountain Village-based company developing and commercializing the JawDropper, a device that reduces the discomfort and pain experienced by millions of dental patients undergoing routine procedures. This will improve the total care experience and increase the dentist's productivity by shortening procedure time. The Company has just launched production of the 1.5 version that will improve the suction of the original device. Currently there are 210 dental practices using the JawDropper in 36 states and 3 countries. The British Society of Dental Hygienists will be doing a study and paper on the new JawDropper 1.5 in the first quarter of 2016 prior to the launch of sales in the UK. <http://www.awestruckmedical.com/>

ProEditors (2015 cohort) is transforming raw video footage into lasting memories that are easy to share with friends and family. ProEditors is a platform that allows your average video recorder to upload their footage on a website and then have a professional edit that video with the help of several automated aspects. ProEditors bases their core team in Mountain Village and have been hiring editors that work all over the globe. ProEditors is not only an example of how a company can be successful in Mountain Village but they also help market Mountain Village as a destination. They have partnered with Telluride Sports, Boot Doctors, Telluride Outside, Telluride Outfitters, Heli-Trax, Mountain Trips and the Telluride Adventure Center to help promote their service. As a result all videos that result from the promotion of these companies will be branded with Telluride logos, generating content marketing for this destination and helping guests capture and share their experience. <http://www.proeditors.com/>

Travel Recon (2015 cohort) is a web and mobile based travel destination intelligence and travel governance platform that empowers travelers and companies to easily understand risk and avoid dangerous liabilities by fusing the power of technology, crowd sourced data, and Special Operations grade analysis. The Travel Recon team, headquartered in Mountain Village recently announced

closing of their seed round and are now actively developing their technology and services. Their Advisory Board is complete stacked with travel, security, and technology experts, many of which are residents of Mountain Village. They are currently accepting Beta testers representing individual travelers to Latin America (LATAM), companies with personnel or resources in LATAM, or any organization with a LATAM presence. <http://www.travelrecon.com/>

Voltaire - In 2014, Basit Mustafa, the Founder and CEO of Voltaire, Inc. moved to the region to start his business because of the burgeoning entrepreneurial scene sparked by TVA and in part because of Basit's love for the beauty and outdoor opportunities the area offers. Voltaire is a TVA Partner company based in Mountain Village. Voltaire's software helps lawyers make winning decisions with its innovative analytics that help practitioners understand bias, connections, and behaviors otherwise impossible to analyze without the power of Voltaire's technology. Voltaire Voir Dire, the company's first product, launched to customers on the App Store in October 2015 and the company is currently mid-way through seed funding to hire data science, development, and customer service staff. <http://www.voltaireapp.com/>

Capture Vascular – founded by TVA mentor Richard Fulton, MD is a medical device company with products used in the cardiovascular field. Based in Mountain Village, CV recently had very successful human trials with its leading product, a revolutionary clot removal tool. CV is a TVA Partner company accepted 2013. <http://www.capturevascular.com/>

TVA Company impact on Mountain Village - while it is difficult to quantify the absolute dollar impact of TVA companies specific accomplishments are highlighted below:

- Jobs – approximately 20 jobs have been created by the local companies listed above, most of these positions in Mountain Village. These positions exceed the areas average wages, are full time sustainable and technology based. An example is the relocation of former Boeing software engineer as CTO for 2015 graduate ProEditors.
- Expenditures – These 5 companies have raised approximately \$5.75MM in 3 years which is being spent on launch of these ventures. Funds have been deposited in local banks, \$\$ are spent on wages, service providers, services, equipment, etc.
- Sales – While companies are all relatively new, four are earning revenues with combined sales expected to exceed \$1MM in 2015.
- Indirect impacts – multipliers for these industries exceed 2 and are as high as 5 - meaning for jobs created, 2-5 additional jobs are supported in the region. Similar multiplier effects are experienced through capital expenditures – for example – research and development, technology development and purchase of machinery and equipment.

TVA's direct activity impact on Mountain Village – TVA brings people to Mountain Village for the program, events, mentoring and other visits. Examples and impact listed below:

- TVA spends in excess of \$150,000 annually on direct expenses other than salaries in Mountain Village
- TVA teams spend approximately \$180,000/year in Mountain Village and Telluride on services and living expenses
- TVA brings in approximately 8 Entrepreneurs-in-Residence per year with an average spend of \$2,000 per EIR

- TVA attracts visitors to its events, a sample for the 2014-15 program year includes:
 - Mentor Orientation: 26
 - Kick-Off Reception: 75
 - Monthly Mentor Mingles: 25/month
 - tellurideXchange workshops: Jerry Colonna/Leadership (75); Employment Law (40); Pitching your Story (30)
 - Colorado Tech Tour - 60
 - Demo Day Telluride – 152
 - Demo Day Social - 75
 - TVA Roadshow Denver – 78
 - TVA Roadshow San Francisco – 60
 - Telluride Peloton - 45

The TVA's **greatest strength is its extraordinary and growing community** of mentors who are successful world-class entrepreneurs and business leaders – **from full-and part-time residents to frequent visitors. Each brings an enormous network and invaluable perspective on starting and growing a business**, plus an extensive professional network. Above all, they are committed to the TVA companies and the community, giving generously of their time and leveraging their experience for the success of young entrepreneurial firms. TVA's mentor interaction is different from other programs, as mentors are spending time in a relaxed setting instead of providing assistance after their work day when rushing home. All of our mentors and entrepreneurs mention that this as a unique strength of mentoring in Telluride. The Foundation is continuously being contacted by new residents and visitors interested in becoming mentors. Our mentor network is becoming more than just a group of expert mentors; they are becoming an integral foundation of our ecosystem, and we have had mentors invest with each other and in each other's companies. For example, one mentor applied and was accepted to TVA as a company founder, forming a company that was fully funded after Demo Day; his company is now based in Mountain Village with a \$7 million valuation.

Access to Mentors and Advisors – sample from TVA 2015

- 86 world-class mentors contributed over 1,000 hours in 2015.
- 6 entrepreneurs-in-residence participated in TVA 2015, each staying approximately one week and providing intensive assistance to TVA and TVA partner companies and leading workshops attended by the larger regional community.
- 20 mentors/advisors provided “office hours” with each TVA Company during the 2015 session.
- 30 mentors provided “mentor shortchats,” introducing themselves to the TVA and TVA partner companies in 2015.
- 9 visiting entrepreneurs.
- 4 mentors recognized in 2014 and 2015 as outstanding mentors of the year, each contributing over 50 hours in that year.

Ecosystem development – Since its start in 2013 TVA has inspired a variety of developments in the regional ecosystem that support entrepreneurship and business growth. Below are a few of these developments.

- Small Business Development Center expansion into San Miguel county offering free business consulting to residents in 2015

- Business at Elevation event held in 2015 to introduce Region 10 resources to MV businesses
- Telluride Venture Fund (TVF): Over 50% of TVA graduating companies have received funding from TVF. Specifically, 8 TVA companies (up from 4 this time last year) have received an investment including: Globali, Hyperlite Mountain Gear, Awestruck Medical, Fresh Monster, LifeDojo, Travel Recon, Pro Editors and The Dyr. Total investments in TVA related companies is \$884,500 (up from \$465,000 this time last year).
- TVA Partner Program offers local / regional startups with particular promise access to TVA's community of mentors and investors in exchange for a percentage of their equity. The Partner Program currently has 3 high growth companies raising significant funding.
- Entrepreneurs meetups 80 registered, 7 events held in 2015
- Startup Weekend -2 held – 1 in Mountain Village in 2013, 1 in Montrose in 2015
- Startup Next planned for Mountain Village February 2016

Engagement of Notable residents – TVA provides a connecting point for some of Mountain Village's most notable residents and mentors are spending more time in region as a result of TVA activities. Examples include:

- Meg Whitman, CEO Hewlett Packard – had private breakfast with 2014 teams on Demo Day and made several referrals directly for teams.
- Bob Delves, former Global Managing Partner Accenture – active TVA mentor and investor has led efforts for regional connectivity.
- Rick Hurwitz, CEO Tungsten Corp. – involved since the inaugural year in 2013 and involved as mentor and investor.

Additionally, TVA has attracted new recruits to the area including the Nagers – Ashley and Marc who moved to the area in 2015. Ashley is the Program Manager for TVA. Marc is a co-founder of UpGlobal, the parent company of Startup Weekend. UpGlobal was recently acquired by TechStars, worldwide leader in entrepreneurship support. Marc currently serves as their Chief Community Officer.

TVA increases MV exposure through media coverage – TVA is active on social media and continues to attract extensive media coverage.

Facebook: 676 Likes

Twitter: 916 followers

Instagram: 174 Followers

- TVA Collection of News Articles and Other Media

- December 2, 2015 “*Making Every City a Startup City*” Whitehouse Office of Science and Technology blog <http://www.whitehouse.gov/administration/eop/ostp/blog>
- October 14, 2015, Forbes, “*Your Next Vacation Destination Might Be The Best Place To Start A Company*” <http://www.forbes.com/sites/matthunckler/2015/10/14/vacation-destination-might-be-the-best-place-to-start-a-company/>
- September 21, 2015, Tech.co, “*Hit the Slopes While Accelerating Your Ideas This Winter*” <http://tech.co/tva-open-applications-2015-09>
- July 6, 2015, Xconomy, “*Telluride Accelerator Launches Startups in Colorado’s Ski Country*” <http://www.xconomy.com/boulder-denver/2015/07/06/telluride-accelerator-launches-startups-in-colorados-ski-country/>
- July 2, 2015, TECH.CO, “*The 2015 Telluride Accelerator Class is Hungry for Success*” <http://tech.co/tva-third-demo-day-2015-07>
- June 23, 2015, TECH.CO, “*Relax, Go Skiing, and Build Your Next Company in Telluride*” <http://tech.co/telluride-venture-accelerator-2015-06>
- June 5, 2015, Business News Daily, “*Accelerators 101: How to Apply & What to Expect*” <http://www.businessnewsdaily.com/8073-business-accelerator-programs.html>
- April 24, 2015, “*adVentures in Telluride – A Talk with Thea Chase of TVA*” a podcast on the Intrepid Entrepreneur, <http://www.livinguber.com/thea-chase/>
- April 15, 2015, Built in Colorado, “*8 Colorado Incubators and Accelerators to Jumpstart Your Startup*” <http://www.builtincolorado.com/2015/01/14/best-colorado-accelerators-your-startup>
- January 22, 2014, X-Conomy, “*Colorado Ski Country Tries to Tap Into Entrepreneurial Talent Base*” <http://www.xconomy.com/boulder-denver/2014/01/22/colorado-ski-country-tries-to-tap-into-entrepreneurial-talent-base/>

TVA Budget and use of funds

TVA raises funds to operate each year from individual donors (part and fulltime residents), family foundations, independent foundations, local, state and national governments and corporate sponsorships. Below is a summary of the 2016 budget with sources and uses of funds. As start-up funds are exhausted from key partners such as the State of Colorado – it becomes critical for the local community to fill in financial gaps and demonstrate support specifically for TVA and more broadly the effort to shore up existing business and build a diverse ecosystem to diversify and stabilize the regional economy.

Sources		Uses	
Private donors (requested)	\$68,200	Awards and Stipends	\$180,000
Foundations	\$150,000	Staffing	\$148,655
Telluride Foundation	\$50,000	Events and programming	\$30,337
Corporate (requested)	\$20,000	Technology	\$5,520
Other foundation (requested)	\$75,000	Office and equipment	\$22,311
Govt (requested)	\$50,000	Marketing	\$7,050
		Other	\$19,327
Total	\$413,200	Total	\$413,200

Future Plans – TVA’s 5 year vision includes the following:

- Growth of TVA core accelerator program
- Dedicated accelerator with corporate sponsor (outdoors, education, travel, etc.)
- Increase in workshops / partnerships or “convenings” that draw larger number of people around topics related to entrepreneurship and leadership
- Exploration of offsite ancillary location for corporate innovation and partnerships with other Accelerators in similar verticals
- Emphasis on regional impacts and softlanding program

Attachments

- TVA 2014 Annual Report
- letters of support from the Mountain Village community

TVA 2014 Review

It was a big commitment for me to leave my busy day job in Boston to spend a few days in Telluride as a mentor. I don't even ski! But the fact that I have volunteered for a reprise pretty much says it all: I would do it again in a heartbeat. It's a high impact, well-organized program in a gorgeous and expansive setting.

– Jules Pieri, Co-founder & CEO, The Grommet

What makes the Telluride Venture Accelerator so special is its invaluable mentors and the support of the local community. From legal, to strategic, to industry-specific, TVA allows companies to tap into the brains and skill-sets of highly accomplished mentors who are eager and available to help. As early-stage entrepreneurs, we felt set up to succeed with ample resources at our fingertips.

– Irena Todd, Co-founder, Fresh Monster (TVA 2014)

The Telluride Venture Accelerator (TVA) program has now concluded its 2nd year.

We are proud of the results to date and are in a strong position entering our 3rd year. The positive impacts to the Telluride region have been notable and many interesting opportunities are emerging. We have proven that we can attract high potential companies, we have a mentor community that rivals any accelerator in the country and our companies are receiving funding.

Below is a detailed update. Thanks to all of you for your support. None of this would have been possible without our mentors, sponsors, the support of the Telluride Foundation and our financial supporters.

Metrics of Success: TVA graduating companies and Partner companies have raised a total of \$5.9 million to date.

- TVA has helped raise approximately \$3.4 million for our 10 graduating companies.
- Our 4 companies from 2013 have raised \$1.88M.
- Our 6 companies from 2014 have raised or have pledges of approximately \$1.42M to date and 2 were fully subscribed within a few days of demo day
 - 75% of our companies from 2013 have raised north of \$300,000 one year out.
 - To date, 33% of our companies from 2014 have raised north of \$300,000 and we expect this percent to grow in the months to come.
- TVA Partner companies have raised \$2.48M and hired 5 people locally to date.

Demo day

The 2014 program culminated on July 2nd with about 100 investors and community members (and many more online) gathered to hear the pitches from our 6 participating companies. Senator Michael Bennet was our keynote and was joined by senior representatives from Blackstone and Andreessen Horowitz (early stage technology VC fund). Meg Whitman (former CEO of eBay, current CEO of HP) spent time with our teams prior to their presentations and stayed for the duration of demo day. She commented that the quality of presentations rivaled any of the programs she'd seen in the Silicon Valley area.

In 2014, we added two additional 'road show' demo days in Boulder/Denver and San Francisco. We estimate these trips exposed our teams to an additional 80 investors and it was well worth the effort. Jean Sim, co-founder of Fresh Monster, summed it up well when she said that she would have pledged 4% of her equity just for the exposure they received through our three investor gatherings. We have also been able to setup meetings for our technology companies with Foundry Group (Brad Feld) and Andreessen Horowitz.

TVA's success in helping our companies fundraise has become one of our core strengths. It is an area in which many accelerators struggle. This track record should help us continue to differentiate ourselves and attract high quality applicants.

2014 company fundraising

We have been encouraged by the investments made to date in our 2014 companies.

- Awestruck Dental: seed round of \$475,000 was fully subscribed within just a few hours of demo day. The majority of funds are coming from the Telluride community including an investment from the Telluride Venture Fund (TVF).
- Fresh Monster: seed round of \$650,000 was fully subscribed within a week or two of demo day. TVF is the lead investor and a large percent of the round is coming from Telluride investors.
- Journeys: they remain focused on pursuing a VC as their lead investor and are aiming to launch soon.
- Life Dojo: closed \$200,000 in funding soon after demo day and the round remains open. Moved focus to sales and have some solid traction right now.
- Makeena: have raised \$90,000 to date and continue conversations with institutions and individuals.
- Planitmapper: currently in a holding pattern as they talk to a potential CEO candidate. One co-founder has left the team.

Impacts

Below is a sampling of some of the local impacts that took place this past year:

- TVA Partner companies: As a reminder, TVA started its “Partners” effort because we were regularly asked by companies outside of our program for introductions to our mentors and investor community. We don’t have capacity to do this on a large scale but we have selectively invited a small number of high potential, Telluride-based companies to become “Partners”. In return for a small piece of equity for TVA/Telluride Foundation, we provide them with similar benefits that our participating TVA companies

enjoy. To date, TVA Partner companies have raised \$2.48M and hired 5 people locally. The early results are encouraging.

- **Capture Vascular** (raised \$2.3M to date)
 - **Voltaire** (currently raising; \$175,000 received)
 - In addition, TVA is in the process of adding **Xangar Inc.** as a TVA Partner company.
-
- Local company resources: TVA continues to receive applications from solid, high potential local companies. We only accept 6 nationally however. We continue to aim to provide support for this growing community.
 - Telluride Venture Fund (TVF): TVF has now made or pledged investment in four participating TVA companies for a total of \$465,000 (including sidecar investments).
 - Entrepreneurial interaction: TVA continues to play the role of center of gravity for entrepreneurs in the Telluride area. We are contacted several times a month by entrepreneurs who are considering moving to Telluride or are interested in exploring what is taking shape here. As they say, it is unique amongst mountain towns. TVA has also laid the foundation for the conversation we have having on a corporate sponsored incubator program (more below).
 - Jana Mathews report: In May, we invited Jana Matthews, an expert in creating entrepreneurial ecosystems, to Telluride to help us access its early progress in creating a dynamic entrepreneurial ecosystem. She interviewed approximately 30 people. Overall, she was impressed with our progress and helped us narrow our near term priorities.

Looking forward to 2015.....

Applications status

TVA received approximately 100 applications for its 3rd year. As of mid-November, we have narrowed the field down to 10 and are aiming to make offers starting in early December. The quality of application continues to improve. Thanks to all of the mentors who have helped in the reading process.

New Sponsors

TVA is ramping up its outreach sponsorship efforts as we enter our 3rd year. A few notable examples are below:

- PayPal: providing access Startup Blueprint to all TVA community companies. Includes a credit worth \$1.5M on PayPal and \$100,000 on Braintree.
- IBM: it is likely TVA will have a formal relationship with IBM by the start of the 2015 program (will be able to use the tagline, “Powered by IBM”).
- Cooley: providing in-kind legal services; in discussions on financial support.
- In addition we are having conversations with Ernst & Young, Softlayer, IBM and a few others.

New Hire

TVA is in the process of hiring a full time program manager. This will provide much needed support to our entrepreneurs and Thea Chase, TVA’s Director.

Additional Space

TVA is working closely with Steelcase to expand our footprint in the Peaks. This effort overlaps with possibility of adding a corporate sponsored incubator mentioned below in ‘Other News’.

New Website

TVA’s new and improved mobile friendly website is live. Thanks to Alex Fleck and Zenith Design Studios for the pro bono work and TVA mentors Jim Berkowitz and Heather Bledsoe for their participation.

2015 Program

We plan to only make modest changes to our core TVA program in 2015. We are aiming for 6 participants again and the program will run Feb 1st – early July. Kick-off is scheduled for February 4, 2015 and Demo Day is scheduled for July 1st. Please hold these dates.

One new addition will be TVA’s technical mentor team. We knew we needed to deepen our technology support options if we were going to attract and add value to top talent. Joining Moiz Kohari are:

- Ryan Angilly (CEO & Founder, Ramen): Ryan is a skilled software writer and has built several businesses.
- Steve Beier (IBM, Program Director, Big Data In-Hadoop Analytics): Steve leads IBM's Big Data organization in Silicon Valley. He was part of the founding team who built an Internet of Things (IoT) platform that now drives the daily operations for many Fortune 50 companies.
- Softlayer (an IBM company): Softlayer has verbally committed to sending a few technology mentors through our program in 2015.

This group will be a resource for TVA in many ways, including:

- during application review to test and verify the scalability and viability of the technology solution proposed
- helping our CEO's navigate the complexity of technology
- in depth expertise for our company CTOs

Soft Landing

We are working with regional economic development agencies and towns including Montrose and Durango to create a “soft landing” program to keep businesses such as TVA graduates in the region. This could include a task force to assist a company in finding office space, employees, broadband and housing.

Other news

- SBA Award – TVA was one of fifty Accelerators from a pool of over 800 applicants selected for the first SBA's Growth Accelerator fund competition. Thea participated in a White House event last week.
- Blackstone mentor gathering: Blackstone will be hosting a mentor best practices event in Telluride in early February. This could grow into an annual national convening.
- Corporate sponsored incubator: We are currently in discussions with an international corporation about their funding a year round technology incubator within TVA. More specifics will be available mid-December.

- Mentor of the Year award: In 2014, TVA initiated a mentor award to acknowledge those mentors who provided support to our companies well beyond expectations. In 2014, the award was presented to Jon Tukman and Heather Bledsoe.

Press

Significant press in the past few months includes:

- Inc. Magazine: TVA was featured in Norm Brodsky's column on accelerators over the summer.
- 5280': *Telluride angles to become Colorado's hottest new startup hub*
 - <http://www.5280.com/business/magazine/2014/06/next-big-things>

Historical press:

- Denver Post: *Startups Should Include Philanthropy in their DNA*
 - http://www.denverpost.com/business/ci_23652264/startups-should-include-philanthropy-their-dna?IADID=Search-www.denverpost.com-www.denverpost.com
- Lesa Mitchell (Kauffman Foundation): <http://www.xconomy.com/boulder-denver/2013/08/01/the-sowing-of-a-startup-community-in-telluride/>
- Forbes.com: <http://www.forbes.com/sites/caroltice/2013/03/21/7-new-niche-incubators-to-help-your-startup-grow/>

How you can help?

- Housing: lodging for the entrepreneurs continues to be a major hurdle for TVA. If you have a back house, guest room or know of another creative option, we would love to hear from you. This area remains a key area of concern for our incoming companies.
- If you know of potential mentors & investors in our community who might be interested in learning more about TVA, please let us know.
- TVA is launching a corporate sponsorship program for 2015. This program is designed to formalize relationships with key partners as well as provide a

sustainable funding source for the TVA initiative. If you would like to know more about this opportunity or have suggestions for people we should talk to please let us know.

Special Thanks

- TVA's mentors: the program would not be possible without your time and support.
- All those organizations and individuals who financially supported TVA in 2014, including:
 - Individuals: Joanne Brown, Stuart Brown, Gary Cantor, Dalton Family, Anonymous, Travis Spitzer
 - Foundations: High Meadows Fund, Johnson Family Foundation
 - Institutions: Los Alamos National Laboratory (LANL), The Blackstone Charitable Foundation, State of Colorado
 - Corporations: ASAP
- TVA also wishes to thank all of our program sponsors including:
 - The Peaks Resort & Spa
 - Foley & Lerner LLP
 - Verde PR,
 - Office Outfitters
- The Peaks Resort & Spa, through Ted and Todd Herrick, provided an amazing platform for TVA to run the accelerator and host events.
- The Telluride Foundation board and donors

New mentors

A number of new mentors have joined the TVA community since our last update. All mentor bios are shared at the end of this update.

- Richard Adams (Director of the Innovation & Entrepreneurship Center (IEC) at the National Renewable Energy Laboratory, NREL)
- Stan Ades (Founder, Pacific Shaving Company)
- Ryan Angilly (CEO & Founder, Ramen)

- Steve Beier (IBM, Program Director, Big Data In-Hadoop Analytics)
- Cameron Brooks (Founder, Tolerable Planet Enterprises)
- Jim Caruso (Venture Partner, Draper Nexus)
- Peter Dodge (Founder, Hanover Research)
- Kurt Friedman (founder of The KJF Group)
- Jack Gilbride (Angel Investor)
- Peter Levine (Partner, Andreessen Horowitz)
- Jules Pieri (co-Founder and CEO, The Grommet)
- Matt Robinson (entrepreneur & venture investor)
- Ross Saldarini (Co-founder and President of Mountain Khakis, LLC and a Senior Vice President for Remington Outdoor company)
- Gordon Seabury (CEO, Horny Toad/Nau)
- Paul Tomita (Founder, Staniford Tomita LLP)
- Jen Vescio (Head, Global Business Development & Strategy, eBay)

Telluride Venture Accelerator – Mentor List

- **Richard Adams (Director of the Innovation & Entrepreneurship Center (IEC) at the National Renewable Energy Laboratory, NREL):** In this role he oversees the teams accountable for the NREL Innovation Initiative, the Industry Growth Forum, the Venture Capital Advisory Board, Investor Networking Initiatives, Regional and National Incubator Programs, the NREL Commercialization Assistance Program, the Lab’s Mentor-Protégé program and the Small Business Subcontracting program. Richard also serves as the Director of the Center for Renewable Energy Economic Development (CREED) a partnership between NREL, the State of Colorado and affiliated stakeholders who are devoted to clean energy economic development. Prior to joining NREL, Richard was the CEO/President of Warralong Group, a management consulting firm primarily focused on startups and early stage growth companies. He draws on his 20 plus years of international experience with small, medium and large corporations across a broad range of industry sectors. He is recognized as a strategic thinker, skilled operational leader, and outstanding communicator able to influence all levels of an organization; and as a proven driver of organizational performance. He is the author of “Results Ladder” - a model for successful strategic planning and execution. Richard is a graduate of the University of New England (Australia), with a Bachelor of Agricultural Economics, and holds a Graduate Diploma of Business from the Phillip Institute of Technology (Australia).
- **Stan Ades (Founder, Pacific Shaving Company):** Stan Ades is the founder and CEO of Pacific Shaving Company, a leading manufacturer of innovative grooming products for men and women that is sold internationally. For more than 20 years, he has been building brands, driving effective, ROI-driven marketing programs and managing teams for market-leading companies that include McKesson, PolyGram Holding, CitySearch.com, and AvantGo. When not saving skin worldwide from painful nicks and cuts, he plays an active role in advising entrepreneurs, businesses, students, and private investment funds. A graduate of Syracuse University's S.I. Newhouse School of Public Communications, he lives in San Francisco with his wife, three children, and dog. He is impossibly clean-shaven.
- **Dr. Amin Badr-El-Din (entrepreneur, economic strategist, investor):** Amin has structured, led and developed ventures in the fields of sustainable food/energy/water, financial services, environment, infrastructure, extractive industries, utility, fish farming, agriculture, medical, tourism, education, services, technology, real estate development, industrial and business zones, media sector, polo and horse racing clubs, science and business parks, business incubators, investment funds, government privatization and offsets funds. He is Founder and

Chairman of BADR Investments, investing in a diverse portfolio including financial services, sustainable and renewable energy, extractive industries, real estate, engineering, manufacturing, and professional services. Amin is also Founder and Chairman of YATAGAN Limited, a company focusing on the critical interdependence of sustainable food, energy and water; including structuring and developing initiatives and projects in renewable energy and sustainable agriculture. For a decade, Amin lived in Abu Dhabi where he was the Advisor to His Highness Sheikh Mohammed Bin Zayed Al Nahyan as well as Chairman and Chief Executive to the UAE Offsets Group (now known as MUBADALA). He has a BSC in Electronic Engineering and Aerodynamics from the University of London and a Masters and PhD in electrical engineering from Stanford University. He lives part-time in Telluride.

- **Ryan Angilly (CEO & Founder, Ramen):** Ryan has been writing software for the past 25 years and building businesses with it for the last 8. In the business world, Ryan is most passionate about creating products that help entrepreneurs and product managers bringing new ideas into the world more efficiently. He is currently the CEO of Ramen, a platform that enables product teams to easily share their vision with their customers, learn if the vision lines up with customers really need, and know empirically if the features they are shipping are living up to expectations. Outside of business, Ryan looks forward to quiet powder days dropping (relatively short) cliffs when Kim (his gf) isn't looking, getting his butt whooped at CrossFit, cuddling with Blake (his 8 year old Black Lab), and getting his brain melted by people smarter than him at every possible opportunity.
- **Jim Berkowitz (Founder, CRM Mastery, Inc):** Jim has over 30 years of experience in Customer Relationship Management (CRM) and has started two companies in this area. Jim started his career in CRM working with a publicly traded company that was acquired by IBM. He also has expertise in internet marketing and social media management. Jim is a full-time Telluride resident.
- **Bob Bledsoe (Managing Partner, San Juan Wealth Services, LLC):** Bob is a tax strategist and business advisor with an emphasis on the entrepreneur. He has a passion for helping his clients develop the business foundation that will accelerate them to their financial goals. He is the managing partner of San Jan Wealth Services located in Telluride which serves entrepreneurial clients world-wide. He started out his career as a tax auditor / computer programmer for the Texas Comptroller of Public Accounts. He then expanded his involvement in technology as the COO of Creative Education Institute. In addition to government and corporate experience he has bought and sold many businesses including a 9 location accounting firm that he built. Bob regularly acts as CFO for selected client projects. Bob has the unique

quality of having been on both sides of the tax fence (auditor/entrepreneur). He brings this knowledge to the great benefit of his clients.

- **Heather K. Bledsoe (Business Communications Consultant):** Heather is a business communications coach and accomplished public speaker with a love of the entrepreneurial quest. Trained as a speech-language pathologist at Baylor University, Heather started her business career as an entrepreneur who developed her own line of speech software. Her products gained her the designation of Official Language Learning Software Provider of the Texas Rangers Baseball Club. She later merged her products into Creative Education Institute and became the VP of Sales. She most recently has been involved in the area of Tele-therapy and serves as an adviser to the sales staff at Presence Learning. Her combination of business, linguistics, public speaking and sales experience affords growing businesses a unique resource to assist in the dissemination of their message to both prospective clients and investors thus allowing them to reach their highest potential.
- **Norm Brodsky (Inc. writer; entrepreneur):** Norm had launched seven successful businesses, including three *Inc.* 500 companies – by the time he started writing *Street Smarts* column in *Inc.* in 1995. His past companies include Perfect Courier (3 time *Inc.* 500 fastest growing private companies). A request from a customer looking to store some boxes prompted him to call several records-storage facilities in the area. Their responses convinced him that the industry offered great promise. He proceeded to launch CitiStorage out of a rented warehouse in Long Island City, N.Y., later moving it to the Brooklyn waterfront where he began building warehouses of his own. Today those warehouses contain more than 3.5 million boxes. In 1999, Norm launched a secure document destruction business, U.S. Document Security, as an adjunct to CitiStorage. In December 2007, he sold both companies, plus the delivery business, to Allied Capital for a reported \$110 M. The combined entity is still run by the management team he and his wife, Elaine, developed over the years. When he is not doing acquisitions, starting businesses, mentoring other entrepreneurs, developing real estate, traveling, or working on his column, Norm enjoys skiing black diamond runs with Elaine at their home in Telluride.
- **Cameron Brooks (Founder, Tolerable Planet Enterprises):** Cameron is a seasoned executive who has held senior positions in smart grid, renewable energy, and energy efficiency firms and nonprofits. He leads Tolerable Planet Enterprises, a strategic consulting firm that provides a unique combination of regulatory engagement, business development and policy strategy to drive opportunities in the new energy economy. Previously, Cameron was Vice President of Policy for Tendril, a leading consumer smart grid technology company based in Boulder. Tendril was a

leader in advancing open data policies before the US Congress, Department of Energy, White House, FCC, FERC and both federal and state agencies. Cameron structured development partnerships for renewable energy credits and carbon offsets at Renewable Choice Energy and led investment outreach programs for the Clean Energy States Alliance (CESA). Cameron's earlier experience spans a wide range of environmental, green building and media roles. In Telluride, Colorado, he founded an energy efficiency and green building consulting group; served as Assistant Director of Mountainfilm, the premier mountaineering, adventure and environmental film festival; and was the first Executive Director of Sheep Mountain Alliance, a regional environmental advocacy organization.

- **Anne Brown (JSC Consumer Insights):** Anne is a focus group moderator who helps Fortune 500 companies develop competitive marketing strategies. She began her career in marketing at Booz Allen & Hamilton, Inc. Anne graduated from Yale University, cum laude, with a BA in Economics. She is a full-time Telluride resident.
- **Stuart Brown (Founder, Typha Partners, LLC):** Stuart manages an early-stage investment fund and is a member of three Boston-based angel investment groups focused on transformative technologies. Stuart serves on a number of boards including the Brown-Foreman Environmental Sustainability Foundation, The Nature Conservancy and the WLLB Fund. Stuart and his wife lived in Telluride for more than a decade and are frequent visitors.
- **Todd Brown (past VP-Operations, Sarah Lee; business coach, ASAP):** Todd has extensive experience in supply chain, manufacturing, quality and operational management. He was the President & COO for UniquePak and BIOTA Brands of America. Previous to that he ran the entire supply chain for a \$1B division of Sarah Lee and held full P&L responsibility for Sarah Lee Bakery Group with sales of \$350M. Todd is currently a business coach for ASAP Accounting & Payroll. Todd is a full-time Telluride resident.
- **Maile Buker (VP of Marketing, Veritis Retail Partners):** Maile currently serves as the VP of Marketing for Veritis which includes Eastern Mountain Sports and Bob's Stores. Maile has over 25 years' experience leading marketing teams at consumer products companies from \$6M to \$12B in sales, including Nike, Timberland, IZZE Sparkling Juice, ZICO Coconut Water (Coke VEB), Nutrisoda (PepsiAmericas), Coors Beer, Black Diamond Equipment and Kryptonics. Maile was awarded Ernst & Young's Utah Entrepreneur of the Year Award in 2002 with the rest of the executive team at Black Diamond Equipment, and was also recognized by the Governor of Utah in 2005 with a Merit Award for Quality Growth for her work with Park City's Leadership Class X on a comprehensive Wind Power

Initiative. Maile is a graduate of the University of Colorado at Boulder and enjoys coming to Telluride in the spring for the MountainFilm Festival.

- **Gary Cantor (Co-founder & President, Florida Peninsula):** Gary co-founded Florida Peninsula in 2005 and has grown it into the 6th largest homeowners insurance company in Florida. Previously, Gary was the co-founder and President of Seven Seas Communications, the largest reseller of satellite telephone services in North America (sold to a Bell Canada subsidiary in 2000). He was also the General Manager of Boatphone which was the first licensed cellular phone carrier in the Eastern Caribbean. Gary earned an MBA from Harvard Business School in 1989 and BSBA from Boston University in 1984. Gary lives full time in Telluride.
- **Joel Cantor (Founder & president, Cantor Partners):** Joel is the managing partner, principal owner and founder of Cantor Partners, a real estate development company based in Tampa Bay, FL. Joel is a member of Young Presidents Organization (YPO) and chairs the board of the Telluride Academy. Joel lives in Telluride with his wife and four boys. Joel has an MBA from Wharton.
- **Kristin Carpenter-Odgen (Founder & CEO, Verde PR):** Kristin founded Verde PR & Consulting from a decade-long journalism career, working on staff for major consumer lifestyle magazines, business and trade titles. Over the past nine years, Verde has become well known as an agency known for strong results that drive sales for clients, and a highly creative, service-oriented approach to integrated brand communications. Clients include Ibex, Black Diamond, Backcountry, com, BMC, G3, K2, Madshus, Outdoor Research and Scarpa. She is currently pursuing an MBA in sustainable business practices from Green Mountain College in Vermont. Kristin has lived in Durango since 1994. She enjoys outdoor pursuits with her husband, Jared, their two kids, Tobin and Bella, and Neve the Malamute.
- **James Caruso, PhD (Venture Partner, Draper Nexus):** James Caruso is the General Manager of JNC Corporation. JNC, a \$2.5B Japanese chemical company, is a market leader in display-related materials, films, fibers and filter products and agri-chemicals. Jim's responsibilities include new business development, strategic partnerships, M&A and technical marketing. James is also a Venture Partner with Draper Nexus, an early-stage US-Japan cross border venture capital firm with teams in Tokyo and Silicon Valley - and part of the Global DFJ Network with a focus on Consumer Internet/Enterprise Services and Cleantech. James has a PhD in inorganic chemistry and an executive degree in marketing. Prior to joining JNC, Jim had done 2 start-ups and was Director Sales/Marketing for a major US chemical company.

- **Richard Child (Founder, Matrix Group):** Richard is the Founder and Principal of the Matrix Group, a consultancy practice in business strategy and development. Over the last 30 years, the international business leader has set up operations, managed businesses and established distribution networks in Latin America, the Caribbean, and Asia Pacific. He has a track record of accomplishment in the payment services and solutions industry, serving as Executive Vice President, Latin America and the Caribbean Region President, and Senior Vice President of Global Marketing and Advertising for a global credit card company. Richard has dedicated his time to many boards and is currently on the town council of the Mountain Village. He earned a BS/MS in International Business from U.A.D.E. in Argentina; and lives full-time in Telluride with his family. His eldest daughter is a law student at Georgetown and his youngest is a freshman at Wake Forest.
- **Jerry Colonna (professional coach; past partner, JP Morgan Partners):** Jerry has deep experience in venture capital investing, entrepreneurialism and business coaching. He has been helping clients design a more conscious life and make needed changes to their careers to improve their performance and satisfaction. In 2003, he co-founded Hudson Heights Partners, an organization that helps non-profits generate new revenue streams. He was a partner with both JP Morgan Partners, their private equity arm, and Flatiron Partners, one of the most successful early stage investment funds ever (they invested \$500M, and, to date, have returned \$1.8B). Jerry has been named to Upside Magazine's lists of the 100 Most Influential People of the New Economy and Forbes ASAP list of the best VCs in the country. A graduate of Queens College, Jerry lives in Port Washington, NY and Boulder, CO.
- **Jacqueline Claudia (partner, Thurston Hall):** As a strategy consultant, Jacqueline takes out-of-box concepts, shapes them into customer-focused business strategy, and then motivates a team to get it done. She has managed, guided and consulted with over a hundred companies including Disney, Merrill Lynch, Johnson & Johnson, Coca-Cola, James Hardie, L'Oreal, FedEx, and the United Nations. Jacqueline is an advisor and mentor to seven start-up and innovation groups. Also, she is a guest lecturer at MIT, Wharton, and Darden School at the University of Virginia. Her articles have appeared in Inc. and Chief Executive Magazine. Jacqueline is a graduate of the Wharton Business School at the University of Pennsylvania, and earned an MBA from Darden School at the University of Virginia. She lives in Boulder, Colorado with her husband and four children.
- **Richard Cornelius (retired partner, Accenture):** Richard managed Accenture's Payments Practice, helping clients build and expand their card, electronic, Internet and mobile payments businesses globally. He currently serves as Managing Partner of Elevation Ventures, LLC, a real estate and investment company based in

Telluride. He also serves as Board President for the Ah Haa School for the Arts and Treasurer for the Telluride Tourism Board. He and his wife live full-time in Telluride.

- **Bob Delves (retired Global Managing Partner, Accenture):** Bob spent 25 years with Accenture, most recently as Global Managing Partner specializing in systems development, implementation, integration and operation (overseeing their relationship with software companies such as SAP). Bob just completed his third and final term as Mayor of Mountain Village, CO. Bob is a full-time resident of Mountain Village.
- **Peter Dodge (Founder, Hanover Research):** Peter is the Founder and CEO of Hanover Research, an information services firm serving more than 1,000 clients in eight countries. The majority of Hanover's current work falls into the market research category, with a particular focus on Manufacturing, Professional Services, Education, Health Care, and other Non-Profits. He graduated from Washington & Lee University and recently moved to Telluride.
- **Jack Donenfeld (Founder, Law Offices of Jack A. Donenfeld):** Drawing both on his legal skills and his experience in investing, Jack's work focuses on capital formation, securities, corporate/transaction-oriented business law and real estate. He is also a leader in multi-generational trust planning. Jack and his firm serve entrepreneurs and start-up businesses, closely-held companies, family offices, venture capital and private equity groups, investors and investment funds, securities broker-dealers, sponsors of securities offerings, registered investment advisors and real estate investors and developers. Jack received his undergraduate degree in Economics from Northwestern University, and his JD from Boston College. He and his wife live in Boulder, Colorado and frequently visit their home in Telluride.
- **Carl Ferenbach (Founder, Berkshire Partners):** Carl founded Berkshire Partners and currently serves as an Advisory Director. He is Chair of High Meadows Foundation; Chairman of the Board, Environmental Defense Fund and serves on the Board of Princeton University.
- **Kurt Friedmann (Founder of The KJF Group):** Kurt is the founder of KJF Group, a consulting company that helps organizations listen to the opinions of their customers and take action to continually improve business outcomes. Passionate about improving customer experiences, Kurt has a 20-year background in customer feedback management, training and development, and sales management. As a former Vice President of Sales at leading market research, learning, and communications companies, Kurt feels fortunate to have gained combined experience at all stages of the customer life cycle. Working with clients ranging from

new startups to established Fortune 500 companies, Kurt believes that the customer experience dictates the ultimate success of any business.

- **Richard Fulton, MD (physician, inventor/entrepreneur, founder of Nfinium Vascular Technologies):** Dick was Chief of Radiology at St. Mary's Hospital in Grand Junction where he personally introduced every major radiology technological advancement (CT, MRI, PET, PACS) to Western Colorado over a 30 year career. He has 40+ patents, has founded four medical device companies, has licensed his technology to numerous major medical device companies and sold a breast biopsy company to Johnson & Johnson. He recently founded Nfinium Vascular which is developing several unique products to treat myocardial infarction, stroke, and potentially to replace stents in many cases. He and his wife live at Trout Lake and in Grand Junction, Colorado.
- **Ken Gart (partner, The Gart Companies):** Ken has been a partner at The Gart Companies since its inception in 1992. Prior to that time, he was Co-President and Chief Merchandising Officer at Gart Bros. Sporting Goods, a family-owned and operated corporation, from 1983 to 1992 (sold to Sports Authority). Ken started Specialty Sports Venture, LLC (SSV) in 1994 and built it to over 140 stores and into the nation's leading specialty ski and bicycle retailer (sold to Vail Resorts). Ken attended Claremont Men's College and graduated from Middlebury College and Stanford Graduate School of Business.
- **Col. Edward C. Gassman (owner, Management and Legal Associates, LLC):** Ed started his career as a pilot and engineer with the FAA and then the Air Force. He served as the Program Manager / Commander for various programs including multi-billion dollar classified programs with expenditure rates exceeding \$10M dollars per day. During 23 years of Government service, he was nominated for astronaut duty, became a technical advisor to the President, and was also involved with various Government reform initiatives including the Packard Commission. After leaving the Government, Mr. Gassman was the Director of Government Contracts for Hewlett Packard. More recently, he formed his own firm. Current advisory activities include being counsel to a healthcare startup, member of the Board of Directors for the National Ski Patrol, the High Altitude Winter Training for the Department of Defense, Fellow of the American Bar Association (ABA), a hearing officer for the Colorado Bar's Legal Fee Arbitration Committee, Supreme Court Appointee to Attorney Regulation Council for Unauthorized Practice of Law and a member of the Chief Justice Commission on the Legal Profession. Ed has a BS in Engineering and Psychology from Cornell University, Masters of Engineering/Business from the University of Utah, a JD, Cum Laude, from the University of San Diego. Ed is a part-time Telluride resident.

- **John H. “Jack” Gilbride (Angel Investor):** Jack’s experience is in sales, financial and general management. Initially with Monarch Systems (major account sales), Bank of America (domestic and international corporate lending), the MW Kellogg Company (Asst. Treasurer), Results Consulting Group (Managing Director), SVP First Interstate System, Inc., EVP & COO First Interstate Bancard Company. Co-Founder and CEO of Integratec Corporation, a credit card back-office service company that raised \$32M from private equity and venture funds. Chairman and CEO of CBR Information Group, a provider of credit information services to government and corporate clients. When CBR was sold, he started angel investing in the Silicon Valley area. He is a partner in Tuputele Ventures and is a limited partner in several venture funds based in the Silicon Valley and China. Current direct angel investments include: WhiteHat Security, SwitchFly, AGIS, SouthBay Resources Canada and AppMed. Jack is a graduate of CCNY and has an MBA from the Marshall School of the University of Southern California and is a full-time Telluride resident.
- **Eli Halliwell (former CEO, Jurlique; analyst, DE Shaw):** Eli has founded several businesses, was the CEO of Jurlique (organic skin care) and is now an analyst in consumer products for the hedge fund, DE Shaw. Eli serves on the board of several startups. He is a graduate of Princeton and Stanford’s School of Business. Eli comes to ski in Telluride every spring.
- **S.M. (Hass) Hassan (managing director, Greenmont Capital; co-founder, President & CEO, Alfalfa’s Market; board member, Whole Foods):** Hass is a natural foods industry pioneer and entrepreneur, with 35 years of experience in the retail grocery. He is a Managing Director of Greenmont I and serves on both the Greenmont I and Greenmont II Investment Committees. He also represents Greenmont I on the Board of EcoTimber. Hass is an independent Board member for Whole Foods Market, Nude Skincare, Pangea Organics and Justin’s Nut Butter. Previously, Hass was the Co-Founder, President and CEO of Alfalfa’s Market, President of Wild Oats Marketplace, and the founder and Executive Chairman of Fresh & Wild, the U.K.’s leading retailer of organic foods (until sold to Whole Foods Market in 2004). Over his career, he has been recognized as the Natural Foods Industry Pioneer, Chain Store Retail Executive of the Year, Boulder Entrepreneur of the Year, and Ernst & Young’s National Entrepreneur of the Year.
- **Ted Herrick (entrepreneur, investor):** Ted Herrick is an active investor and entrepreneur. In 1970, he started Herrick & Co, a private equity, real estate and early stage fund with over 100 companies in its portfolio. Ted was a 1st round investor in NEA in 1976 and was a member of the investment committee at Technology Partners for 15 years. He was also a partner at Woodhaven Venture Partners from 1990-2000. He co-founded Flashpoint Technology, one of the top

private holders of IP in digital imaging (\$600M licensed to date). Ted is a graduate of Franklin & Marshall and Dartmouth's Tuck School of Business. Ted is a full time Telluride resident.

- **Todd Herrick (entrepreneur; owner, Highlands Resorts):** Todd owns and manages Highlands Resorts, a hospitality business focused in the Southwest. He is also the owner of Telluride's heli-skiing operator Helitrax and Black Canyon Angelers and is the managing partner of the Peaks Hotel. He has been active in a number of other startups including Peaks Spirits (local, organic spirits), AeroHitch (networking site for general aviation pilots) and Gunnison River Farms (organic peaches). Todd is an instrument rated pilot, holds a 100 gross ton captain's license with The Coast Guard, has climbed the West Rib of Denali, and was actively involved in the 1992 America's Cup Campaign. Todd is a full time Telluride resident.
- **Craig Howe (founder, Rocket XL):** Craig has over 20 years of core entertainment, digital, and brand marketing experience. He founded Rocket XL, a leading social media agency (LA) with clients such as Unilever, InBev, Lexus, NFL, LinkedIn, Kraft/Cadbury and the United Nations. He is an advisor and mentor with two Los Angeles accelerators: Amplify & MuckerLab. He also is the chief advisor on incubators and accelerators to the newly-elected Los Angeles Mayor, Eric Garcetti. He currently serves as a social media advisor to Major League Baseball, InBev (FIFA World Cup global strategy), National Hockey League and Major League Soccer. Craig has a BA in Economics from University of Colorado and participated in the adjunct MBA program at Stanford University.
- **Rick Hurwitz (president, The Witz Company):** Rick has extensive experience in building high growth businesses, general management, and capital raising with financial service and technology companies in the U.S. and abroad. He is currently serving as Chief Executive (Americas) of the Tungsten Corporation. Previously, as Chief Executive of Pictometry International from 2010 - 2013, he led the successful strategic transformation of a category-defining company in the changing geospatial industry. Prior to taking the helm of Pictometry, Rick was a partner in Aegis Investment Partners, a private investment firm which focuses on buying and turning distressed operating assets. Earlier in his career, as part of a collaborative effort among a team of nationally recognized consultants, Rick contributed to the construction and placement of \$12B into 3 structured assets directed to banks and insurance companies. He also served abroad for 8 years managing the European operations of Bridge Information Systems, a \$225M vendor of real-time financial information. Because of his broad investing and operating experience he serves as a director on the boards of Manning & Napier (NYSE: MN) and Symbility Solutions (TSX: SY.V). Rick graduated Magna Cum Laude from the University of Rochester

and holds a BA degree in Economics and Philosophy. He is a full-time Telluride resident.

- **Dan Jansen (mayor, Mountain Village, CO; founder, Virtual Greats):** Dan is an expert on social media and brand monetization in online communities. He founded Virtual Greats in 2008 (sold in 2013) as an opportunity for leading artists, brands and IP holders to monetize in the expanding social media space through virtual item sales. Based in Los Angeles, Virtual Greats is the industry leader working with over 200 brands and 25 on-line communities with over 400 million global users; these include leading social networks, casual games and virtual worlds. Prior to founding Virtual Greats, Dan built and led the global Media Practice for the Boston Consulting Group. He created and grew relationships with many of the largest players in Entertainment, including most of the major studios and leading music labels. Dan holds a BA in Economics from UCLA and an MBA from the Wharton School and lives in Telluride with his wife, three children and golden retriever. Dan is the current Mayor of the Mountain Village, Colorado.
- **DJ Jenson (private equity, North Castle Partners; outdoor industry expert):** DJ has 25+ years of leadership experience in global consumer products with extensive time in both the action sports and outdoor segments. Throughout his career, he has worked to build and grow market-leading global brands including Timberland, Burton Snowboards, Timbuk2 and Black Diamond Equipment. DJ served as Senior VP of Marketing at Burton until 1997 when he assumed the role of President and head of Business Development. Following his departure from Burton in 2003, DJ served as VP of Business Development and Licensing for Timberland. In 2009, DJ moved from the corporate side onto the private equity side and joined North Castle Partners where he focuses on portfolio investments in the outdoor and lifestyle/action sports segments. In addition, DJ currently serves as a board member with Black Diamond Equipment and New Belgium Brewing. He splits his time between New Hampshire and Colorado.
- **Jesse Johnson (CEO & co-founder, Telluride Venture Accelerator; co-founder & CEO, Q Collection):** Jesse is the CEO and co-founder of the Telluride Venture Accelerator. He co-founded and was CEO of Q Collection, a leading sustainable design company (now a part of Rose Tarlow). He has been involved as a mentor and investor in many startup businesses and served on the board of two companies sold to a Fortune 50 company. He serves on the board of 1% For The Planet, Yale's Center for Business and the Environment, Harvard's Center for Health and the Global Environment, Telluride Foundation and several others. He is a general partner of the Telluride Venture Fund. Jesse has an MBA and MES (Environmental Science) from Yale and a BA from Princeton. He lives in Telluride full time with his wife and two young boys.

- **Tom Kingzett (retired, semiconductor engineer and executive):** Tom completed a 40 year career in semiconductor electronics. He was most recently Corporate VP of Product Operations at Lattice Semiconductor in Hillsboro, Oregon, a supplier of programmable logic chips. He has managed technology development, manufacturing operations and supply chain in the US and in partnership with Asian firms. Tom has managed startup ventures and has Board of Director experience in the technology sector. He is currently Partner in a rural real estate and tree farm venture in the Pacific Northwest. Tom and his wife Gloria have been visiting Telluride since 1972 and currently are part-time residents.
- **Moiz Kohari (VP, Advanced Platforms Engineering, London Stock Exchange):** Moiz Kohari currently serves as the Vice President of Advance Platforms Engineering for the London Stock Exchange Group (LSEG). Moiz's team is responsible for the low-latency architecture for the exchange platform (leveraged in London, Milan, Oslo and elsewhere), as well as the post-trade components for clearing and settlement purposes. Prior to joining LSEG, he served as the Chief Technology Officer and VP of Engineering for Novell, Inc. (NASDAQ: NOVL), responsible for the Cloud Computing and Real-Time Computing initiatives. Moiz was also the Founder and Chief Executive Officer of Mission Critical Linux Inc., a company that was a pioneer in introducing enterprise computing capabilities into the Linux operating system. He received his BS in Computer Science from Rochester Institute of Technology and lives full-time in Telluride.
- **Elizabeth Kraus (co-founder, myUsearch.com and Take it Out):** Elizabeth started her career as an intern for a fast growing start-up, Exclusive Resorts, and has been founding, consulting for and investing in start-ups ever since. Prior to founding her own companies, Elizabeth was the director of brand strategy and business development for Brand Iron, a strategic branding firm, where she gained hands-on experience helping businesses build strong brands and drive revenue. She co-founded the Impact Angel Group, a group of angel investors equally dedicated to making a difference and realizing a return, and has been very active in the statewide effort to improve the Colorado entrepreneurial ecosystem and mobilize angel investors.
- **Pekka Laine (president/founder, Photon Solar Power, Inc.):** Proton Solar Power is a renewable energy services company engaged in the design, integration and installation of solar power systems. Pekka has 17+ years of global building materials, solar and construction experience and has successfully launched the US operations of several global corporations. Pekka has an MBA from Thunderbird / Helsinki

School of Economics and has a business management degree from Arizona State University. He lives full-time in California and visits Telluride.

- **Dennis Lankes (online entrepreneur):** Dennis has started several online businesses including 8750ALT, LiveSauce Media and Luckystartups.com. Previously he has worked on online projects with FoxSports Interactive, Micheals.com, Checkpoint and Village Voice Media. Dennis lives full-time with his family in Telluride.
- **Paul Lehman (travel entrepreneur):** Paul was co-President of Fel-Pro, Inc, a family business and recognized leader in automotive parts, until its sale in 1998. The company was well-known for its progressive human resources practices and consistently ranked as one of the Top 10 Companies to Work for in the United States in Fortune and Working Mother magazines. In 2000, Paul joined forces with Dan Austin to create Austin-Lehman Adventures. Their goal was simple--to create a great active travel company with superior products and customer service. As Managing Director, Paul was primarily involved in sales and marketing, customer and quality service improvement, governance, and trip development. Austin-Lehman was named Number One Tour Operator in the world by Travel and Leisure Magazine. In 2010, Paul sold his interest. Since then, he established Paul Lehman Adventure Travel, which provides consulting services to nonprofits and travel companies (travel marketing, operations, strategic and business planning, customer service, human resources, and trip development and evaluation). Paul is also active in the communities in which he lives. He has been involved on boards of numerous community organizations and cultural institutions in the Chicago area and in Telluride, CO where he and his wife have a second home. Paul received his BA in History from Middlebury College in 1972, an MA in Social Service Administration from the University of Chicago in 1975 and an MBA from Kellogg Executive Management Program at Northwestern University.
- **Peter Levine (Partner, Andreessen Horowitz):** Peter is a partner at a16z focused on enterprise software. Prior to Andreessen Horowitz, he was the CEO of XenSource, the leading provider of open source virtualization solutions. XenSource was acquired by Citrix Systems in 2007 and following the acquisition, I became the SVP and general manager of the Data Center and Cloud Division at Citrix. Prior to XenSource, he was a managing director at Mayfield, where I had the opportunity to develop my skills and insights as a professional investor. Prior to that, he spent over a decade at Veritas Software, where I started as an engineer when the company was just a handful of people. Eleven years later, the company was doing \$1.5B in revenue and had nearly 6,000 people. At that time, I was one of three executive vice presidents, responsible for OEM Sales, Marketing, M&A, the Veritas venture fund and several platform development groups. He is a teacher at Stanford GSB and is an

avid climber who spends a lot of time in Telluride.

- **Kurt Luttecke (President & CEO, 6350' Natural Foods):** Kurt Luttecke has twenty years of experience in natural foods wholesale and retail operations, supply chain management and merchandising. He currently serves as the President and CEO of 6350 Natural Foods (a TVA company), since September 2013. Prior to this, Mr. Luttecke was the Executive Vice President at Natural Markets Restaurants, from August 2012 to January 2014, where he responsible for unifying, restructuring, and optimizing operations and merchandising of three natural grocery banners in the United States and Canada. Prior to joining Natural Markets Restaurants, Mr. Luttecke was President for the Western Region at United Natural Foods from 2009 until August 2012. He also served as President for the Albert's Organics Division at United Natural Foods from 2007 to 2009. Prior to Joining United Natural Foods, Mr. Luttecke was Vice President of Merchandising at Wild Oats Market from 2003 to 2007. From 1993 until 2003, he was Director of various regions at Wild Oats Market.
- **Len Metheny, Jr (founder & CEO, ApplyYourself & Vidergize):** In 1998, Len founded and served as CEO of ApplyYourself, Inc., a SaaS platform for college and university enrollment management. Len raised venture capital and successfully grew ApplyYourself to be the premier management software used by more than 300 universities and the 400 member colleges of The Common Application. In 2006, ApplyYourself was named in the Deloitte Technology Fast 500 Growth Companies. Len received the Lifetime Visionary Award from a leading admissions association for his contributions and advancements in the college admissions field. ApplyYourself was sold to the UK-based Daily Mail in 2007. Len is now working on launching a new tech venture called Vidergize and lives in Telluride full-time with his wife and two children.
- **Grant McCargo (founder & CEO, Biological Capital):** Grant brings more than 20 years of experience in sustainable development and conservation to Bio-Logical Capital. He is also the founder of Urban Villages, Inc., a leading-edge real estate development and investment firm. In his role as CEO, Grant establishes the vision for Bio-Logical Capital and takes the leads in investor and partner relations, policy and overall operations. He has successfully completed more than \$2 billion of transactions and has developed and invested across all real estate asset types. Grant recently completed a 10-year term on the board of directors with the Colorado chapter of The Nature Conservancy, during which time he was instrumental in completing many complex, large-scale conservation transactions throughout the state. Grant is a part-time Telluride resident.

- **Zachary T. Neumeyer (co-founder & Chairman, Sage Hospitality):** Sage Hospitality, founded in 1984 manages, develops and invests in hotels. They have invested over \$2.5B and currently own 65 hotels across the US, employing over 5,000 people. Zachary was the CEO from 1984 – 2003. He serves on the board of several young businesses and is an active investor. He chairs Teach for America Colorado and has taught and lectured at Cornell, University of Colorado, Harvard and the University of Denver. He is a graduate of Cornell and lives in Denver.
- **Jules Pieri (co-Founder and CEO, The Grommet):** The Grommet's Citizen Commerce™ movement is reshaping how consumer products get discovered, shared, and bought. Jules started her career as an industrial designer for technology companies and was subsequently a senior executive for large brands, such as Keds, Stride Rite, and Playskool. The Grommet is her third startup, following roles as VP at Design Continuum and President of Ziggs.com. She completed her undergraduate degree at the University of Michigan and people tell her she is the first designer to graduate from Harvard Business School, where she is currently an Entrepreneur in Residence. Jules was named one of Fortune's Most Powerful Women Entrepreneurs in 2013. She writes a personal blog at www.jules.thegrommet.com, and for a column named "CEO Unplugged" on Inc.com. She tweets as @julespieri.
- **Cameron Powell (entrepreneur, business coach):** Cameron is a master storyteller and persuasive communicator for many types of audiences. He specializes in turning ideas into venture capital, businesses, brands, partnerships, books, and media platforms, and coaches innovators and creators on doing the same for themselves. As an early-stage start-up entrepreneur he has specialized in strategic business development and guerrilla marketing and worked to craft the visions and made the pitches that raised over \$30 M from VCs and angels. He writes and publishes his own fiction and non-fiction. His coaching and a current book project deal with managing uncertainty and change through skillful means and best practices. He earned a BBA from the University of Colorado, and a JD from Harvard Law School. Cameron currently lives in Telluride.
- **Steven A. Raymund (chairman and former CEO, Tech Data):** Steve served as the CEO of Tech Data, a Fortune 100 corporation that distributes high tech products from leading suppliers such as HP, Cisco, and Microsoft to resellers in the Americas and Europe, from 1981 to 2008. In that time he grew revenues from \$2 million to \$24 billion. Steve is also a director of Jabil, Inc. (a \$17.2 billion diversified electronics contract manufacturer based in St. Petersburg, Florida) and WESCO (a \$6.1 billion distributor of electrical products based in Pittsburgh, Pennsylvania). Active in the community, Steve serves on the Board of Trustees of All Children's Hospital, Inc.; the Board of Advisors for the Moffitt Cancer Center; the Board of Visitors for Georgetown University's School of Foreign Service; and also on the

Board of Directors for Gulf Coast Jewish Family & Community Services, Inc. Steve earned a BA in economics from the University of Oregon and a Master's degree from the Georgetown University Edmund A. Walsh School of Foreign Service. He currently divides his time between Tampa, FL and Telluride.

- **Martin Reinfried (co-founder Excite.com):** Martin is a successful technology entrepreneur who is in the process of starting his next venture. He lives in San Francisco but visits Telluride often.
- **Matt Robinson (entrepreneur & venture investor):** Matt is a digital media and technology executive, advisor and investor. Matt is the founder of Magnetik Partners, a venture partner at Boldstart Ventures and the former CEO of Contributor. Following Contributor's acquisition by Digimarc (DMRC), Matt served as President of Digimarc Guardian. Earlier in his career Matt was Vice President and Associate General Counsel at Yahoo! (YHOO) and held leadership roles at [Reel.com](#) (HLYW). Matt is an active member of the Young Presidents Organization (YPO), the UCLA Venture Fund and the Telluride Venture Accelerator. He serves as an advisor and board member to several startups and philanthropic organizations. Matt received an undergraduate degree from U.C.L.A. and a J.D from the University of San Francisco School of Law. He resides in Palo Alto, CA with his wife and two sons.
- **Ted Rolfs (Red Top Capital):** Ted is the founder of Red Top Capital, a private equity investment partnership. Red Top has participated in 15 transactions since its founding in 1993. Prior to Red Top, Ted was a tax advisor at Arthur Anderson. He holds a joint MBA & JD from Notre Dame University and serves on the board of all portfolio companies of Red Top Capital LLC. In addition Ted served on the Board of Directors of PanVera Corporation and currently serves on the Board of Directors for Quintessence Biosciences. Ted serves on the Board of Trustees for the Wisconsin Chapter of The Nature Conservancy, University Lake School and University of Notre Dame Law School Advisory Council. Ted lives in Telluride with his wife and four boys.
- **Cheryl Rosner (founder & CEO of several successful internet businesses):** Cheryl has successfully started and ran numerous businesses, primarily in travel. She was President of Hotels.com (sold to Barry Diller's IAC), founder & CEO of TicketsNow (sold to IAC). She is on the board of several companies, including Silver Rail Technology, a company she helped form in 2009 and that was conceived during a conversation skiing in Telluride. Her greatest passion is mentoring young entrepreneurs. Cheryl lives half-time in Telluride and half-time in NYC.

- **Stuart Rudick (Founding Partner, Mindfull Investors Venture Fund):** Stuart is currently founding Partner at Mindfull Investors Venture Fund, the leading Life Impact fund investing in successful businesses making positive change in our lives. He is launching Mindfull Crowd, the first crowdfunding platform enabling accredited investors to invest in innovative and disruptive businesses providing solutions to our world's most pressing issues. He was most recently, the Founding Partner at Mindful Investors, LLC, a Private Equity fund focused on investments in healthy and sustainable consumer products companies including Seventh Generation and Organic Girl. In 1993, Stuart founded, Mindful Partners, a top performing public and private market hedge fund. In the 1980's, he served as Partner at Shearson, Lehman and Associate Director at Bear Stearns Inc, facilitating funding of private environmental companies through the Global Environment Fund. Stuart earned a BS in Business Administration from the University of Colorado and attended the University of Lancaster, UK and MBA program at Golden Gate University.
- **Ross J. Saldarini (Co-founder and President of Mountain Khakis, LLC and a Senior Vice President for Remington Outdoor company):** Ross has been an entrepreneur through his career, starting, leading and selling businesses since 1996 in technology, finance and apparel. He earned a B.S. in Economics from Davidson College and a Masters degree from UNC-Chapel Hill. His passions include soccer, food, art and the outdoors. He lives in Charlotte, NC with his wife JoeAnne and is the proud father of a son and daughter.
- **Colin Sankey (former CFO, IZZE Beverage Co.; CEO, Snikiddy):** Colin has over 20 years of experience in the Consumer Food and Beverage Industry ranging from multi-national brands to entrepreneurial start-ups. Currently, Colin is CEO of Snikiddy, LLC, a five year old natural foods company in Boulder, CO. Prior to Snikiddy, Colin was the CFO at IZZE Beverage Co. (acquired by PepsiCo in 2006) and Director of Strategic Planning at PowerBar, Inc. (acquired by Nestle USA in 2000). Colin began his CPG career in brand management with the Nestle Beverage Company in San Francisco. Colin has a BA from Dartmouth College and an MBA from the Kellogg Graduate School of Management. Colin lives in Boulder, Colorado with his family.
- **Gordon Seabury (CEO, Horny Toad/Nau):** An outdoor industry leader for the last 15 years, Gordon is committed to building companies and brands that practice a triple bottom line (people, planet and profit) approach to business. Since growing Horny Toad, an outdoor lifestyle brand, from a basement in Telluride, he has co-founded two social ventures (Planet Access and Search for Adventure) serving adults with disabilities. Gordon also launched Lizard Lounge, a sustainable entertainment and arts gathering center in the Pearl District of Portland. More recently, he and the Horny Toad team purchased the Nau sustainable clothing brand. For the last 10

years he has been a Director on the Board of the Outdoor Industry Association, the last 2 years as an Executive Committee member. Gordon earned an MBA in Entrepreneurial Management from Wharton School of Business. In between family and work he enjoys just about anything the outdoors has to offer especially if it is in the ocean or near their family cabin in June Lake in the eastern Sierras.

- **Monica Liley Skok (strategy consultant, entrepreneur):** Monica specializes in helping high-performing business owners, executives and other leaders of entrepreneurial and established companies create and capture value in their lives and for their enterprise. She spent over 15 years as an investment banker and strategy consultant before pursuing an advisory and writing practice that focuses on the human side of business results. Monica co-founded Rootstock Solutions, an impact investing firm that advised foundations, universities, non-profits, for-profits and selected private equity and venture capital firms in their pursuit of investments with double or triple-bottom line returns. Previously, Monica was a partner at St. Charles Capital, a boutique investment banking firm providing strategic financial and transactional services, where she led the healthcare industry practice. Monica's earlier investment banking and finance work includes positions with Green Manning & Bunch in Denver, Colorado, J.P. Morgan & Co. in New York City, and at the World Bank Group in Washington, DC. Monica received her BA from the University of Colorado at Boulder.
- **John Shields (entrepreneur, Grocery and Specialty retailing, Natural Foods):** John is a well-recognized expert in natural products retailing. From 1983 to 1993, he was COO and then CEO of First National Supermarkets, Inc., with 135 stores and annual sales of \$2.1B. From 1997 to 2007 he was Chairman of the Board of Homeland Stores, Inc. (NASDAQ), Oklahoma's leading supermarket chain. John spent twelve years on the boards of Alfalfa's and Wild Oats Markets, where he was Chairman of the Board from 1997 to 2002. He is Vice-Chairman of the Board of EcoSmart Technology, America's leading brand of organic and natural, child and pet-safe herbicides and pesticides for home and garden. He is on the Investment Committee of Greenmont Capital Partners II, a venture capital firm specializing in the Natural Foods industries. He was an early stage investor in Horizon Organic Dairy and, through Greenmont Capital, in IZZE Beverage, Mary's Gone Crackers, Bossa Nova Beverage, OZOcar, Blue Horizon Organic Seafood, and EcoTimber.
- **Aaron Silverman (entrepreneur, programmer):** Aaron has a computer science background and is active in the Washington, DC technology and startup community. He worked for Applied Predictive Technologies (business analytics) and Opower (energy efficiency). Recently, we won a weekend-long international programming contest with his new company, Doodle or Die. He is in the process of working

fulltime on this and recently moved his family to Ouray, Colorado. Aaron studied computer engineering and marketing at the University of Maryland.

- **Trond Skramstad (asset management):** Trond was the co-director of Wellington Asset Management in Boston and was also head of International Equities. He actively volunteers his time on micro-lending and cell phone banking nonprofits in Africa. Trond competed in the 1984 Summer Olympics in decathlon and is an avid outdoorsman. He lives in Telluride with his wife and daughter.
- **Rob Solomon (former president & COO, Groupon):** Rob was the President & COO of Groupon, a social commerce startup based in Chicago. He helped grow the company from 100 people to over 9,000. Previously, he was a Partner at Technology Crossover Ventures, which he joined in October 2008. Before that he served as CEO of SideStep, a travel search site that was bought by Kayak.com. During his time at SideStep, Rob strengthened the management team, added distribution partnerships, and executed a successful growth strategy that included a number of accretive acquisitions. His efforts led to the merger of SideStep with Kayak.com in December 2007, creating the fifth largest Internet travel brand worldwide. Prior to SideStep, he spent six years at Yahoo where he was Senior Vice President of Commerce & Vice President and General Manager of the Yahoo! Shopping Group (YHOO). Earlier in his career Rob worked in various roles at Electronic Arts and Cendant Corporation. He is a graduate of the University of California, Berkeley.
- **Travis Spitzer (managing partner, Concordia Capital Partners, LLC):** Travis is the founder of Concordia Capital Partners, LLC, a “boutique” investment banking firm specializing in private equity / debt placements and early stage venture capital. Concordia’s focus is health care/health services companies, med-tech and information technologies. He is also the co-founder of a number of successful companies including, enterprise software innovator Corticon Technologies (sold to Progress Software), the Ensign Group, XIFIN and Specialists on Call (SOC) where he recently completed a ‘D’ round of financing and is current on the Board. Concordia has offices in Los Angeles, Ca. and Telluride, Co. where Travis resides with his Family.
- **Elliot Steinberg (co-founder, Flynn & Steinberg):** Elliot’s firm specialized in real estate, banking, venture capital and taxation. He acted as General Counsel and Corporate Vice-President of Intel Corporation, managing partner and General Counsel of GMG Securities (an asset management firm) and Vice-Chairman of European-American Securities, a private merchant Bank. Elliot served as a director of the Kimpton Hotel Group, the California Real Estate Investment Trust, and the Saul Zaentz Film Company. His civic activities include active duty in the United States Navy and the Chairmanship of the San Francisco Art Institute. He received

his undergraduate degree from the University of California, Berkeley, and his JD from the Boalt Hall School of Law at the University of California, Berkeley.

- **Paul Tomita (Founder, Staniford Tomita LLP):** Paul is a San Francisco based patent attorney with over 17 years of intellectual property experience. His firm's clients include: 3D Systems, AMD, Dolby Labs, Lawrence Livermore Labs and QVC as well as many industry leading start-ups including: Affirm and Glow (owned by PayPal founder, Max Levchin), Appcelerator (OnDemand 100 Top Private Companies 2012) and Syntellia (Wall Street Journal, Startup Of The Year competitor 2013). Paul has also represented various outdoor, medical device and green energy companies including: Boreas backpacks, E-Fuel micro refineries, Hawkes Ocean Tech submarines, Johnson & Johnson medical devices, Principle Power off shore wind power systems, SimplyShe pet accessories, and SlidePad Technologies bicycle brakes. Paul has a BS in Mechanical Engineering from Cal Poly San Luis Obispo and provides legal services to the Cal Poly Center for Innovation and Entrepreneurship. Paul also has a JD from the University of San Francisco where he is also a patent law lecturer.
- **Jon Tukman (finance officer, Synergis; Telluride Ski Patrol):** Jon is a finance specialist and currently splits his time as the finance officer for Synergis, LLC, a real estate and manufacturing holding company based in McAllen, Texas and as a ski patroller/forecaster for the Telluride Ski Patrol, and Snow Safety and Avalanche Forecasting. For nine years, he worked for Goldman Sachs in Equity Research covering financials, and specializing in brokers and asset managers. Jon also provided corporate finance consulting for a California-based application development firm. He earned a BA from Columbia College, and an MBA from Columbia Business School. Jon lives in Telluride.
- **Bert Von Roemer (Founder and president, Serengeti Trading):** Serengeti is an importer and distributor of fair trade coffee to roasters in North America. Revenues are estimated between \$100 – \$200 M per year. Bert and his wife formed Serengeti Foundation to support elephant populations in Africa and Asia. He is a full-time Telluride resident with two children.
- **Jennifer Vescio (Head, Global Business Development & Strategy, eBay):** Jennifer heads up global business development & strategy at eBay overseeing strategy, commercial partnerships, investments and acquisitions related to eBay's global commerce business. Before assuming her current position, she was vice president of business development at ESPN where she helped drive the firm's Digital Media expansion by launching ESPNw for women, its new Fantasy Games platform as well as its public API program. Prior to ESPN, she was with CBS Interactive, where she was responsible for news, technology and business

partnership strategies. Throughout her career she has been actively involved in early stage start-ups, large entertainment media and consumer internet firms living at the intersection of technology and digital media. She has held other product and business development positions with Yahoo!, SAS Institute, Yodlee and Monster Worldwide. She is also an active board of advisor for various start-ups. Vescio received a B.S. degree in psychology from Allegheny College before earning her M.B.A. from the UCLA Anderson School of Management where she served as the President of the Alumni Board of Directors. When she is not working Jen spends time skiing with family in Tahoe and relaxing at her place in Truckee, CA.

- **Pete Wheelan (CEO, Inside Track; former COO & CRO, Blurb.com):** Pete recently took the helm as CEO of Inside Track, a VC-backed company that uses one-on-one student coaching, process expertise, analytics and technology to increase college and university graduation rates and enhance student experience. For the preceding fifteen years, Pete was an executive in the travel and publishing industries serving most recently as COO and Chief Revenue Officer at Blurb, Inc, a groundbreaking creative publishing platform (named in Inc 500 as #1 fastest growing media company in 2010 & Top 100 Up and Coming private companies by Goldman in 2012). Previously, he held the position of SVP, Strategic Marketing and Business Development for Lonely Planet Publications (acquired by BBC). In the late 1990's, Pete was co-Founder and CEO of AdventureSeek, an online portal for adventure travel (acquired by The Unexplored Travel Network). He was also a strategy consultant with The Boston Consulting Group. Pete earned a BA from Dartmouth College, an MBA from Kellogg Graduate School of Management, and a JD from Northwestern Law School. Pete lives with his family in Mill Valley, California.
- **Adam Wolfensohn (Managing Director, Wolfensohn Fund Management):** Wolfensohn Fund Management is an emerging markets oriented investment firm with focus areas in financial inclusion and low carbon energy. Since 2002, he has also managed the Wolfensohn family office cleantech and environmental markets strategies. From 2003 to 2006, he produced the climate change documentary, "Everything's Cool," (Sundance Film Festival, 2007). From 2002 to 2003, he managed pioneering work with Conservation International to make the 2003 Pearl Jam and "Warped" tours carbon neutral with avoided deforestation offsets. Mr. Wolfensohn is a frequent speaker on sustainability and impact investment. Prior to 2002, Mr. Wolfensohn composed music for numerous films, television commercials and theater productions, and he was founder and CEO of "Red Ramona," an award winning music and sound design studio in New York City. He is a Trustee of the Brooklyn Academy of Music, Rockefeller Philanthropy Advisors, the Harmony Institute, Bang on a Can and the Wolfensohn Family Foundation where he directs environmental grant making. He serves on the advisory boards of Transportation Alternatives, the Lamont Doherty Earth Observatory and the

Harvard Center for Health and the Global Environment. Mr. Wolfensohn earned a B.A. from Princeton University and an M.E.M. from the Yale School of Forestry and Environmental Studies.

- **Todd Woloson (managing director, Greenmont Capital; founder, IZZE Beverages):** Todd became a Managing Director of Greenmont Financial, LLC, in 2007 and represents Greenmont II on the Board of Directors of Madava Natural Sweeteners, Door to Door Organics, and Uncle Matt’s Organics. Previously he represented Greenmont on the board of Eco-Products, Inc. which was acquired by WNA Packaging in 2012. Todd began his career with Proctor & Gamble in 1989, but soon became a serial entrepreneur. After graduating from the University of Denver Law School in 1994, he successfully completed an environmental service rollup, which led to a career as a venture capitalist. In 1996, he co-founded Canyon Capital, an early-stage venture fund. As a Managing Partner, he was intimately involved with the development of a wide range of software, Internet and consumer product companies. Also in 1996, Todd co-founded Global Education Fund (“GEF”), a non-profit organization building libraries in developing countries. To date, GEF has created 53 libraries and literacy centers in 21 countries throughout the world. In 2002, Todd co-founded IZZE Beverage Company. He served as President and CEO of IZZE until its sale to PepsiCo in 2006 and was a recipient of the 2003 Entrepreneur of the Year Award by Ernst & Young. He received a BA degree from St. Lawrence University in New York and a JD from the University of Denver Law School.
- **Kelly Zafar (strategy consultant, executive coach):** Kelly is a private management consultant and executive coach who works with corporate, nonprofit, and government leaders on the development and execution of new business ventures. Current and past clients include the NFL, Madison Square Garden, PBS, XM Radio, The World Bank, and the U.S. House of Representatives. Prior to founding Touchpoint Strategy she managed a \$250 million brand portfolio at General Mills, wrote business plans for social venture startups, and served as an advisor to Fortune 500 companies on international transaction pricing as a Manager at PricewaterhouseCoopers. She holds a BA in Economics from the University of Michigan, and an MBA from the Stanford Graduate School of Business. When not on location with a client, or exploring new countries, Kelly lives in Washington, DC.

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Town of Mountain Village

Start-up Co-Working Space and Soft-landing Program

PROPOSAL

The Mountain Village Center

- ❖ Town of Mountain Village Co-Working Center
 - 500 sq. ft. in ground floor Granita building (new TASP space)
 - 5 start-up companies
 - 10 people
 - Shared 400 sq. ft. of media and presentation space
 - TMV commercial core
 - Highest MV visibility
 - Ski in/out
 - Parking and drop-off/pick-up
 - Optimum broadband connectivity
- ❖ Proximity reciprocal benefits in Montrose
- ❖ Galvanized reciprocal benefits in Denver
- ❖ 2016 as pilot program

Mountain Village Soft-landing Companies Program

- ❖ MV and TVA to work collaboratively to identify teams interested in staying in the region and developing individualized plans to help with their location, employment, etc. needs
- ❖ MV and TVA also work collaboratively to respond to requests by people moving into the area to start and grow companies and retain and grow existing businesses.
- ❖ MV to waive business license requirement for TVA companies for first year (includes TVA program time Feb-July)
- ❖ MV to provide assistance with internet connectivity for new offices in MV

Budget

- ❖ 2015 budget \$30,000
 - Shared Start-Up Co-Working Space
 - Operations (internet, rent)
 - Marketing and promotion
 - Management (contract part time FTE)
 - Soft-landing
 - Marketing and promotions
 - Management
- ❖ 2016 Budget request based on mid-year evaluation of pilot



Basit Mustafa - Founder & CEO

PO Box 1391 Telluride, CO | <http://www.voltaireapp.com> | basit@voltaireapp.com

Helping Layers Make Winning Decisions

19 November 2015 / Town Council of Mountain Village, CO

Dear Town Council,

I am writing to voice my ardent support in favor of Town of Mountain Village sponsorship of the Telluride Venture Accelerator and the proposal for a coworking space in Mountain Village.

Voltaire is an early-stage software & analytical product for lawyers I founded in 2014. We sold our first paying subscription customer this month for our first product - an iPad application that helps lawyers pick winning juries. We are currently raising a seed round to fund the hire of 8 FTEs and scale our business in Colorado, California, Illinois, New York, Texas, Alabama, and Mississippi in 1H16 and 50 states in 2H16.

On the verge of putting down the company's roots in my home of 13 years in Boulder alongside my already established network with the technology community in the Front Range, I chose to found Voltaire, from the start, in Mountain Village directly because of the Telluride Venture Accelerator's presence in Mountain Village. I have long loved and visited Telluride and the mountains are compelling and without parallel, but that is not enough to create a successful startup. The ecosystem the TVA has built of mentor support, industry access, physical space, and fundraising assistance made it possible for me to incorporate my startup in Mountain Village and support a move to Telluride.

The TVA's support in mentorship, access to fundraising, and industry positioning has been critical to Voltaire's success to date. In fact, we've grown together. In February 2014 Voltaire was an interesting and compelling idea, but just an idea. I moved to Telluride and set up my company in Mountain Village in the TVA space. A year ago we raised a seed round (with the majority attracting out of state funds!). We used that seed capital to build a production ready product and sold our first subscription two weeks ago. I've even recruited a data scientist from our community who has been a Voltaire contractor for almost a year who will Voltaire full time at the close of the ski season. This would simply not have occurred without the TVA's initial and ongoing support both. Specifically, space, fundraising, mentorship, and networking.

That is something unique, I don't know of any other mountain town tech story that is as compelling as TVA. It is something to celebrate. It is also something we must cultivate intentionally and at every opportunity. As I grow my team and business Voltaire needs a vibrant, vital, and livable high-tech community to support its operations, employees, and even customers.

The TVA is already leading and seeing early success on these fronts, specifically in our ability to attract, retain, and inspire a highly talented ecosystem of technologists, data scientists, and entrepreneurs. I know our community is already a compelling place to live, and sponsoring the TVA and supporting a coworking space for businesses just like mine (and, additionally, a space for us to as an community to gather as entrepreneurs) make it an equally compelling place to not just work but establish leading-edge businesses.

I urge Mountain Village to take our community into the next phase of growth by sponsorship of the Telluride Venture Accelerator and establishing a coworking space. Selfishly and tactically because it is what Voltaire needs, but even more importantly so we can foster a vibrant ecosystem of success for the entire community.

Sincerely,

Basit Mustafa

Hi Jackie – can you please send on to Town Council

Hello friends on Town Council:

I see that you will be discussing support for the Telluride Venture Accelerator and Co-working space on Thursday. Just wanted to offer my own strong support for both.

TVA is working. I was involved from the beginning with TVA and while I saw the economic diversification potential it offered, I was highly skeptical that it could work here. It is working exceptionally well. Our mentor network and the access to capital we can offer is exceptional, and the program itself is very well run. TVA has launched several high quality companies in a very short time. I am personally an investor in and on the board of 2015 graduate Travel Recon, which has located in Montrose AND Mountain Village, proving that we can retain the TVA companies locally and regionally – and either is a win. TVA enhances the Telluride and Mountain Village Brand, putting us on the map of places embracing innovation and entrepreneurs. That diversifies our economy AND supports the existing one.

Co-working space supports the innovation and entrepreneurial themes even further. We're seeing a change in our demographics with more and more young families moving here, but still employed in the world beyond here. These people are often entrepreneurs and capable of big, new, and bold things. They need to connect, and when they do, even bigger things can happen. They won't connect without a physical space. Across the country, co-working spaces are thriving and allowing people to connect in the process. I was in Durango Space just today meeting with GitPrime, a start-up I met there a year ago, and just by being there, I met three more start-ups of interest. That needs to happen in Mountain Village.

TVA and Co-working are investments in a diversified economy that does no harm – in fact enhances – the current economy.

Thank you for serving and listening.

Bob Delves



620 Mountain Village Boulevard, Ste. 2-C
Telluride, CO 81435
November 17, 2015

Mr. Jesse Johnson
Telluride Venture Accelerator
P.O. Box 4222
Telluride, CO 81435

Dear Jesse,

This letter is in support of Telluride Venture Accelerator's efforts to engage the Town of Mountain Village as a TVA sponsor and to support the funding of a co-working facility.

I have founded two TVA associated companies: Capture Vascular, a TVA "partner" company, and Awestruck Dental, a TVA sponsored company. Together they have attracted over \$4 million in funding and will likely attract an additional \$5-6M in additional funding over the next year. Both are headquartered in Mountain Village and employ local residents and utilize the services of quite a few Telluride/Mountain Village based service providers.

TVA was instrumental in the success of both companies to date from several different perspectives, from the "how to's" of starting a new business to mentoring to fund raising and to management skills, not to mention the valuable connection to funding sources at the annual Demo Day. TVA essentially provided the missing ingredients that have allowed these companies to sprout and blossom right here in Mountain Village.

In becoming a sponsor of TVA, the Town of Mountain Village has the opportunity to support entrepreneurial endeavors that have the potential to broaden and augment the economic base currently heavily dependent on tourism. In supporting the formation of a co-working facility, there is the opportunity to provide a shared services environment in which TVA companies and others may launch their enterprises.

Sincerely,

A handwritten signature in black ink that reads "Dick".

Dick Fulton M.D.
Founder and CEO, Capture Vascular, Inc.
Founder and CMO, Awestruck Dental, LLC

TOWN OF MOUNTAIN VILLAGE AND MOUNTAIN VILLAGE METRO DISTRICT BUDGET 2016

TOWN COUNCIL 2nd READING AND PUBLIC HEARING 12/10/2015

MVMD BOARD OF DIRECTORS PUBLIC HEARING AND BUDGET ADOPTIONS AND MILL LEVY RESOLUTION

EXECUTIVE SUMMARY

The attached 2016 draft budget is presented to the Town Council for the 2nd reading of the adopting ordinance and for the Town Council to convene as the Board of Directors of the now defunct (for all purposes other than existing debt) Mountain Village Metropolitan District in order to read and pass resolutions adopting the 2016 budget, revise the 2015 budget and set the mill levy.

The consolidated budget for all funds is balanced with 2016 revenue sources creating a net budget surplus of \$240,093.

FINAL SUBSTANTIVE CHANGES TO THE BUDGET DRAFT

The following are modifications to the budget draft prepared for first reading:

- Changes to gondola capital, reduction in professional consulting (in marketing), reduction in sponsorship (in marketing), reduction of guest services agent funding (in tourism), as amended by Town Council at first reading.
- The budget for Water Credit payments to TSG have been removed from the budget for 2015 and all years moving ahead.

RECOMMENDED COUNCIL ACTIONS:

- Conduct a public hearing and pass on second reading an ordinance of the Town levying property taxes for the year 2015 to be collected in 2016.
- Conduct a public hearing and pass on second reading an ordinance adopting the 2016 budget and revising the 2015 budget.
- Convene as the Board of Directors of the MVMD and:
 - Pass a resolution adopting the 2016 Mountain Village Metro District Budget.
 - Pass a resolution appropriating sums of money for 2016.
 - Pass a resolution revising the 2015 Mountain Village Metro District Budget.
 - Pass a resolution re-appropriating sums of money for 2015.
 - Pass a resolution setting the Mountain Village Metro District mill levy for 2015 taxes to be collected in 2016.

A RESOLUTION OF THE MOUNTAIN VILLAGE METROPOLITAN DISTRICT SAN MIGUEL COUNTY, COLORADO SUMMARIZING EXPENDITURES AND REVENUES FOR EACH FUND AND ADOPTING A BUDGET FOR THE MOUNTAIN VILLAGE METROPOLITAN DISTRICT, SAN MIGUEL COUNTY, COLORADO, FOR THE CALENDAR YEAR BEGINNING ON THE FIRST DAY OF JANUARY, 2016, AND ENDING ON THE LAST DAY OF DECEMBER, 2016.

Resolution No. 2015- ____

RECITALS:

- A. The Town of Mountain Village Town Council, acting as the Board of Directors of the dissolved Mountain Village Metropolitan District has appointed the Finance Director to prepare and submit a proposed budget to said governing body at the proper time.
- B. The Finance Director has submitted a proposed budget to the governing body on September 16, 2015, for its consideration.
- C. Upon due and proper notice, published in accordance with the law, said proposed budget was open for inspection by the public at a designated place following a public hearing on November 19, 2015, and interested taxpayers were given the opportunity to file or register any objections to said proposed budget.
- D. Whatever increases may have been made in the expenditures, like increases were added to the revenues so that the budget remains in balance, as required by law.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE MOUNTAIN VILLAGE METROPOLITAN DISTRICT, SAN MIGUEL COUNTY, COLORADO:

Section 1. That the budget as submitted, amended, summarized by fund below, hereby is approved and adopted as the budget of the Mountain Village Metropolitan District for the year 2015.

DEBT SERVICE FUND	
Revenues	3,772,320
Current Operating Expenses	-
Capital Outlay	-
Debt Service	<u>3,689,030</u>
Total Fund Expenditures	3,689,030
Other Sources (Uses)	(82,264)
Surplus / (Deficit)	1,025

SECTION 2. That the budget hereby approved and adopted shall be signed by Dan Jansen, President, and Jackie Kennefick, Secretary and made a part of the public records of the Mountain Village Metropolitan District, San Miguel County, Colorado.

ADOPTED, this 10th day of December, 2015

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

Dan Jansen, President

ATTEST:

Jackie Kennefick, Secretary

APPROVED AS TO FORM:

By: _____
James Mahoney, Assistant Attorney

Town Council Meeting December 10, 2015 Agenda Item 7b

A RESOLUTION OF THE MOUNTAIN VILLAGE METROPOLITAN DISTRICT, SAN MIGUEL COUNTY, COLORADO APPROPRIATING SUMS OF MONEY TO THE VARIOUS FUNDS AND SPENDING AGENCIES, IN THE AMOUNTS AND FOR THE PURPOSE AS SET FORTH BELOW, FOR THE MOUNTAIN VILLAGE METROPOLITAN DISTRICT, SAN MIGUEL COUNTY, COLORADO, FOR THE 2016 BUDGET YEAR.

Resolution No. 2015- ____

Recitals:

- A. The Town of Mountain Village Town Council, acting as the Board of Directors has adopted the annual budget in accordance with Local Government Budget Law, on December 10, 2015.
- B. The Town of Mountain Village Town Council, acting as the Board of Directors has made provision therein for revenues in and amount equal to or greater than the total proposed expenditures as set forth in said budget.
- C. It is not only required by law, but also necessary to appropriate the revenues provided in the budget to and for the purpose described below, so as not to impair the operation of the District.

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN OF MOUNTAIN VILLAGE TOWN COUNCIL, ACTING AS THE BOARD OF DIRECTORS OF THE DISSOLVED MOUNTAIN VILLAGE METROPOLITAN DISTRICT, SAN MIGUEL COUNTY, COLORADO:

That the following sums are hereby appropriated from the revenue of each fund, to each fund, for purposes stated:

Debt Service Fund	\$3,689,030
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ADOPTED this 10th day of December, 2015.

MOUNTAIN VILLAGE METROPOLITAN DISTRICT, a Colorado Special District

Dan Jansen, President

ATTEST:

Jackie Kennefick, Secretary

APPROVED AS TO FORM:

By: _____
James Mahoney, Assistant Attorney

ADOPTED, this 10th day of December, 2015

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

Dan Jansen, President

ATTEST:

Jackie Kennefick, Secretary

APPROVED AS TO FORM:

By: _____
James Mahoney, Assistant Attorney

A RESOLUTION OF THE MOUNTAIN VILLAGE METROPOLITAN DISTRICT SUMMARIZING EXPENDITURES AND REVENUES FOR EACH FUND AND ADOPTING A REVISED BUDGET FOR THE DISSOLVED MOUNTAIN VILLAGE METROPOLITAN DISTRICT, SAN MIGUEL COUNTY, COLORADO, FOR THE CALENDAR YEAR BEGINNING ON THE FIRST DAY OF JANUARY, 2015, AND ENDING ON THE LAST DAY OF DECEMBER, 2015.

Resolution No. 2015- _____

RECITALS:

- A. The Town of Mountain Village Town Council, acting as the Board of Directors of the dissolved Mountain Village Metropolitan District has appointed the Finance Director to prepare and submit a proposed budget to said governing body at the proper time.
- B. The Finance Director has submitted a revised budget to the governing body on September 16, 2015, for its consideration.
- C. Upon due and proper notice, published in accordance with the law, said revised budget was open for inspection by the public at a designated place following a public hearing on November 19, 2015, and interested taxpayers were given the opportunity to file or register any objections to said proposed budget.
- D. The Board of Directors adopted the revised annual budget on December 10th, 2015.
- E. Whatever increases may have been made in the expenditures, like increases were added to the revenues so that the budget remains in balance, as required by law.

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN OF MOUNTAIN VILLAGE TOWN COUNCIL, ACTING AS THE BOARD OF DIRECTORS OF THE DISSOLVED MOUNTAIN VILLAGE METROPOLITAN DISTRICT, SAN MIGUEL COUNTY, COLORADO:

Section 1. That the budget as submitted, amended, summarized by fund below, hereby is approved and adopted as the budget of the Mountain Village Metropolitan District for the year 2015.

<u>DEBT SERVICE FUND</u>	
Revenues	3,765,693
Current Operating Expenses	-
Capital Outlay	-
Debt Service	<u>3,690,414</u>
Total Fund Expenditures	3,690,414
Other Sources (Uses)	(81,230)
Surplus / (Deficit)	(5,952)

SECTION 2. That the budget hereby approved and adopted shall be signed by Dan Jansen, President, and Jackie Kennefick, Secretary and made a part of the public records of the Mountain Village Metropolitan District, San Miguel County, Colorado.

ADOPTED, this 10th day of December, 2015

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

Dan Jansen, President

ATTEST:

Jackie Kennefick, Secretary

APPROVED AS TO FORM:

By: _____
James Mahoney, Assistant Attorney

Town Council Meeting December 10, 2015 Agenda Item 7d

A RESOLUTION OF THE MOUNTAIN VILLAGE METROPOLITAN DISTRICT SAN MIGUEL COUNTY, COLORADO RE-APPROPRIATING SUMS OF MONEY TO THE VARIOUS FUNDS AND SPENDING AGENCIES, IN THE AMOUNTS AND FOR THE PURPOSE AS SET FORTH BELOW, FOR THE MOUNTAIN VILLAGE METROPOLITAN DISTRICT, SAN MIGUEL COUNTY, COLORADO, FOR THE 2015 BUDGET YEAR.

Resolution No. 2015- _____

RECITALS:

- A. The Board of Directors adopted the annual budget in accordance with Local Government Budget Law, on December 11th, 2014.
- B. The Town of Mountain Village Town Council, acting as the Board of Directors adopted the revised annual budget on December 10th, 2015.
- C. The Town of Mountain Village Town Council, acting as the Board of Directors has made provision therein for revenues in an amount equal to or greater than the total proposed expenditures as set forth in said budget.
- D. It is not only required by law, but also necessary to appropriate the revenues provided in the budget to and for the purpose described below, so as not to impair the operation of the District.

NOW, THEREFORE, BE IT RESOLVED BY TOWN OF MOUNTAIN VILLAGE TOWN COUNCIL, ACTING AS THE BOARD OF DIRECTORS OF THE DISSOLVED MOUNTAIN VILLAGE METROPOLITAN DISTRICT, SAN MIGUEL COUNTY, COLORADO:

That the following sums are hereby re-appropriated from the revenue of each fund, to each fund, for purposes stated:

Debt Service Fund	\$3,690,414
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ADOPTED this 10th day of December, 2015.

**MOUNTAIN VILLAGE METROPOLITAN DISTRICT,
a Colorado Special District**

Dan Jansen, President

ATTEST:

Jackie Kennefick, Secretary

APPROVED AS TO FORM:

By: _____
James Mahoney, Assistant Attorney

A RESOLUTION OF THE MOUNTAIN VILLAGE METROPOLITAN DISTRICT, SAN MIGUEL COUNTY, COLORADO LEVYING PROPERTY TAXES FOR THE YEAR 2015, TO HELP DEFRAY THE COSTS OF GOVERNMENT FOR THE MOUNTAIN VILLAGE METROPOLITAN DISTRICT, SAN MIGUEL COUNTY, COLORADO, FOR THE 2016 BUDGET YEAR.

Resolution No. 2015- ____

RECITALS:

- A. The Town of Mountain Village Town Council, acting as the Board of Directors for the dissolved Mountain Village Metropolitan District ("The District"), has adopted the annual budget in accordance with the Local Government Budget Law.
- B. The voters of District approved various debt service mil levies that are adequate to generate property tax revenues to defray the various voter authorized annual bonded debt obligations of the District.
- C. The amount of funds necessary to meet the District's annual bonded debt obligations is \$3,689,030.
- D. The 2016 Debt Service Fund property tax revenue budget is \$3,481,449 and 11.820 mills will generate this amount of funds.
- E. The 2015 valuation for assessment for the Mountain Village Metropolitan District as certified by the County Assessor is \$294,538,840.

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN OF MOUNTAIN VILLAGE TOWN COUNCIL, ACTING AS THE BOARD OF DIRECTORS OF THE MOUNTAIN VILLAGE METROPOLITAN DISTRICT, SAN MIGUEL COUNTY, COLORADO:

Section 1. That for the purpose of meeting all annual bonded debt service obligations of the District during the 2016 budget year, there is hereby levied a tax of 11.820 mills upon each dollar of the total valuation for assessment of all taxable property within the Mountain Village Metropolitan District for the year 2016.

Section 2. The Finance Director of the Mountain Village Metropolitan District is hereby authorized and directed to immediately certify to the County Commissioners of San Miguel County, Colorado, the mill levy for the Mountain Village Metropolitan District as herein above determined and set.

ADOPTED this 10th day of December, 2015.

**MOUNTAIN VILLAGE METROPOLITAN DISTRICT, a Colorado
Special District**


Dan Jansen, President

ATTEST:

Jackie Kennefick, Secretary

APPROVED AS TO FORM:

By: _____
James Mahoney, Assistant Attorney

 Business and Government Activity Report For the month ending: November 30th							
Activity	2015		2014		Variance		
	MONTH	YTD	MONTH	YTD	Variance	Variance %	
Cable/Internet							
# Residential & Bulk Basic Cable	876		860		16	1.9%	
# Premium Channel Residential & Bulk Subscribers	478		483		(5)	-1.0%	
# Digital Subscribers	261		289		(28)	-9.7%	
# Internet Subscribers	1,622		1,563		59	3.8%	
Average # Phone Subscribers	91		95		(4)	-4.2%	
Village Court Apartments							
Occupancy Rate	%	100.00%	99.34%	98.65%	95.17%	4.17%	4.4%
# Vacated Units		2	28	5	125	(97)	-77.6%
# Work Orders Completed		29	403	33	403	0	0.0%
# on Waiting List		85		127		(42)	-33.1%
Public Works							
Service Calls		489	4,434	268	4,438	(4)	-0.1%
Snow Fall	Inches	59	166	61	252	(86)	-34.1%
Snow Removal - Streets & Prkg Lots	Hours	673	2,370	522	2,761	(391)	-14.2%
Roadway Maintenance	Hours	35	2,769	58	3,081	(312)	-10.1%
Water Billed Consumption	Gal.	36,911,000	165,387,000	23,350,000	146,882,000	18,505,000	12.6%
Sewage Treatment	Gal.	4,225,000	76,888,000	3,940,000	77,773,000	(885,000)	-1.1%
Child Development Fund							
# Infants & Toddlers Actual Occupancy		19.54	211.18	18.00	201.50	9.68	4.8%
# Preschoolers Actual Occupancy		14.47	162.50	14.08	151.35	11.15	7.4%
Transportation and Parking							
GPG (noon snapshot)		1,446	24,184	668	20,833	3,351	16.1%
GPG Parking Utilization (% of total # of spaces occupied)		10.5%	15.9%	4.8%	13.7%	2.2%	16.1%
HPG (noon snapshot)		705	11,786	690	12,126	(340)	-2.8%
HPG Parking Utilization (% of total # of spaces occupied)		22.2%	33.7%	21.7%	34.7%	-1.0%	-2.9%
Total Parking (noon snapshot)		4,331	70,700	3,787	68,011	2,689	4.0%
Parking Utilization (% of total # of spaces occupied)		17.8%	29.1%	15.6%	25.5%	3.6%	14.1%
Paid Parking Revenues		\$7,373	\$311,540	\$8,636	\$303,458	\$8,082	2.7%
Bus Routes	# of Passengers	4,763	43,404	4,584	39,754	3,650	9.2%
Employee Shuttle	# of Passengers	1,317	17,046	1,327	14,951	2,095	14.0%
Employee Shuttle Utilization Rate	%	54.3%	53.7%	64.3%	59.5%	-5.80%	-9.7%
Inbound (Vehicle) Traffic (Entrance)	# of Cars	49,392	681,259	45,526	645,887	35,372	5.5%
Terminations: 7 gondola operators, 2 child care, 1 groundskeeper PT/YR ee's: 9 child care, 7 town council, 1 judge Open positions: Asst. Horticulturalist, Police Officer, VCA Maintenance, Child Care Asst.,							
Human Resources							
FT Year Round Head Count		80		80		0	0.0%
Seasonal Head Count (FT & PT)		2		5		(3)	-60.0%
PT Year Round Head Count		17		18		(1)	-5.6%
Gondola FT YR, Seasonal, PT YR Head Count		54		52		2	3.8%
Total Employees		153		155		(2)	-1.3%
Gondola Overtime Paid	Hours	227	2195	307	2239	(44)	-1.9%
Other Employee Overtime Paid		108	1024	128	722	302	41.9%
# New Hires Total New Hires		8	74	5	76	(2)	-2.6%
# Terminations		11	78	3	66	12	18.2%
# Workmen Comp Claims		0	8	1	10	(2)	-20.0%
Workmen Comp Claims Costs		\$0	\$35,480	\$0	\$97,714	(\$62,234)	-63.7%
Marketing & Business Development							
Total Users/Total Sessions		151/346	10,954/15,806	972/1,171	5,853/8,214	4,741/7,592	81%/92%
Town Hosted Meetings		5	50	3	56	(6)	-10.7%
Email Correspondence Sent		6	105	2	74	31	41.9%
E-mail List	#	2,070		990		1,080	109.1%
Wifi Subscribers		8,049		NA		#VALUE!	#VALUE!
Press Releases Sent		1	24	0	23	1	4.3%
Gondola and RETA <i>Current RETA revenues are unaudited</i>							
Gondola	# of Passengers	56,934	2,322,638	49,643	2,132,761	189,877	8.9%
Chondola	# of Passengers	4,071	91,145	3,672	86,720	4,425	5.1%
RETA fees collected by TMOVA		\$519,273	\$4,635,078	\$532,305	\$6,102,327	(\$1,467,249)	-24.0%

Activity	2015		2014		Variance		
	MONTH	YTD	MONTH	YTD	Variance	Variance %	
Police							
Calls for Service	#	288	4,963	300	3,526	1,437	40.8%
Investigations	#	6	200	5	166	34	20.5%
Alarms	#	34	247	11	128	119	93.0%
Arrests	#	0	21	0	12	9	75.0%
Traffic Contacts	#	10	199	75	144	55	38.2%
Traffic Tickets Written	#	1	39	0	24	15	62.5%
Parking Tickets Written	#	358	3,367	358	2,001	1,366	68.3%
Administrative Dismissals	#	6	116	16	179	(63)	-35.2%
Building/Planning							
Community Development Revenues		\$18,430	\$1,039,509	\$28,537	\$697,830	\$341,679	49.0%
# Permits Issued		2	81	3	79	2	2.5%
Valuation of Building Permits Issued		\$19,675	\$28,449,465	\$313,842	\$13,199,171	\$15,250,294	115.5%
# Inspections Completed		191	2,229	237	1,517	712	46.9%
# Design Review/Zoning Agenda Items		0	62	4	30	32	106.7%
# Staff Review Approvals		12	227	8	117	110	94.0%
Recreation							
Mile of Trails Maintained		8.0	58.7	8.0	60.1	(1)	-2.3%
Platform Tennis Registrations		8	506	15	404	102	25.2%
Ice Rink Skaters		87	2900	344	3199	(299)	-9.3%
Snow Cat Hours		10	305	15	285	20	7.2%
Plaza Services <small>Due to the timing of the packet, trash diversion rates are for the previous month.</small>							
Snow Removal Plaza	Hours	306	1,132	375.25	1438	(306)	-21.3%
Plaza Maintenance	Hours	118	2,735	68.5	2235	500	22.4%
Lawn Care	Hours	16	1,453	0	1353	101	7.5%
Plant Care	Hours	0	2,958	0	2587	371	14.3%
Irrigation	Hours	0	590	13	780	(190)	-24.3%
TMV Trash Collection	Hours	65	1,082	64.25	1015	67	6.6%
Christmas Decorations	Hours	677	1,404	719.25	1423	(19)	-1.4%
Residential Trash	Pound	16,350	178,725	14,700	158,550	20,175	12.7%
Residential Recycle	Pound	22,806	223,465	4,518	95,708	127,757	133.5%
Diversion Rate	%	58.24%	55.56%	23.51%	37.64%	17.92%	47.6%
Vehicle Maintenance							
# Preventive Maintenance Performed		17	200	25	202	(2)	-1.0%
# Repairs Completed		36	308	34	305	3	1.0%
Special Projects		7	45	3	66	(21)	-31.8%
# Roadside Assists		0	5	0	11	(6)	-54.5%
Finance							
# Employee Based Business Licenses Issued		19	681	2	623	58	9.3%
# Privately Licensed Rentals		2	68	0	61	7	11.5%
# Property Management Licensed Rentals		0	338	0	322	16	5.0%
# VRBO Listings for MV		355		322		33	10.2%
# Paperless Billing Accts (YTD is total paperless customers)		10	535	13	376	159	42.3%
# of TMV AR Bills Processed		2,037	22,272	1,905	21,625	647	3.0%
Accounts Receivable - Total Bad Debt Reserve/Allowance: \$22,746							
	TMV Operating Receivables (includes Gondola funding)	Utilities - Cable and Water/Sewer		VCA - Village Court Apartments		General Fund Investment Activity	
Current	\$ 579,776 94.8%	\$ 239,720	89.6%	\$ (16,445)	146.2%	Change in Value	(\$256,036)
30+ Days	3,179 0.5%	21,566	8.1%	(1,945)	17.3%	Ending Balance	\$5,248,673
60+ Days	2,364 0.4%	3,535	1.3%	(1,771)	15.7%	Investment Income	\$8,372
90+ Days	110 0.0%	2,574	1.0%	8,911	-79.2%	Portfolio Yield	0.93%
over 120 days	26,274 4.3%	-	0.0%	-	0.0%		
Total	\$ 611,703 100.0%	\$ 267,396	100.0%	\$ (11,250)	100.0%		
	Other Billings - CDF, Construction Parking, Commercial Trash	Total All AR		Change Since Last Month - Increase (Decrease) in AR		Other Statistics	
Current	\$ 14,170 58.6%	\$ 817,221	91.6%	\$ 314,985	102.9%	Population (estimated)	1,340
30+ Days	6,968 28.8%	29,768	3.3%	(754)	-0.2%	Registered Voters	1,016
60+ Days	2,711 11.2%	6,839	0.8%	(5,926)	-1.9%	Property Valuation	266,407,970
90+ Days	338 1.4%	11,933	1.3%	(2,410)	-0.8%		
over 120 days	- 0.0%	26,274	2.9%	256	0.1%		
Total	\$ 24,187 100.0%	\$ 892,036	100.0%	\$ 306,151	100.0%		

**TOWN OF MOUNTAIN VILLAGE, COLORADO
ORDINANCE NO. 2015 - __**

AN ORDINANCE LEVYING GENERAL PROPERTY TAXES FOR THE YEAR 2015, TO HELP DEFRAY THE COSTS OF GOVERNMENT FOR THE TOWN OF MOUNTAIN VILLAGE, COLORADO, FOR THE 2016 BUDGET YEAR.

RECITALS

- A. The Town Council for the Town of Mountain Village (“The Town”), has adopted the annual budget in accordance with the Local Government Budget Law.
- B. The citizens of the Town have previously approved a general operating mill levy of 13.110 mills to generate property tax revenues to defray the general operating expenses of the Town and authorized the Town without increasing its mill levy to collect and expend whatever amounts are raised annually from its authorized mill levy; and in 2004, the citizens of the Town approved a mill levy of .333 mills dedicated to fund the Telluride Historical Museum.
- C. Pursuant to Colorado State Statute 29-1-301, the Town may adjust the amount of its tax levy authorized by an additional amount to cover abatements and refunds.
- D. The amount of funds necessary to budget for general operating purposes from general property tax revenues is \$3,861,404 and 13.110 mills will generate this amount of funds.
- E. The amount of funds necessary to meet the Telluride Historical Museum annual funding obligation is \$98,081 and .333 mills will generate this amount of funds.
- F. The amount of funds necessary to cover amounts abated and refunded in the current fiscal year is \$1,227 and .004165 mills will generate this amount of funds.
- G. The 2015 valuation for assessment for the Town of Mountain Village as certified by the County Assessor is \$294,538,840.

NOW, THEREFORE, BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF MOUNTAIN VILLAGE, COLORADO:

Section 1. That for the purpose of meeting all general operating expenses of the Town of Mountain Village during the 2016 budget year, there is hereby levied a tax of 13.110 mills upon each dollar of the total valuation for assessment of all taxable property within the Town of Mountain Village for the year 2015.

Section 2. That for the purpose of meeting all Telluride Historical Museum funding obligations of the Town of Mountain Village during the 2016 budget year, there is hereby levied a tax of .333 mills upon each dollar of the total valuation for assessment of all taxable property within the Town of Mountain Village for the year 2015.

Section 3. That for the purpose of meeting abatement and refunds realized in the current fiscal year, there is hereby levied a tax of .004165 mills upon each dollar of the total valuation for assessment of all taxable property within the Town of Mountain Village for the year 2015.

Section 4. The Town Treasurer of the Town of Mountain Village is hereby authorized and directed to immediately certify to the County Commissioners of San Miguel County, Colorado, the mill levy for the Town of Mountain Village as herein above determined and set.

INTRODUCED ON FIRST READING BEFORE THE TOWN COUNCIL ON NOVEMBER 19, 2015.

ADOPTED BY THE TOWN COUNCIL ON SECOND READING AFTER PUBLIC HEARING, this 10th day of December, 2015.

This Ordinance shall be effective the 10th day of January, 2016.

TOWN OF MOUNTAIN VILLAGE

**TOWN OF MOUNTAIN VILLAGE, COLORADO,
A HOME-RULE MUNICIPALITY**

By: _____
Dan Jansen, Mayor

ATTEST:

Jackie Kennefick, Town Clerk

HEARD AND FINALLY ADOPTED by the Town Council of the Town of Mountain Village, Colorado this 10th day of December, 2015.

Approved As To Form:

Jim Mahoney, Assistant Town Attorney

I, Jackie Kennefick, the duly qualified and acting Town Clerk of the Town of Mountain Village, Colorado ("Town") do hereby certify that:

1. The attached copy of Ordinance No. _____ ("Ordinance") is a true, correct and complete copy thereof.
2. The Ordinance was introduced, read by title, approved on first reading with minor amendments and referred to public hearing by the Town Council the Town ("Council") at a regular meeting held at Town Hall, 455 Mountain Village Blvd., Mountain Village, Colorado, on __November 19th_____, 2015, by the affirmative vote of a quorum of the Town Council as follows:

Council Member Name	"Yes"	"No"	Absent	Abstain
Dan Jansen, Mayor				
Martin McKinley, Mayor Pro-Tem				
Michelle Sherry				
Laila Benitez				
Dan Caton				
Cath Jett				
Bruce McIntire				

3. After the Council’s approval of the first reading of the Ordinance, notice of the public hearing, containing the date, time and location of the public hearing and a description of the subject matter of the proposed Ordinance was posted and published in the Telluride Daily Planet, a newspaper of general circulation in the Town, on _____, 2014 in accordance with Section 5.2b of the Town of Mountain Village Home Rule.

4. A public hearing on the Ordinance was held by the Town Council at a regular meeting of the Town Council held at Town Hall, 455 Mountain Village Blvd., Mountain Village, Colorado, on ____, 2015. At the public hearing, the Ordinance was considered, read by title, and approved without amendment by the Town Council, by the affirmative vote of a quorum of the Town Council as follows:

Council Member Name	“Yes”	“No”	Absent	Abstain
Dan Jansen, Mayor				
Martin McKinley, Mayor Pro-Tem				
Laila Benitez				
Michelle Sherry				
Dan Caton				
Cath Jett				
Bruce Macintire				

5. The Ordinance has been signed by the Mayor, sealed with the Town seal, attested by me as Town Clerk, and duly numbered and recorded in the official records of the Town.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of the Town this ____ day of _____, 2015.

Jackie Kennefick, Town Clerk

(SEAL)

Town Council Meeting December 10, 2015 Agenda Item 8c

ORDINANCE NO. 2015 - __

AN ORDINANCE OF THE TOWN COUNCIL OF THE TOWN OF MOUNTAIN VILLAGE, COLORADO SUMMARIZING EXPENDITURES AND REVENUES FOR EACH FUND AND ADOPTING A BUDGET FOR THE TOWN OF MOUNTAIN VILLAGE, COLORADO, FOR THE CALENDAR YEAR BEGINNING ON THE FIRST DAY OF JANUARY, 2016, AND ENDING ON THE LAST DAY OF DECEMBER, 2016, AND TO REVISE THE 2015 BUDGET APPROPRIATING ADDITIONAL SUMS OF MONEY TO DEFRAY EXPENSES IN EXCESS OF AMOUNTS BUDGETED FOR THE TOWN OF MOUNTAIN VILLAGE, COLORADO.

RECITALS:

- A. In accordance with Section 8.1 b.) 2.) Of the Town Charter, the Mayor submitted the Town budget on September 16, 2015, for its consideration by Town Council.
- B. Upon due and proper notice, published or posted in accordance with the Town Charter, said proposed budget is open for inspection by the public in the office of the Town Clerk of the Town of Mountain Village. A public hearing will be held on December 10, 2015, and interested taxpayers are given the opportunity to file or register any objections to said proposed budget.
- C. Whatever increases may have been made in the 2015 budget expenditures, like increases were added to the revenues from existing fund balances so that the budget remains in balance, as required by law.
- D. The Town of Mountain Village, during the 2015 budget year, incurred certain extraordinary expenses not reasonably foreseeable at the time of the adoption of the 2015 budget.
- E. The Town of Mountain Village, desires to supplement the 2015 budget and appropriate sufficient funds to meet the resulting deficit.

NOW, THEREFORE, BE IT ORDAINED BY THE Town Council of the Town of Mountain Village, Colorado;

Section 1. That the budget as submitted, amended, summarized by fund below, hereby is approved and adopted as the budget of the Town of Mountain Village for the year 2016.

<u>General Fund</u>		<u>Gondola Fund</u>		<u>Affordable Housing Dev't Fund</u>	
Revenues	9,813,373	Revenues	7,582,411	Revenues	12,778
Current Operating Expenses	8,834,237	Current Operating Expenses	3,940,911	Current Operating Expenses	117,000
Capital Outlay	105,000	Capital Outlay	3,641,500	Capital Outlay	-
Debt Service	-	Debt Service	-	Debt Service	-
Total Fund Expenditures	8,939,237	Total Fund Expenditures	7,582,411	Total Fund Expenditures	117,000
Other Sources (Uses)	(1,024,155)	Other Sources (Uses)	-	Other Sources (Uses)	363,000
Surplus / (Deficit)	(150,020)	Surplus / (Deficit)	-	Surplus / (Deficit)	258,778
<u>Capital Projects Fund</u>		<u>Communications System Fund</u>		<u>Mortgage Assistance Pool Fund</u>	
Revenues	9,950	Revenues	-	Revenues	-
Current Operating Expenses	-	Current Operating Expenses	-	Current Operating Expenses	60,000
Capital Outlay	300,000	Capital Outlay	-	Capital Outlay	-
Debt Service	-	Debt Service	-	Debt Service	-
Total Fund Expenditures	300,000	Total Fund Expenditures	-	Total Fund Expenditures	60,000
Other Sources (Uses)	300,000	Other Sources (Uses)	-	Other Sources (Uses)	60,000
Surplus / (Deficit)	9,950	Surplus / (Deficit)	-	Surplus / (Deficit)	-
<u>Historical Museum Fund</u>		<u>Child Development Fund</u>		<u>Water & Sewer Fund</u>	
Revenues	98,081	Revenues	463,212	Revenues	2,318,210
Current Operating Expenses	98,081	Current Operating Expenses	589,560	Current Operating Expenses	1,652,620
Capital Outlay	-	Capital Outlay	-	Capital Outlay	489,550
Debt Service	-	Debt Service	-	Debt Service	-
Total Fund Expenditures	98,081	Total Fund Expenditures	589,560	Total Fund Expenditures	2,142,170
Other Sources (Uses)	-	Other Sources (Uses)	126,348	Other Sources (Uses)	(93,372)
Surplus / (Deficit)	-	Surplus / (Deficit)	-	Surplus / (Deficit)	82,668
<u>Tourism Fund</u>		<u>Broadband Fund</u>		<u>TCC Fund</u>	
Revenues	2,081,583	Revenues	1,775,078	Revenues	-
Current Operating Expenses	2,066,767	Current Operating Expenses	1,529,265	Current Operating Expenses	204,168
Capital Outlay	-	Capital Outlay	60,000	Capital Outlay	-
Debt Service	-	Debt Service	-	Debt Service	-
Total Fund Expenditures	2,066,767	Total Fund Expenditures	1,589,265	Total Fund Expenditures	204,168
Other Sources (Uses)	(14,816)	Other Sources (Uses)	(125,267)	Other Sources (Uses)	204,168
Surplus / (Deficit)	-	Surplus / (Deficit)	60,545	Surplus / (Deficit)	-
<u>TMV Housing Authority Fund (VCA)</u>		<u>Parking Services Fund</u>		<u>Vehicle & Equipment Acquisition Fund</u>	
Revenues	2,320,169	Revenues	274,637	Revenues	229,360
Current Operating Expenses	1,305,871	Current Operating Expenses	340,626	Current Operating Expenses	-
Capital Outlay	5,000	Capital Outlay	-	Capital Outlay	565,497
Debt Service	785,969	Debt Service	-	Debt Service	-
Total Fund Expenditures	2,096,840	Total Fund Expenditures	340,626	Total Fund Expenditures	565,497
Other Sources (Uses)	(106,968)	Other Sources (Uses)	65,989	Other Sources (Uses)	422,338
Surplus / (Deficit)	116,360	Surplus / (Deficit)	-	Surplus / (Deficit)	86,201

Section 2. That the budget as submitted, amended, summarized by fund below, hereby is approved and adopted as the budget of the Town of Mountain Village for the year 2015.

General Fund		Gondola Fund		Affordable Housing Dev't Fund	
Revenues	9,302,218	Revenues	4,364,503	Revenues	12,778
Current Operating Expenses	8,078,504	Current Operating Expenses	3,718,179	Current Operating Expenses	109,638
Capital Outlay	311,235	Capital Outlay	646,324	Capital Outlay	-
Debt Service	-	Debt Service	-	Debt Service	-
Total Fund Expenditures	8,389,739	Total Fund Expenditures	4,364,503	Total Fund Expenditures	109,638
Other Sources (Uses)	(354,730)	Other Sources (Uses)	-	Other Sources (Uses)	(61,680)
Surplus / (Deficit)	557,750	Surplus / (Deficit)	-	Surplus / (Deficit)	(158,540)
Capital Projects Fund		Communications System Fund		Mortgage Assistance Pool Fund	
Revenues	63,822	Revenues	-	Revenues	-
Current Operating Expenses	-	Current Operating Expenses	-	Current Operating Expenses	30,000
Capital Outlay	492,302	Capital Outlay	-	Capital Outlay	-
Debt Service	-	Debt Service	-	Debt Service	-
Total Fund Expenditures	492,302	Total Fund Expenditures	-	Total Fund Expenditures	30,000
Other Sources (Uses)	438,430	Other Sources (Uses)	-	Other Sources (Uses)	30,000
Surplus / (Deficit)	9,950	Surplus / (Deficit)	-	Surplus / (Deficit)	-
Historical Museum Fund		Child Development Fund		Water & Sewer Fund	
Revenues	88,714	Revenues	475,455	Revenues	2,280,992
Current Operating Expenses	88,714	Current Operating Expenses	590,305	Current Operating Expenses	1,449,833
Capital Outlay	-	Capital Outlay	-	Capital Outlay	2,459,383
Debt Service	-	Debt Service	-	Debt Service	-
Total Fund Expenditures	88,714	Total Fund Expenditures	590,305	Total Fund Expenditures	3,909,216
Other Sources (Uses)	-	Other Sources (Uses)	114,850	Other Sources (Uses)	5,408
Surplus / (Deficit)	-	Surplus / (Deficit)	-	Surplus / (Deficit)	(1,622,816)
Tourism Fund		Broadband Fund		TCC Fund	
Revenues	2,076,243	Revenues	1,720,468	Revenues	-
Current Operating Expenses	2,037,289	Current Operating Expenses	1,334,138	Current Operating Expenses	203,335
Capital Outlay	-	Capital Outlay	142,500	Capital Outlay	-
Debt Service	-	Debt Service	-	Debt Service	-
Total Fund Expenditures	2,037,289	Total Fund Expenditures	1,476,638	Total Fund Expenditures	203,335
Other Sources (Uses)	(38,954)	Other Sources (Uses)	(293,831)	Other Sources (Uses)	203,335
Surplus / (Deficit)	-	Surplus / (Deficit)	(50,000)	Surplus / (Deficit)	-
TMV Housing Authority Fund (VCA)		Parking Services Fund		Vehicle & Equipment Acquisition Fund	
Revenues	2,315,169	Revenues	317,450	Revenues	235,524
Current Operating Expenses	1,202,197	Current Operating Expenses	345,283	Current Operating Expenses	-
Capital Outlay	-	Capital Outlay	18,000	Capital Outlay	468,700
Debt Service	785,974	Debt Service	-	Debt Service	-
Total Fund Expenditures	1,988,171	Total Fund Expenditures	363,283	Total Fund Expenditures	468,700
Other Sources (Uses)	(105,444)	Other Sources (Uses)	45,833	Other Sources (Uses)	283,586
Surplus / (Deficit)	221,554	Surplus / (Deficit)	-	Surplus / (Deficit)	50,409

Section 3. That the budgets hereby approved and adopted shall be signed by the Mayor and made a part of the public records of the Town of Mountain Village.

INTRODUCED ON FIRST READING BEFORE THE TOWN COUNCIL ON NOVEMBER 19, 2015.

ADOPTED BY THE TOWN COUNCIL ON SECOND READING AFTER PUBLIC HEARING, this 10th day of December, 2015.

This Ordinance shall be effective the 10th day of January, 2016.

TOWN OF MOUNTAIN VILLAGE

TOWN OF MOUNTAIN VILLAGE, COLORADO, A HOME-RULE MUNICIPALITY

By: _____
Dan Jansen, Mayor

ATTEST:

Jackie Kennefick, Town Clerk

HEARD AND FINALLY ADOPTED by the Town Council of the Town of Mountain Village, Colorado this 10th day of December, 2015

Approved As To Form:

Jim Mahoney, Assistant Town Attorney

I, Jackie Kennefick, the duly qualified and acting Town Clerk of the Town of Mountain Village, Colorado ("Town") do hereby certify that:

1. The attached copy of Ordinance No. _____ ("Ordinance") is a true, correct and complete copy thereof.
2. The Ordinance was introduced, read by title, approved on first reading with minor amendments and referred to public hearing by the Town Council the Town ("Council") at a regular meeting held at Town Hall, 455 Mountain Village Blvd., Mountain Village, Colorado, on November 19th, 2015, by the affirmative vote of a quorum of the Town Council as follows:

Council Member Name	"Yes"	"No"	Absent	Abstain
Dan Jansen, Mayor				
Martin McKinley, Mayor Pro-Tem				
Michelle Sherry				
Laila Benitez				
Dan Caton				
Cath Jett				
Bruce Macintire				

3. After the Council's approval of the first reading of the Ordinance, notice of the public hearing, containing the date, time and location of the public hearing and a description of the subject matter of the proposed Ordinance was posted and published in the Telluride Daily Planet, a newspaper of general circulation in the Town, on _____, 2015 in accordance with Section 5.2b of the Town of Mountain Village Home Rule.

4. A public hearing on the Ordinance was held by the Town Council at a regular meeting of the Town Council held at Town Hall, 455 Mountain Village Blvd., Mountain Village, Colorado, on _____, 2015. At the public hearing, the Ordinance was considered, read by title, and approved without amendment by the Town Council, by the affirmative vote of a quorum of the Town Council as follows:

Council Member Name	“Yes”	“No”	Absent	Abstain
Dan Jansen, Mayor				
Martin McKinley, Mayor Pro-Tem				
Michelle Sherry				
Laila Benitez				
Dan Caton				
Cath Jett				
Bruce Macintire				

5. The Ordinance has been signed by the Mayor, sealed with the Town seal, attested by me as Town Clerk, and duly numbered and recorded in the official records of the Town.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of the Town this _____ day of _____, 2015

Jackie Kennefick, Town Clerk

2016 Financial Planning Management Summary*

* This summary is a combined town budget summary not prepared in accordance with governmental budgeting and accounting standards, but rather to provide a summary look at the proposed budget with debt service allocated to the appropriate fund or operation.

	Governmental Funds				Enterprise (Business-Type) Funds							Governmental Pass Through Funds				
	General Fund 2016	Vehicle Acquisition 2016	Debt Service Fund 2016	Capital Projects 2016	Parking Services 2016	Water/Sewer 2016	Broadband 2016	TCC 2016	VCA 2016	Non-major Funds Child Development/AHDF/MAP 2016	Total	Percentage of Total	Tourism 2016	Historical Museum 2016	Gondola 2016	Grand Total
Inflows																
Revenues	\$ 9,813,373	\$ 244,000	\$ -	\$ 9,950	\$ 274,637	\$ 2,318,210	\$ 1,775,078	\$ -	\$ 2,320,169	\$ 475,990	\$ 17,231,406		\$ 2,081,583	\$ 98,081	\$ 7,582,411	\$ 26,993,482
Debt Service Income																
Property Tax (Income)	-	-	82,264	-	550,355	1,863,938	-	1,067,156	-	-	3,563,714		-	-	-	3,563,714
Other Income	-	-	600	-	31	-	-	-	1,500	-	2,131		-	-	207,975	210,106
Total Debt Service Income	-	-	82,864	-	550,386	1,863,938	-	1,067,156	1,500	-	3,565,845		-	-	207,975	3,773,820
Inflow (Revenues) Subtotal	9,813,373	244,000	82,864	9,950	825,023	4,182,148	1,775,078	1,067,156	2,321,669	475,990	20,797,251		2,081,583	98,081	7,790,386	30,767,302
Other Sources and Uses (Inflows)																
Interfund Transfers In	545,589	422,338	-	300,000	93,891	-	-	204,168	-	609,348	2,175,334		-	-	-	2,175,334
Tap Fees	-	-	-	-	-	42,000	-	-	-	-	42,000		-	-	-	42,000
Sale of Assets	-	-	-	-	-	-	-	-	-	-	-		-	-	-	-
Other Sources and Uses (Inflows) Total	545,589	422,338	-	300,000	93,891	42,000	-	204,168	-	609,348	2,217,334		-	-	-	2,217,334
Total Inflows	10,358,962	666,338	82,864	309,950	918,914	4,224,148	1,775,078	1,271,324	2,321,669	1,085,338	23,014,585		2,081,583	98,081	7,790,386	32,984,636
Outflows																
Operating Expense																
Personnel Expense	5,022,506	-	-	-	134,886	492,839	355,207	-	429,826	470,656	6,905,920	47.15%	-	-	2,842,925	9,748,846
Utilities-W/S, Electric, Natural Gas, Internet, Phone Services	526,318	-	-	-	25,000	361,566	30,346	-	418,857	10,578	1,372,665	9.37%	-	-	403,098	1,775,763
Equipment and Vehicle Maintenance	130,217	-	-	-	-	4,591	2,500	-	2,769	-	140,077	0.96%	-	-	13,271	153,348
Government Buildings and Facility Expense	334,587	-	-	-	77,255	3,756	2,106	20,000	229,316	42,044	709,064	4.84%	-	-	42,040	751,104
Travel, Education, and Conferences	59,011	-	-	-	-	7,000	7,000	-	2,000	2,720	77,731	0.53%	-	-	17,500	95,231
Legal Services	479,677	-	-	-	-	40,000	-	-	-	-	519,677	3.55%	-	-	3,500	523,177
Marketing, Public Communications, and Regional Promotion	226,750	-	-	-	-	-	25,000	100,000	20,000	-	371,750	2.54%	2,066,767	98,081	-	2,536,599
Cable, Phone, and Internet Service Delivery Costs	-	-	-	-	-	-	-	1,054,990	-	-	1,054,990	7.20%	-	-	-	1,054,990
Funding Support to Other Agencies	76,000	-	-	-	-	-	-	-	-	-	76,000	0.52%	-	-	-	76,000
Water/Sewer Service Delivery	-	-	-	-	-	667,753	-	-	-	-	667,753	4.56%	-	-	-	667,753
Dues, Fees, and Licenses	168,195	14,640	-	-	-	9,650	4,700	84,168	38,508	1,120	320,981	2.19%	-	-	22,000	342,981
Supplies, Parts and Materials	160,555	-	-	-	9,210	26,899	7,000	-	1,316	6,319	211,299	1.44%	-	-	179,500	390,799
Road, Bridge, and Parking Lot Paving, Striping, and Repair	450,480	-	-	-	39,260	-	-	-	30,000	-	519,740	3.55%	-	-	-	519,740
Information Technology	227,590	-	-	-	12,000	-	30,476	-	-	-	270,066	1.84%	-	-	-	270,066
Fuel (Vehicles)	204,870	-	-	-	525	15,257	3,939	-	3,308	2,700	230,600	1.57%	-	-	9,070	239,669
Consulting, Professional Services, & Comp Plan	115,500	-	-	-	-	3,309	-	-	-	930	119,739	0.82%	-	-	-	119,739
Property Insurance	106,000	-	-	-	-	20,000	6,000	-	61,000	-	193,000	1.32%	-	-	33,121	226,121
Other Expenses	545,982	-	-	-	42,490	-	-	-	68,971	229,494	886,937	6.06%	-	-	321,885	1,208,823
Total Expense	8,834,237	14,640	-	-	340,626	1,652,620	1,529,265	204,168	1,305,871	766,560	14,647,988	100.00%	2,066,767	98,081	3,887,911	20,700,750
Capital	105,000	565,497	-	300,000	-	489,550	60,000	-	5,000	-	1,525,047		-	-	3,641,500	5,166,547
Debt Service Expense																
Principal/Interest	-	-	-	-	531,425	1,799,825	-	1,030,450	787,469	-	4,149,169		-	-	207,975	4,357,144
Other Admin Fees	-	-	-	-	18,631	63,098	-	36,126	-	-	117,855		-	-	1,500	119,355
Total Debt Service Costs	-	-	-	-	550,056	1,862,923	-	1,066,576	787,469	-	4,267,024		-	-	209,475	4,476,499
Outflows (Expenses) Subtotal	8,939,237	580,137	-	300,000	890,682	4,005,094	1,589,265	1,270,743	2,098,340	766,560	20,440,059		2,066,767	98,081	7,738,886	30,343,795
Other Sources and Uses (Outflows)																
Interfund Transfers Out	1,569,745	-	82,264	-	27,902	135,372	125,267	-	106,968	60,000	2,107,518		14,816	-	53,000	2,175,334
Water/Sewer Water and Tap Fee Credits	-	-	-	-	-	-	-	-	-	-	-		-	-	-	-
Other Sources and Uses Total (Outflows)	1,569,745	-	82,264	-	27,902	135,372	125,267	-	106,968	60,000	2,107,518		14,816	-	53,000	2,175,334
Total Outflows	10,508,982	580,137	82,264	300,000	918,584	4,140,465	1,714,533	1,270,743	2,205,309	826,560	22,547,577		2,081,583	98,081	7,791,886	32,519,129
Net Budget Surplus (Deficit)	(150,020)	86,201	600	9,950	330	83,682	60,545	581	116,360	258,778	467,008		-	-	(1,500)	465,507
Release of Property Tax Reserve	(225,414)	-	-	-	-	-	-	-	-	-	(225,414)		-	-	-	(225,414)
Total Beginning Balance	7,444,278	110,318	744,695	41,980	-	1,021,197	60,000	-	242,748	795,856	10,461,071		-	-	-	10,461,071
Total Ending Balance	\$ 7,068,844	\$ 196,519	\$ 745,295	\$ 51,930	\$ 330	\$ 1,104,879	\$ 120,545	\$ 581	\$ 359,108	\$ 1,054,633	\$ 10,702,665		\$ -	\$ -	\$ (1,500)	\$ 10,701,164
Outstanding Debt	\$ -	\$ -	\$ -	\$ -	\$ 7,375,000	\$ 1,705,000	\$ -	\$ 990,000	\$ 12,632,600	\$ -	\$ 22,702,600		\$ -	\$ -	\$ 2,370,000	\$ 25,072,600

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
General Fund

Summary

Sch.	Actual		Annual Budgets					Long Term Projections					
	2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020	
Revenues													
Taxes	A	8,517,245	7,151,121	7,576,336	8,177,996	601,660	8,699,766	521,769	8,710,008	9,124,665	9,374,219	9,802,513	53,889,167
Licenses and Permits	A	494,317	274,555	260,736	296,467	35,731	261,655	(34,812)	261,655	261,655	261,655	261,655	1,604,742
Intergovernmental Revenue	A	440,285	363,555	373,597	371,920	(1,677)	379,030	7,110	385,811	404,944	411,728	430,863	2,384,297
Grant Proceeds	A	6,000	8,287	-	14,107	14,107	10,000	(4,107)	-	-	-	-	24,107
Charges for Services	A	723,502	278,766	251,440	262,923	11,483	251,440	(11,483)	253,385	255,427	257,571	259,822	1,540,566
Fines and Forfeits	A	4,150	4,450	6,077	6,077	-	6,077	-	6,077	6,077	6,077	6,077	36,462
Interest on Investment	A	(534)	44,268	13,770	50,000	36,230	45,000	(5,000)	45,000	45,000	45,000	45,900	275,900
Miscellaneous Revenue	A	83,642	87,055	77,877	80,442	2,565	80,492	50	83,317	83,293	83,271	83,249	494,064
Contributions from Private Sources	A	29,884	29,783	266,788	42,286	(224,502)	79,913	37,627	19,289	33,706	53,792	22,524	251,509
Total Revenue		10,298,491	8,241,840	8,826,621	9,302,218	475,597	9,813,373	511,154	9,764,541	10,214,767	10,493,312	10,912,604	60,500,815
Expenditures													
Administrative	C	2,322,794	2,400,215	2,645,711	2,672,382	26,671	2,893,596	221,214	2,874,736	2,940,504	2,971,630	3,019,714	17,372,563
Municipal Court (Judicial)	D	28,637	28,859	30,203	31,056	853	30,962	(94)	31,195	31,445	31,712	31,998	188,368
Public Safety	E	765,603	714,239	844,878	850,213	5,335	879,961	29,748	860,843	870,312	880,405	891,165	5,232,900
Grants and Contributions	F	66,500	79,795	66,500	66,500	-	76,000	9,500	76,000	76,000	76,000	76,000	446,500
Road & Bridge	G	1,537,840	910,000	1,038,197	1,020,086	(18,111)	1,138,707	118,621	1,127,289	1,138,133	1,149,672	1,161,951	6,735,837
Vehicle Maintenance	H	429,894	432,818	478,957	459,648	(19,309)	473,431	13,783	478,994	484,920	491,233	497,959	2,886,185
Bus/Dial A Ride	I	345,534	154,008	168,915	164,430	(4,484)	157,724	(6,706)	159,219	160,816	162,521	164,341	969,051
Employee Shuttle	I-1	73,746	70,086	100,252	99,787	(465)	103,590	3,803	107,205	111,003	114,993	119,187	655,765
Parks & Recreation	J	327,661	400,979	478,793	457,439	(21,353)	512,667	55,228	462,107	469,548	477,500	485,999	2,865,262
Plaza Services & Environmental Services	K	1,130,527	1,141,618	1,510,998	1,346,673	(164,325)	1,452,442	105,769	1,360,430	1,390,090	1,421,515	1,454,813	8,425,964
Trash Removal	K-1	200,162	43,929	47,307	51,646	4,339	54,999	3,353	55,484	56,003	56,557	57,150	331,838
Building Maintenance	L	162,205	100,459	196,754	196,754	-	210,683	13,929	204,871	207,204	209,693	212,347	1,241,553
Planning & Development Services	M	512,562	575,850	744,870	631,408	(113,462)	762,005	130,597	687,762	694,254	701,193	708,610	4,185,232
Contingency (1% of Expenditures)		-	-	83,523	30,480	(53,043)	87,468	56,987	84,861	86,302	87,446	88,812	465,370
Total Expenditures		7,903,664	7,052,856	8,435,859	8,078,504	(357,355)	8,834,237	755,733	8,570,998	8,716,534	8,832,071	8,970,046	52,002,390
Net Surplus/(Deficit) before Capital Outlay & Debt Service		2,394,827	1,188,984	390,762	1,223,715	832,952	979,135	(244,579)	1,193,544	1,498,232	1,661,241	1,942,558	8,498,424
Capital Outlay													
Capital Outlay - Facilities, Trails and Area Improvements	N	167,036	289,682	461,235	311,235	(150,000)	105,000	(206,235)	205,000	205,000	205,000	205,000	1,236,235
Total Capital Outlay		167,036	289,682	461,235	311,235	(150,000)	105,000	(206,235)	205,000	205,000	205,000	205,000	1,236,235
Net Surplus/(Deficit) after Capital Outlay		2,227,791	899,302	(70,473)	912,480	982,952	874,135	(38,344)	988,544	1,293,232	1,456,241	1,737,558	7,262,189
Other Financing Sources/(Uses):													
Transfers (To) / From Other Funds													
Tourism Fund		(66,618)	28,124	12,387	38,954	26,567	14,816	(24,138)	40,102	40,392	40,684	41,275	216,224
Child Development Fund		(72,216)	(86,937)	(121,208)	(114,850)	6,358	(126,348)	(11,499)	(152,409)	(156,610)	(161,318)	(166,571)	(878,106)
Communications System Fund		-	8,688	-	-	-	-	-	-	-	-	-	-
Broadband Fund		171,867	179,928	229,295	176,814	(52,481)	-	(176,814)	-	-	-	-	176,814
TCC Fund		(198,329)	(153,097)	(167,729)	(203,335)	(35,606)	(204,168)	(833)	(205,010)	(205,860)	(206,718)	(207,585)	(1,232,676)
Village Court Apartments		-	-	-	-	-	-	-	-	-	-	-	-
Affordable Housing Development Fund		(327,349)	(348,409)	(339,889)	(406,750)	(66,861)	(423,000)	(16,249)	(439,888)	(457,555)	(475,777)	(494,888)	(2,697,859)
Mortgage Assistance Fund		-	-	-	-	-	-	-	-	-	-	-	-
Transfer to the Vehicle and Capital Equipment Fund	M	(36,381)	(185,994)	(352,061)	(283,586)	68,475	(422,338)	(138,752)	(701,807)	(283,916)	(198,847)	(10,554)	(1,901,047)
Transfer to from the Parking Services Fund		11,280	36,752	(80,783)	(76,118)	4,665	(93,891)	(17,773)	(101,000)	(104,540)	(110,097)	(141,925)	(627,572)
Capital Projects Fund		(70,765)	-	-	-	-	(300,000)	(300,000)	-	-	-	-	(300,000)
Debt Service Fund		115,031	(357,416)	81,251	81,230	(21)	82,264	1,034	83,910	85,588	87,300	89,046	509,338
Overhead Allocation from Enterprise Funds		420,417	443,371	426,900	432,911	6,011	448,509	15,599	434,173	423,255	442,289	452,500	2,633,637
Water/Sewer Fund - 2013 Road Paving		600,000	-	-	-	-	-	-	-	-	-	-	-

Town of Mountain Village
 2015 Revised/2016 Proposed Budget and Long Term Financial Plan
 General Fund

Summary

Sch. Sale of Assets
 Total Other Financing Sources/(Uses)
 Surplus / (Deficit) after Other Financing Sources / (Uses)
 Beginning Fund Balance
 Reserved Property Tax Revenue
 Ending Fund Balance

	Actual		Annual Budgets					Long Term Projections				
	2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Sale of Assets	1,685	10,432	-	-	-	-	-	-	-	-	-	-
Total Other Financing Sources/(Uses)	548,624	(424,556)	(311,837)	(354,730)	(42,893)	(1,024,155)	(669,426)	(1,041,929)	(659,245)	(582,485)	(438,702)	(4,101,247)
Surplus / (Deficit) after Other Financing Sources / (Uses)	2,776,415	474,746	(382,310)	557,750	940,060	(150,020)	(707,770)	(53,386)	633,987	873,756	1,298,855	3,160,942
Beginning Fund Balance	3,860,781	6,637,196	5,833,033	7,111,942	1,278,909	7,444,278	332,336	7,068,844	7,015,459	7,649,446	8,523,201	
Reserved Property Tax Revenue	-	-	(225,414)	(225,414)	-	(225,414)	-	-	-	-	-	-
Ending Fund Balance	6,637,196	7,111,942	5,225,309	7,444,278	2,218,969	7,068,844	(375,434)	7,015,459	7,649,446	8,523,201	9,822,057	

Fund Balance Detail

Emergency Reserve Fund Balance	2,766,282	2,468,500	2,952,551	2,827,476	(125,074)	3,091,983	264,507	2,999,849	3,050,787	3,091,225	3,139,516
*Property Tax Reserve Fund Balance	450,828	450,828	225,414	225,414	-	-	(225,414)	-	-	-	-
**Health Care Premium Savings Reserve	50,000	50,000	50,000	50,000	-	50,000	-	50,000	50,000	50,000	50,000
Facility Maintenance Reserves (from Cable Fund Surpluses)	155,000	155,000	155,000	155,000	-	155,000	-	155,000	155,000	155,000	155,000
Unreserved Fund Balance	3,215,085	3,987,615	1,842,345	4,186,388	2,344,043	3,771,861	(414,526)	3,810,609	4,393,659	5,226,977	6,477,540
Total Fund Balance	6,637,196	7,111,942	5,225,309	7,444,278	2,218,969	7,068,844	(375,434)	7,015,459	7,649,446	8,523,201	9,822,057

*The Town Budget and Finance Committee recommends the treatment of the property tax reserve against a declining assessed value be shown as a deduction from property tax revenues and is therefore unavailable to spend and is reflected in the surplus (deficit).

**The Town is reserving a portion of the health care premium holiday from 2009 to hedge against future increases in healthcare premiums that exceed the budgeted increase.

Construction Valuation	\$ 14,955,358	\$ 19,308,379	\$ 35,000,000	\$ 35,000,000	\$ -	\$ 35,000,000	\$ -	\$ 35,000,000	\$ 35,000,000	\$ 35,000,000	\$ 35,000,000	\$ 210,000,000
Assessed Valuation for Prior Year	\$ 317,579,100	\$ 265,515,290	\$ 266,407,970	\$ 266,407,970	\$ -	\$ 294,538,840	\$ 28,130,870	\$ 301,538,840	\$ 321,538,840	\$ 328,538,840	\$ 348,538,840	\$ 1,861,102,170
Town General Fund Mill Levy	13.110	13.110	13.110	13.110	0.000	13.110	0.000	13.110	13.110	13.110	13.110	
Debt Service Mill Levy	10.823	13.325	13.052	13.052	0.000	11.820	(1.232)	11.546	1.755	1.730	1.615	
Total Mill Levy	23.933	26.435	26.162	26.162	0.000	24.930	(1.232)	24.656	14.865	14.840	14.725	

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
General Fund
Schedule A-Revenue Summary

	Sch.	Ann. Inc.	Actual		Annual Budgets				Long Term Projections				Total 2015-2020	
			2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019		2020
Taxes														
Property Taxes	A-1		4,321,173	3,648,841	3,649,952	3,649,952	-	4,025,381	375,429	4,109,037	4,364,694	4,450,248	4,706,542	25,305,853
Property Tax Restricted Reserves			-	-	225,414	225,414	-	225,414	-	-	-	-	-	450,828
Sales Taxes	A-2		2,965,635	3,144,922	3,059,000	3,660,660	601,660	3,807,000	146,340	3,959,000	4,118,000	4,282,000	4,454,000	24,280,660
Cigarette Taxes		0%	9,718	9,825	11,971	11,971	-	11,971	-	11,971	11,971	11,971	11,971	71,826
Original Excise Taxes, Const Material (1.5%)			406,865	115,833	210,000	210,000	-	210,000	-	210,000	210,000	210,000	210,000	1,260,000
Add'l Excise Taxes, Const Material (3%)			813,853	231,701	420,000	420,000	-	420,000	-	420,000	420,000	420,000	420,000	2,520,000
Total Taxes			8,517,245	7,151,121	7,576,336	8,177,996	601,660	8,699,766	521,769	8,710,008	9,124,665	9,374,219	9,802,513	53,889,167
Licenses and Permits														
Building Permits			418,451	150,779	187,880	187,880	-	187,880	-	187,880	187,880	187,880	187,880	1,127,280
Electrical Permits			21,077	42,762	19,100	35,100	16,000	20,000	(15,100)	20,000	20,000	20,000	20,000	135,100
Plumbing Permits			22,333	41,989	18,981	24,280	5,299	19,000	(5,280)	19,000	19,000	19,000	19,000	119,280
Mechanical Permits			161	2,533	200	200	-	200	-	200	200	200	200	1,200
Excavation Permits			-	405	1,000	1,000	-	1,000	-	1,000	1,000	1,000	1,000	6,000
Liquor Licenses			3,323	3,073	3,500	3,500	-	3,500	-	3,500	3,500	3,500	3,500	21,000
Construction Parking Permits			27,629	30,361	30,000	44,432	14,432	30,000	(14,432)	30,000	30,000	30,000	30,000	194,432
Pet Licenses			173	227	75	75	-	75	-	75	75	75	75	450
Other Licenses and Permits			1,171	2,425	-	-	-	-	-	-	-	-	-	-
Total Licenses and Permits			494,317	274,555	260,736	296,467	35,731	261,655	(34,812)	261,655	261,655	261,655	261,655	1,604,742
Intergovernmental Revenue														
Conservation Trust Funds		1%	14,448	13,036	13,008	13,008	-	13,138	130	13,269	13,402	13,536	13,672	80,025
Road & Bridge Taxes and Fees	A-3		357,348	300,570	310,589	313,677	3,088	340,401	26,724	347,051	366,051	372,701	391,701	2,131,581
Severance Tax Distribution			33,681	37,032	25,000	39,488	14,488	19,744	(19,744)	19,744	19,744	19,744	19,744	138,209
Mineral Lease Distribution			34,808	12,917	25,000	5,747	(19,253)	5,747	-	5,747	5,747	5,747	5,747	34,481
Total Intergovernmental Revenue			440,285	363,555	373,597	371,920	(1,677)	379,030	7,110	385,811	404,944	411,728	430,863	2,384,297
Grant Proceeds														
Justice Assistance Grant			-	-	-	-	-	-	-	-	-	-	-	-
Other Grants			6,000	8,287	-	14,107	14,107	10,000	(4,107)	-	-	-	-	24,107
Environmental and Forest Health			-	-	-	-	-	-	-	-	-	-	-	-
Total Grant Proceeds			6,000	8,287	-	14,107	14,107	10,000	(4,107)	-	-	-	-	24,107
Charges for Services														
	A-4		723,502	278,766	251,440	262,923	11,483	251,440	(11,483)	253,385	255,427	257,571	259,822	1,540,566
Fines and Forfeits														
	A-5		4,150	4,450	6,077	6,077	-	6,077	-	6,077	6,077	6,077	6,077	36,462
Interest Revenue														
Interest on Investments			(534)	44,268	13,770	50,000	36,230	45,000	(5,000)	45,000	45,000	45,000	45,900	275,900
Total Interest Revenue			(534)	44,268	13,770	50,000	36,230	45,000	(5,000)	45,000	45,000	45,000	45,900	275,900
Miscellaneous Revenue														
Maintenance Shop Lease			510	13	-	-	-	-	-	-	-	-	-	-
Lease Revenues			502	(98)	(1,398)	(1,398)	-	(1,398)	-	(1,398)	(1,398)	(1,398)	(1,398)	(8,388)
Van Rider Revenue			38,675	30,515	34,000	35,765	1,765	35,765	-	35,765	35,765	35,765	35,765	214,590
Ice Rink Operations			2,972	1,928	2,500	3,300	800	-	(3,300)	3,000	3,000	3,000	3,000	15,300
Miscellaneous Other		A-6	40,983	54,696	42,775	42,775	-	46,125	3,350	45,950	45,926	45,904	45,882	272,562
Total Miscellaneous Revenue			83,642	87,055	77,877	80,442	2,565	80,492	50	83,317	83,293	83,271	83,249	494,064
Contributions from Private Sources			29,884	29,783	266,788	42,286	(224,502)	79,913	37,627	19,289	33,706	53,792	22,524	251,509
Total Revenue - General Fund			10,298,491	8,241,840	8,826,621	9,302,218	475,597	9,813,373	986,752	9,764,541	10,214,767	10,493,312	10,912,604	60,500,815
Construction Valuation			\$ 14,955,358	\$ 19,308,379	\$ 35,000,000	\$ 35,000,000	\$ -	\$ 35,000,000	\$ -	\$ 35,000,000	\$ 35,000,000	\$ 35,000,000	\$ 35,000,000	\$ 210,000,000
Assessed Valuation for Prior Year			\$ 317,579,100	\$ 265,515,290	\$ 266,407,970	\$ 266,407,970	\$ -	\$ 294,538,840	\$ 28,130,870	\$ 301,538,840	\$ 321,538,840	\$ 328,538,840	\$ 348,538,840	\$ 1,861,102,170
General Fund Mill Levy			13.110	13.110	13.110	13.110		13.110		13.110	13.110	13.110	13.110	

Town of Mountain Village
 2015 Revised/2016 Proposed Budget and Long Term Financial Plan
 General Fund
 Schedule A-1- Property Tax Revenues

	Actual		Annual Budgets					Long Term Projections				
	2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Beginning Assessed Valuation (in \$,000's)	318,850	317,626	265,515	265,515	-	266,408	893	294,539	301,539	321,539	328,539	
Annual Increase	(1,271)	(52,111)	893	893	-	28,131	27,238	7,000	20,000	7,000	20,000	
Ending Assessed Valuation (in \$,000's)	317,579	265,515	266,408	266,408	-	294,539	28,131	301,539	321,539	328,539	348,539	
Increase Over Prior Year	-0.38%	-16.39%	0.34%	0.34%	0%	10.56%		2.38%	6.63%	2.18%	6.09%	
Mill Levy	13.11	13.11	13.11	13.11	-	13.11	-	13.11	13.11	13.11	13.11	
General Property Taxes	4,161,991	3,489,984	3,492,608	3,492,608	-	3,861,404	368,796	3,953,174	4,215,374	4,307,144	4,569,344	24,399,049
General Property Taxes, Abatements	-	-	4,593	4,593	-	1,227	(3,367)	-	-	-	-	5,820
Specific Ownership	143,311	144,493	137,750	137,750	-	137,750	-	130,863	124,319	118,103	112,198	760,984
Interest on Delinquent Taxes	15,872	14,364	15,000	15,000	-	25,000	10,000	25,000	25,000	25,000	25,000	140,000
Total Property Tax Revenue	4,321,173	3,648,841	3,649,952	3,649,952	-	4,025,381	375,429	4,109,037	4,364,694	4,450,248	4,706,542	25,305,853

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
General Fund
Schedule A-2- Sales Tax Revenues

	Actual		Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	Long Term Projections								
	2013	2014						2017	% Inc	2018	% Inc	2019	% Inc	2020	% Inc	Total 2015-2020
Actual & Projected Change in Activity	4.00%	6.05%	-2.74%	16.39%	19%	4.00%	-12.39%	4.00%		4.00%		4.00%		4.00%		
Type of Activity (In Thousands):																
Lodging Activity	27,679	30,051	25,524	34,978	9,454	36,377	1,399	37,832	4%	39,345	4%	40,919	4%	42,556	4%	232,006
Restaurant Activity	13,181	15,375	14,505	17,082	2,577	17,765	683	18,476	4%	19,215	4%	19,984	4%	20,783	4%	113,305
Retail Activity	14,499	15,375	17,673	17,896	223	18,611	716	19,356	4%	20,130	4%	20,935	4%	21,773	4%	118,701
Utilities	10,544	9,085	10,271	11,388	1,117	11,844	456	12,317	4%	12,810	4%	13,322	4%	13,855	4%	75,537
Total Approximate Tax Base	65,903	69,887	67,973	81,343	13,370	84,597	3,254	87,981	4%	91,500	4%	95,160	4%	98,967	4%	539,549
Rate	4.50%	4.50%	4.50%	4.50%	-	4.50%	-	4.50%	0%	4.50%	0%	4.50%	0%	4.50%	0%	4.50%
Total Sales Tax Revenue	2,966	3,145	3,059	3,660	602	3,807	147	3,959	4%	4,118	4%	4,282	4%	4,454	4%	24,280

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
General Fund
Schedule A-3- Road and Bridge Revenues

	Actual		Annual Budgets					Long Term Projections				
	2013	2014	Original Budget 2015	Revised Budget 2015	Original to Revised Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Intergovernmental Revenues												
County Road & Bridge Taxes	296,366	237,904	250,000	253,088	3,088	279,763	26,675	286,413	305,413	312,063	331,063	1,767,802
Highway Users Taxes	56,031	57,465	55,689	55,689	-	55,689	-	55,689	55,689	55,689	55,689	334,132
Motor Vehicle Registration Fees	4,952	5,202	4,900	4,900	-	4,900	4,900	4,900	4,900	4,900	4,900	29,402
Subtotal, Intergovernmental Revenues	357,348	300,570	310,589	313,677	3,088	340,352	31,576	347,002	366,002	372,652	391,652	2,131,336
Charges for Services												
Road Impact Fees	139,992	43,644	35,000	44,413	9,413	35,000	(9,413)	35,000	35,000	35,000	35,000	219,413
Subtotal, Charges for Services	139,992	43,644	35,000	44,413	9,413	35,000	(9,413)	35,000	35,000	35,000	35,000	219,413
Total Road & Bridge Revenues	497,339	344,214	345,589	358,090	12,501	375,352	22,163	382,002	401,002	407,652	426,652	2,350,749

Notes:

1. The related expenditures, including all non-capital costs, associated with maintaining our roads and bridges are denoted below. Detail can be found on Schedule G.

	2013	2014	Original 2015	Revised 2015	Variance	Proposed 2016	Variance	2017	2018	2019	2020
R&B Maintenance & Paving Costs	1,537,840	910,000	1,038,197	1,020,086	18,111	1,138,707	(118,621)	1,127,289	1,138,133	1,149,672	1,161,951
R&B Revenues	(497,339)	(344,214)	(345,589)	(358,090)	12,501	(375,352)	17,262	(382,002)	(401,002)	(407,652)	(426,652)
% of Costs Funded by Revenues	32%	38%	33%	35%	30,612	33%	(101,359)	34%	35%	35%	37%

Town of Mountain Village
 2015 Revised/2016 Proposed Budget and Long Term Financial Plan
 General Fund
 Schedule A-4- Charges for Services

	Ann. Sch. Inc.	Actual		Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	Long Term Projections					
		2013	2014						2017	2018	2019	2020	Total 2015-2020	
Charges for Services														
Bldg. Dept. - Plan Review Fees		258,528	113,485	122,122	122,122	-	122,122	-	122,122	122,122	122,122	122,122	122,122	732,732
DRB Fees		60,170	58,040	44,000	46,070	2,070	44,000	(2,070)	44,000	44,000	44,000	44,000	44,000	266,070
2% Collection Fee on Material Use Tax		5,682	1,944	2,708	2,708	-	2,708	-	2,708	2,708	2,708	2,708	2,708	16,245
P&Z Rezone / Plat Fees		2,078	1,750	2,000	2,000	-	2,000	-	2,000	2,000	2,000	2,000	2,000	12,000
Recording Fees		-	-	350	350	-	350	-	350	350	350	350	350	2,100
Housing-Employee Housing Qualification Fee		6,390	5,610	4,600	4,600	-	4,600	-	4,600	4,600	4,600	4,600	4,600	27,600
Other Miscellaneous Fees		14,161	18,203	-	-	-	-	-	-	-	-	-	-	-
Court- Fees		-	-	1,764	1,764	-	1,764	-	1,764	1,764	1,764	1,764	1,764	10,584
Equipment Rental Fees		1,015	2,150	-	-	-	-	-	-	-	-	-	-	-
Sourcegas Energy Franchise Fees	5%	36,889	33,941	38,896	38,896	-	38,896	-	40,841	42,883	45,027	47,279	253,822	
Residential Trash Removal	J-3	198,597	-	-	-	-	-	-	-	-	-	-	-	-
Commercial Trash Removal	J-2	-	-	-	-	-	-	-	-	-	-	-	-	-
Road & Bridge Charges for Services	A-3	139,992	43,644	35,000	44,413	9,413	35,000	(9,413)	35,000	35,000	35,000	35,000	35,000	219,413
Total Charges for Services		723,502	278,766	251,440	262,923	11,483	251,440	(11,483)	253,385	255,427	257,571	259,822	1,540,566	

General Fund
 Schedule A-5- Fines and Forfeitures

	Ann. Inc.	Actual		Annual Budgets			Long Term Projections							
		2013	2014	Original Budget 2015	Revised Budget 2015	Original to Revised Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020	
Fines and Forfeits														
Bldg. Dept. - Misc. Fines		500	300	551	551	-	551	-	551	551	551	551	551	3,306
Police - Traffic Fines		2,425	3,488	1,000	1,000	-	1,000	-	1,000	1,000	1,000	1,000	1,000	6,000
Police - Misc. Fines		(200)	305	276	276	-	276	-	276	276	276	276	276	1,656
Other Misc. Fines		1,425	357	4,250	4,250	-	4,250	-	4,250	4,250	4,250	4,250	4,250	25,500
Total Fines and Forfeits		4,150	4,450	6,077	6,077	-	6,077	-	6,077	6,077	6,077	6,077	6,077	36,462

Schedule A-6- Miscellaneous Revenues

	Ann. Sch. Inc.	Actual		Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	Long Term Projections					
		2013	2014						2017	2018	2019	2020	Total 2015-2020	
Miscellaneous Revenues														
Miscellaneous Revenue - Shop		-	-	500	500	-	500	-	500	500	500	500	500	3,000
Miscellaneous Revenue - Plazas & Env. Services		946	450	-	-	-	-	-	-	-	-	-	-	-
Miscellaneous Revenue - Recreation		5,010	-	-	-	-	-	-	-	-	-	-	-	-
Miscellaneous Revenue - Community Relations		-	-	500	500	-	500	-	475	451	429	407	2,762	
Miscellaneous Revenue - Police		1,897	1,442	1,000	1,000	-	1,000	-	1,000	1,000	1,000	1,000	1,000	6,000
Miscellaneous Revenue - Municipal Bus		1,093	700	1,000	1,000	-	1,000	-	1,000	1,000	1,000	1,000	1,000	6,000
Miscellaneous Revenue - Building		2,089	7,837	750	750	-	750	-	750	750	750	750	750	4,500
Miscellaneous Revenue - Finance		3,860	11,350	14,500	14,500	-	14,500	-	14,500	14,500	14,500	14,500	14,500	87,000
Miscellaneous Revenue - Munirevs		5,336	5,240	5,000	5,000	-	5,000	-	5,000	5,000	5,000	5,000	5,000	30,000
Miscellaneous Revenue - Clerk		525	-	150	150	-	150	-	-	-	-	-	-	300
Miscellaneous Revenue - General		1,702	140	1,100	1,100	-	1,100	-	1,100	1,100	1,100	1,100	1,100	6,600
Miscellaneous Revenue - Application Fees		6,255	8,945	5,775	5,775	-	5,775	-	5,775	5,775	5,775	5,775	5,775	34,650
Vending Cart Revenues		12,270	10,449	12,500	12,500	-	12,500	-	12,500	12,500	12,500	12,500	12,500	75,000
Total Miscellaneous Revenues		40,983	46,551	42,775	42,775	-	42,775	-	42,600	42,576	42,554	42,532	180,812	

Town of Mountain Village
 2015 Revised/2016 Proposed Budget and Long Term Financial Plan
 General Fund
 Schedule C- Town Administration Costs Summary

	Actual		Annual Budgets					Long Term Projections				
	2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Legislative & Council	20,858	18,072	30,130	42,667	12,538	121,496	78,829	75,621	85,099	85,106	85,114	495,104
Town Manager's Office	213,208	227,808	272,911	221,970	(50,941)	229,893	7,923	228,802	229,775	230,816	231,929	1,373,185
Administrative Services	477,755	486,087	559,620	563,761	4,141	581,594	17,834	586,372	610,449	610,766	622,758	3,575,700
Town Treasurer's Office	761,718	766,061	784,913	794,233	9,321	821,858	27,624	829,449	841,092	849,529	862,047	4,998,208
Human Resources Department	261,463	251,257	293,454	295,140	1,685	306,020	10,880	307,843	309,136	311,223	313,456	1,842,817
Town Attorney's Office	400,378	438,293	469,199	469,199	-	494,677	25,478	510,929	527,994	545,912	564,726	3,113,437
Marketing and Business Development	187,414	212,636	235,485	285,412	49,928	338,044	52,632	323,706	312,944	314,263	315,669	1,890,039
Total Town Administrative Costs	2,322,794	2,400,215	2,645,711	2,672,382	26,671	2,893,582	221,200	2,862,722	2,916,490	2,947,615	2,995,699	17,288,490

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
General Fund
Schedule C-1- Legislative & Council

	Ann. Inc.	Actual		Annual Budgets					Long Term Projections				Total 2015-2020	
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020		
Employee Costs														
Council Wages (1)	0%	6,800	5,150	4,800	15,300	10,500	32,800	17,500	31,200	38,400	38,400	38,400	194,500	
Payroll Taxes (2)		-	230	738	2,612	1,874	5,431	2,819	5,338	6,476	6,476	6,476	32,808	
Workers Compensation	5%	24	89	126	126	-	133	6	139	146	154	161	860	
Ski Pass & Other Benefits (3)	0%	2,795	3,975	5,565	10,029	4,464	14,633	4,604	20,443	21,577	21,577	21,577	109,837	
Subtotal, Employee Costs		9,619	9,444	11,230	28,067	16,838	52,996	24,929	57,121	66,599	66,606	66,614	338,004	
Communications		967	698	900	500	(400)	500	-	500	500	500	500	3,000	
Consulting (6)		-	-	-	-	-	50,000	50,000	-	-	-	-	50,000	
Travel, Education & Training		338	1,306	7,500	3,500	(4,000)	7,500	4,000	7,500	7,500	7,500	7,500	41,000	
General Supplies & Materials		624	580	500	500	-	500	-	500	500	500	500	3,000	
Business Meals (4)		8,700	5,884	9,500	7,500	(2,000)	9,500	2,000	9,500	9,500	9,500	9,500	55,000	
Special Occasion Expense (5)		610	160	500	2,600	2,100	500	(2,100)	500	500	500	500	5,100	
Total Town Council		20,858	18,072	30,130	42,667	12,538	121,496	78,829	75,621	85,099	85,106	85,114	495,104	

Notes:

1. Town Council is comprised of a Mayor and six Council Members. Compensation for members elected on June 30, 2015 is \$400/month for Council members and \$800/month for the Mayor per Ordinance 2015-04. Previous members (3) earn \$50/month and generally these members elect to donate that compensation for charitable purposes.
2. PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.64%.
3. Each Councilmember is eligible for a ski pass. Members elected after June 2015 are also eligible for \$186/month toward basic water, sewer, cable and internet services.
4. Includes hosting of Tri-agency meal annually.
5. 2015 Expense, 20th anniversary party.
6. Special municipal benchmarking consultant (2016)

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
General Fund
Schedule C-2- Town Manager's Office

	Ann. Inc.	Actual		Annual Budgets				Long Term Projections					
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Employee Costs													
Salaries & Wages (1)		135,354	139,090	141,453	141,919	466	145,696	3,778	145,696	145,696	145,696	145,696	870,399
Health Benefits (4)	0.50%	11,940	12,463	12,851	12,851	-	12,915	64	13,819	14,786	15,821	16,929	87,121
Dependent Health Reimbursement (5)		-	-	-	-	-	-	-	-	-	-	-	-
Payroll Taxes (2)		21,000	21,772	21,755	21,770	15	22,408	638	22,408	22,408	22,408	22,408	133,811
Retirement Benefits (3)	9.00%	12,171	12,287	12,731	12,773	42	13,113	340	13,113	13,113	13,113	13,113	78,336
Workers Compensation	5%	75	76	100	100	-	105	5	110	116	121	127	679
Other Employee/Wellness Benefits (6)	0%	455	695	795	795	-	795	-	795	795	795	795	4,770
Subtotal, Employee Costs		180,994	186,384	189,684	190,207	523	195,032	4,825	195,941	196,914	197,955	199,068	1,175,117
Grant Lobbying Fees (7)		18,000	18,000	18,000	18,000	-	18,000	-	18,000	18,000	18,000	18,000	108,000
Professional Services		-	243	-	-	-	-	-	-	-	-	-	-
Consulting Services		-	1,697	-	-	-	2,000	2,000	-	-	-	-	2,000
EDDI Contingency	4%	-	9,929	50,000	-	(50,000)	-	-	-	-	-	-	-
Communications		1,418	908	1,300	1,300	-	1,300	-	1,300	1,300	1,300	1,300	7,800
Dues & Fees (8)		10,479	9,982	10,877	9,913	(964)	10,511	598	10,511	10,511	10,511	10,511	62,468
Travel, Education, & Conferences		1,724	-	1,500	1,000	(500)	1,500	500	1,500	1,500	1,500	1,500	8,500
General Supplies & Materials		-	-	500	500	-	500	-	500	500	500	500	3,000
Business Meals		528	580	1,000	1,000	-	1,000	-	1,000	1,000	1,000	1,000	6,000
Employee Appreciation		50	50	50	50	-	50	-	50	50	50	50	300
Other Miscellaneous Expense		17	35	-	-	-	-	-	-	-	-	-	-
Total Town Manager's Office		213,208	227,808	272,911	221,970	(50,941)	229,893	7,923	228,802	229,775	230,816	231,929	1,373,185

Notes:

1. Plan assumes the following staffing level

	Actual 2013	Actual 2014	Original 2015	Revised 2015	Variance	Proposed 2016	Variance	Projected 2017	Projected 2018	Projected 2019	Projected 2020
Manager	1.00	1.00	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00
Deputy Clerk	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Staff	1.00	1.00	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00

2. PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.64%.

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

4. Projected health care costs in 2016 are \$12,915 annually per FTE and are anticipated to increase at a rate of 2.5% annually. FTE rates are affected by dependent health care options.

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

6. Plan assumes ski pass cost to be \$815 per FTE for the 2015-2016 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$795.

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

8. Plan assumes dues and fees will be incurred for the following in 2016,

CASTA	1,800
CML	5,006
Region 10	1,395
CAST	2,310
Miscellaneous	-
Total Dues & Fees	10,511

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
General Fund
Schedule C-3- Administrative Services (Clerk)

	Ann. Inc.	Actual		Annual Budgets				Long Term Projections					
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Employee Costs													
Salaries & Wages (1)		136,332	141,155	142,605	144,605	2,000	168,097	23,492	168,097	168,097	168,097	168,097	985,088
Health Benefits (4)	0.50%	29,852	31,159	32,130	32,130	-	38,744	6,615	41,457	44,359	47,464	50,786	254,939
Dependent Health Reimbursement (5)		(3,610)	(3,539)	(3,378)	(3,378)	-	(3,378)	-	(3,378)	(3,378)	(3,378)	(3,378)	(20,268)
Payroll Taxes (2)		20,698	21,272	21,933	22,182	250	25,853	3,671	25,853	25,853	25,853	25,853	151,449
Retirement Benefits (3)	4.11%	4,310	4,392	5,934	5,945	11	6,911	966	6,911	6,911	6,911	6,911	40,498
Workers Compensation	5%	186	191	250	250	-	262	12	275	289	304	319	1,699
Other Employee/Wellness Benefits (6)	0%	1,138	1,738	1,988	1,988	-	1,988	-	1,988	1,988	1,988	1,988	11,925
Subtotal, Employee Costs		188,906	196,367	201,460	203,721	2,261	238,477	34,756	241,202	244,118	247,237	250,575	1,425,330
Technical Expenditures & Technical Support		150,428	157,025	179,556	202,958	23,403	192,590	(10,368)	188,665	211,725	202,691	212,973	1,211,603
Consultant Services		-	-	2,500	-	(2,500)	2,500	2,500	2,500	2,500	2,500	2,500	12,500
Janitorial		12,218	16,419	17,500	17,500	-	17,500	-	17,500	17,500	17,500	17,500	105,000
Facility Expenses (HOA Dues)		15,068	27,399	27,040	27,040	-	27,040	-	27,040	27,040	27,040	27,040	162,240
HVAC Maintenance		379	54	3,367	3,367	-	3,500	133	3,500	3,500	3,500	3,500	20,867
Security Monitoring		360	453	395	395	-	395	-	395	395	395	395	2,370
Phone Maintenance		7,161	665	500	1,000	500	800	(200)	800	800	800	800	5,000
Elevator Maintenance		3,551	2,862	4,500	4,500	-	4,500	-	4,500	4,500	4,500	4,500	27,000
AV Repair/Maintenance		9,642	4,154	8,000	8,000	-	1,000	(7,000)	1,000	2,000	1,000	2,000	15,000
Equipment Rental/Lease		11,532	10,851	11,550	10,000	(1,550)	11,550	1,550	11,550	11,550	11,550	11,550	67,750
Communications		17,467	14,216	19,332	16,100	(3,232)	16,100	-	16,100	16,100	16,100	16,100	96,600
Election Expenses		1,339	-	9,000	5,000	(4,000)	-	(5,000)	5,000	-	5,000	-	15,000
Public Noticing		218	155	1,000	500	(500)	750	250	750	750	750	750	4,250
Recording Fees		-	-	100	100	-	100	-	100	100	100	100	600
Dues & Subscriptions		370	285	600	600	-	600	-	600	600	600	600	3,600
Travel, Education, & Conferences		2,509	3,290	3,500	4,000	500	2,500	(1,500)	1,500	1,500	1,500	1,500	12,500
Postage and Freight		2,139	1,892	1,500	1,500	-	1,500	-	1,500	1,500	1,500	1,500	9,000
General Supplies & Materials		5,877	3,114	6,500	5,500	(1,000)	6,500	1,000	6,500	6,500	6,500	6,500	38,000
Business Meals		260	365	500	650	150	500	(150)	500	500	500	500	3,150
Employee Appreciation		282	745	300	300	-	300	-	300	300	300	300	1,800
Special Occasion		83	-	-	-	-	-	-	-	-	-	-	-
Utilities - Natural Gas	5%	5,786	5,644	7,802	7,802	-	8,193	390	8,602	9,032	9,484	9,958	53,071
Utilities - Electric	7%	18,711	16,819	28,890	19,000	(9,890)	20,330	1,330	21,753	23,276	24,905	26,648	135,913
Utilities - Water	2%	6,356	6,220	7,115	7,115	-	7,258	142	7,403	7,551	7,702	7,856	44,885
Internet Services		17,112	17,095	17,112	17,112	-	17,112	-	17,112	17,112	17,112	17,112	102,672
Total Administrative Services		477,755	486,087	559,620	563,761	4,141	581,594	17,834	586,372	610,449	610,766	622,758	3,575,700

Notes:

1. Plan assumes the following staffing level

	Actual 2013	Actual 2014	Original 2015	Revised 2015	Variance	Proposed 2016	Variance	Projected 2017	Projected 2018	Projected 2019	Projected 2020
Town Clerk/Director of Administration	1.00	1.00	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00
Senior Deputy Clerk	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Deputy Clerk	0.50	0.00	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.00	0.50	0.50	0.50	0.00	1.00	0.50	1.00	1.00	1.00	1.00
Total Staff	2.50	2.50	2.50	2.50	0.00	3.00	0.50	3.00	3.00	3.00	3.00

2. PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.64%.

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

4. Projected health care costs in 2016 are \$12,915 annually per FTE and are anticipated to increase at a rate of 2.5% annually. FTE rates are affected by dependent health care options.

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

6. Plan assumes ski pass cost to be \$815 per FTE for the 2015-2016 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$795.

Town of Mountain Village
 2015 Revised/2016 Proposed Budget and Long Term Financial Plan
 General Fund
 Schedule C-4- Town Treasurer's Office (Finance)

	Ann. Inc.	Actual		Annual Budgets					Long Term Projections				
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Employee Costs													
Salaries & Wages (Note 1)		358,414	368,732	374,994	376,230	1,236	387,045	10,815	387,045	387,045	387,045	387,045	2,311,454
Health Benefits (Note 4)	0.50%	71,643	74,781	77,006	77,309	303	77,696	387	83,134	88,954	95,181	101,843	524,117
Dependent Health Reimbursement (Note 5)		(2,888)	(2,888)	(3,600)	(3,600)	-	(3,600)	-	(3,600)	(3,600)	(3,600)	(3,600)	(21,600)
Payroll Taxes (Note 2)		55,137	57,014	57,674	57,714	40	59,527	1,814	59,527	59,527	59,527	59,527	355,351
Retirement Benefits (Note 3)	7.09%	21,567	24,306	24,440	26,681	2,241	27,448	767	27,448	27,448	27,448	27,448	163,920
Workers Compensation	5%	447	458	599	599	-	629	30	661	694	729	765	4,077
Other Employee/Wellness Benefits (6)	0%	2,731	4,317	4,770	4,770	-	4,770	-	4,770	4,770	4,770	4,770	28,620
Subtotal, Employee Costs		507,052	526,719	535,884	539,703	3,820	553,515	13,812	558,986	564,838	571,099	577,798	3,365,940
Bad Debt Expense		-	-	-	1,783	1,783	-	(1,783)	-	-	-	-	1,783
Professional Consulting		9,600	8,800	9,600	11,500	1,900	13,000	1,500	13,000	13,000	13,000	13,000	76,500
County Treasurer Collection Fees (2.13%)		89,352	74,690	77,744	77,744	-	85,726	7,982	87,508	92,954	94,776	100,235	538,943
Auditing Fees		27,270	22,295	22,500	22,500	-	25,000	2,500	25,000	25,000	25,000	25,000	147,500
Property Insurance		100,961	105,108	106,555	106,555	-	106,000	(555)	106,000	106,000	106,000	106,000	636,555
Public Noticing		-	-	100	453	353	500	47	500	500	500	500	2,953
Dues & Fees (Note 8)		2,654	3,466	2,850	2,850	-	3,161	311	3,161	3,161	3,161	3,161	18,655
Travel, Education & Conferences		180	35	2,000	2,000	-	2,500	500	2,500	2,500	2,500	2,500	14,500
Postage & Freight (9)		3,336	2,847	4,300	4,300	-	4,300	-	4,300	4,300	4,300	4,300	25,800
Bank Charges		328	14	510	510	-	3,500	2,990	3,500	3,500	3,500	3,500	18,010
Bank Charges -Credit Card Fees	2%	15,370	15,656	15,720	16,635	915	16,955	320	17,294	17,640	17,993	18,353	104,870
Bank Charges -Munirevs Fees		3,402	4,073	4,050	4,600	550	4,600	-	4,600	4,600	4,600	4,600	27,600
General Supplies & Materials		2,168	2,127	2,600	2,600	-	2,600	-	2,600	2,600	2,600	2,600	15,600
Business Meals		-	-	-	-	-	-	-	-	-	-	-	-
Books & Periodicals		45	-	200	200	-	200	-	200	200	200	200	1,200
Employee Appreciation		-	231	300	300	-	300	-	300	300	300	300	1,800
Total Town Treasurer's Office		761,718	766,061	784,913	794,233	9,321	821,858	27,624	829,449	841,092	849,529	862,047	4,998,208

Notes:

1. Plan assumes the following staffing level

	Actual 2013	Actual 2014	Original 2015	Revised 2015	Variance	Proposed 2016	Variance	Projected 2017	Projected 2018	Projected 2019	Projected 2020
Finance Director	1.00	1.00	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00
Controller	1.00	1.00	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00
Chief Accountant	1.00	1.00	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00
Payroll	1.00	1.00	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00
Accounts Receivable / Billing & Collection	1.00	1.00	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00
Accounts Payable Technician	1.00	1.00	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00
Total Staff	6.00	6.00	6.00	6.00	0.00	6.00	0.00	6.00	6.00	6.00	6.00

2. PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.64%.

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

4. Projected health care costs in 2016 are \$12,915 annually per FTE and are anticipated to increase at a rate of 2.5% annually. FTE rates are affected by dependent health care options.

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

6. Plan assumes ski pass cost to be \$815 per FTE for the 2015-2016 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$795.

8. Plan assumes dues and fees will be incurred for the following in 2012:

GFOA Membership	160
RETA Subscription	2,300
Other Fees	701
	3,161

9. A portion of the 2013 and beyond budgeted amount comes from Admin Services budget.

Town of Mountain Village
 2015 Revised/2016 Proposed Budget and Long Term Financial Plan
 General Fund
 Schedule C-5- Human Resources Department

	Ann. Inc.	Actual		Annual Budgets				Long Term Projections					
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Employee Costs													
Salaries & Wages (1)		118,033	111,071	121,412	121,656	244	125,044	3,388	125,044	125,044	125,044	125,044	746,877
Health Benefits (4)	0.50%	23,881	20,678	24,360	25,769	1,409	25,898	129	27,711	29,650	31,726	33,947	174,700
Dependent Health Reimbursement (5)		(2,888)	(2,888)	(2,160)	(2,160)	-	(2,160)	-	(2,160)	(2,160)	(2,160)	(2,160)	(12,960)
Payroll Taxes (2)		17,729	16,772	18,673	18,662	(11)	19,232	570	19,232	19,232	19,232	19,232	114,821
Retirement Benefits (3)	7.17%	8,443	7,969	8,685	8,728	43	8,971	243	8,971	8,971	8,971	8,971	53,584
Workers Compensation	5%	1,806	224	211	211	-	211	-	222	233	244	257	1,377
Other Employee Benefits (6)	0%	709	2,407	1,590	1,590	-	1,590	-	1,590	1,590	1,590	1,590	9,540
Subtotal, Employee Costs		167,713	156,232	172,771	174,456	1,685	178,786	4,330	180,609	182,560	184,647	186,880	1,087,939
Agency Compliance (7)		3,555	4,696	4,300	4,300	-	4,300	-	4,300	4,300	4,300	4,300	25,800
Employee Assistance Program		2,175	2,001	3,485	3,485	-	3,485	-	3,485	3,485	3,485	3,485	20,910
Life Insurance		27,173	23,840	33,203	33,203	-	33,203	-	33,203	33,203	33,203	33,203	199,218
Safety Committee		4,279	4,085	5,252	5,252	-	5,252	-	5,252	5,252	5,252	5,252	31,512
Employee Functions		5,155	7,816	8,500	8,500	-	8,500	-	8,500	8,500	8,500	8,500	51,000
Ultipro Support Fees		29,976	34,483	35,000	35,000	-	35,000	-	35,000	35,000	35,000	35,000	210,000
Communications		835	603	1,316	1,316	-	1,316	-	1,316	658	658	658	5,920
Recruiting		5,590	7,612	9,800	14,800	5,000	13,000	(1,800)	13,000	13,000	13,000	13,000	79,800
Dues & Fees (8)		9,800	-	6,300	6,300	-	6,300	-	6,300	6,300	6,300	6,300	37,800
Travel, Education, & Conferences (9)		2,749	7,640	11,000	6,000	(5,000)	11,000	5,000	11,000	11,000	11,000	11,000	61,000
Postage & Freight		40	10	204	204	-	204	-	204	204	204	204	1,224
General Supplies & Materials		1,590	1,014	1,224	1,224	-	1,224	-	1,224	1,224	1,224	1,224	7,344
Employee Appreciation		-	100	100	100	-	100	-	100	100	100	100	600
Special Occasion Expense		832	1,124	1,000	1,000	-	1,000	-	1,000	1,000	1,000	1,000	6,000
Employee Housing Expense (10)		-	-	-	-	-	3,350	3,350	3,350	3,350	3,350	3,350	16,750
Total Human Resources Department		261,463	251,257	293,454	295,140	1,685	306,020	10,880	307,843	309,136	311,223	313,456	1,842,817

Notes:

1. Plan assumes the following staffing level	Actual 2013	Actual 2014	Original 2015	Revised 2015	Variance	Proposed 2016	Variance	Projected 2017	Projected 2018	Projected 2019	Projected 2020
Human Resources Director	1.00	1.00	1.00	1.00	-	1.00	-	1.00	1.00	1.00	1.00
Human Resources Coordinator	1.00	1.00	1.00	1.00	-	1.00	-	1.00	1.00	1.00	1.00
Total Staff	2.00	2.00	2.00	2.00	-	2.00	-	2.00	2.00	2.00	2.00

- PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.64%.
- Retirement benefits consists of matching employee 401k contributions from 1% to 9%.
- Projected health care costs in 2016 are \$12,915 annually per FTE and are anticipated to increase at a rate of 2.5% annually. FTE rates are affected by dependent health care options.
- Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.
- Plan assumes ski pass cost to be \$815 per FTE for the 2015-2016 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$795.
- Agency compliance costs include the drug testing required by certain federal agencies for safety sensitive positions. These costs were previously allocated to the employee's department with the exception of Gondola, but have now been centralized in Human Resources to better understand the full cost of this requirement.
- Plan assumes the Town will continue its membership with Mountain States Employer Council.
- Includes funding for onsite staff training to focus on improving customer service.
- New program, offset by revneus collected.

Town of Mountain Village
 2015 Revised/2016 Proposed Budget and Long Term Financial Plan
 General Fund
 Schedule C-6- Town Attorney's Office

	Ann. Inc.	Actual		Annual Budgets				Long Term Projections					
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
General Legal													
Outside Counsel (Specialists)		-	-	15,000	10,000	(5,000)	15,000	5,000	15,000	15,000	15,000	15,000	85,000
Legal -General	5%	310,382	292,423	309,563	304,563	(5,000)	325,041	20,478	341,293	358,358	376,276	395,089	2,100,619
Litigation		52,047	53,909	54,636	54,636	-	54,636	-	54,636	54,636	54,636	54,636	327,818
Lot 50/51 Oversight		2,784	-	-	-	-	-	-	-	-	-	-	-
Lot 50/51 - General		-	722	-	-	-	-	-	-	-	-	-	-
Extraordinary Items													
General		35,165	91,240	90,000	100,000	10,000	100,000	-	100,000	100,000	100,000	100,000	600,000
Comp Plan		-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses													
General Supplies		-	-	-	-	-	-	-	-	-	-	-	-
Cell Phone		-	-	-	-	-	-	-	-	-	-	-	-
Dues & Subscriptions		-	-	-	-	-	-	-	-	-	-	-	-
Travel, Education & Training		-	-	-	-	-	-	-	-	-	-	-	-
Business Meals		-	-	-	-	-	-	-	-	-	-	-	-
Employee Appreciation		-	-	-	-	-	-	-	-	-	-	-	-
Total Town Attorney's Office		400,378	438,293	469,199	469,199	-	494,677	25,478	510,929	527,994	545,912	564,726	3,113,437

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
General Fund
Schedule C-7 - Marketing & Business Development Department

	Ann. Inc.	Actual		Annual Budgets					Long Term Projections				
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Employee Costs													
Salaries & Wages (1)		79,643	79,646	84,959	96,004	11,045	77,250	(18,754)	77,250	77,250	77,250	77,250	482,254
Health Benefits (4)	0.50%	17,911	18,695	19,319	19,319	-	12,915	(6,404)	13,819	14,786	15,821	16,929	93,590
Dependent Health Reimbursement (6)		(716)	(728)	(720)	(720)	-	(720)	-	(720)	(720)	(720)	(720)	(4,320)
Payroll Taxes (2)		12,174	12,182	13,067	16,028	2,961	11,881	(4,147)	11,881	11,881	11,881	11,881	75,433
Retirement Benefits (3)	5.12%	2,914	2,886	4,383	5,304	921	3,958	(1,346)	3,958	3,958	3,958	3,958	25,095
Workers Compensation	5%	112	114	150	150	-	157	7	165	173	182	191	1,019
Other Employee Benefits (5)	0%	683	1,043	1,193	1,193	-	1,193	-	1,193	1,193	1,193	1,193	7,155
Subtotal, Employee Costs		112,721	113,838	122,350	137,278	14,928	106,634	(30,644)	107,546	108,522	109,565	110,682	680,226
Travel, Education & Training		14	684	200	1,200	1,000	3,000	1,800	3,000	3,000	3,000	3,000	16,200
Cable TV Operation/Support		-	600	600	600	-	600	-	600	600	600	600	3,600
Live Video Streaming		13,310	13,742	17,600	17,600	-	18,000	400	18,000	18,000	18,000	18,000	107,600
Marketing Collateral (8)		11,506	12,665	18,000	34,000	16,000	80,000	46,000	80,000	80,000	80,000	80,000	434,000
Postage & Freight		978	130	1,000	1,000	-	1,000	-	1,000	1,000	1,000	1,000	6,000
Surveys		1,084	3,384	2,500	2,500	-	2,000	(500)	2,000	2,000	2,000	2,000	12,500
Photos		7,329	3,764	10,000	10,000	-	9,000	(1,000)	10,500	10,500	10,500	10,500	61,000
General Supplies & Materials		234	311	560	810	250	1,000	190	1,000	1,000	1,000	1,000	5,810
Business Meals		193	150	250	750	500	800	50	800	800	800	800	800
Books & Periodicals		84	58	100	350	250	100	(250)	100	100	100	100	850
Communications		1,811	1,206	1,250	1,250	-	600	(650)	600	600	600	600	4,250
Website Hosting		5,229	5,490	5,765	5,765	-	5,000	(765)	5,250	5,513	5,788	6,078	33,393
Website Development		976	13,159	5,000	5,000	-	10,000	5,000	5,000	5,000	5,000	5,000	35,000
E-mail Communication		7,778	12,766	12,500	12,500	-	15,000	2,500	15,000	15,000	15,000	15,000	87,500
Office Rent		-	-	-	6,000	6,000	3,000	(3,000)	3,000	3,000	3,000	3,000	21,000
Sponsorship		-	-	-	3,000	3,000	39,000	36,000	27,000	15,000	15,000	15,000	114,000
Print Advertising (7)		11,594	14,792	15,000	15,000	-	17,000	2,000	17,000	17,000	17,000	17,000	100,000
Promotional Items/Info		400	-	650	650	-	650	-	650	650	650	650	3,900
Professional/Consulting		-	-	-	8,000	8,000	8,000	-	8,000	8,000	8,000	8,000	48,000
Marketing (Green Gondola)		10,832	6,658	7,500	7,500	-	-	(7,500)	-	-	-	-	-
Broadcast Programming		1,343	255	5,600	5,600	-	5,600	-	5,600	5,600	5,600	5,600	33,600
Employee Appreciation		-	160	60	60	-	60	-	60	60	60	60	360
Social Media		-	6,250	6,000	6,000	-	7,000	1,000	7,000	7,000	7,000	7,000	41,000
Online Advertising		-	2,575	3,000	3,000	-	5,000	2,000	5,000	5,000	5,000	5,000	28,000
Total Community Relations		187,414	212,636	235,485	285,412	49,928	338,044	52,632	323,706	312,944	314,263	315,669	1,877,789

Notes:

1. Plan assumes the following staffing level	Actual 2013	Actual 2014	Original 2015	Revised 2015	Variance	Proposed 2016	Variance	Projected 2017	Projected 2018	Projected 2019	Projected 2020
Assistant	0.50	0.50	0.50	0.50	0.00	0.00	-0.50	0.00	0.00	0.00	0.00
Marketing & Business Development Director	1.00	1.00	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00
Total Staff	1.50	1.50	1.50	1.50	0.00	1.00	-0.50	1.00	1.00	1.00	1.00

- PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.64%.
- Retirement benefits consists of matching employee 401k contributions from 1% to 9%.
- Projected health care costs in 2016 are \$12,915 annually per FTE and are anticipated to increase at a rate of 2.5% annually. FTE rates are affected by dependent health care options.
- Plan assumes ski pass cost to be \$815 per FTE for the 2015-2016 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$795.
- Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.
- Print advertising includes all general fund departments.
- Collateral includes all general fund departments.

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
General Fund
Schedule E- Public Safety - Municipal Court

		Ann. Inc.	Actual		Annual Budgets					Long Term Projections				
			2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Salaries & Wages (Note 1)	%		16,684	17,328	17,178	17,574	396	17,514	(61)	17,514	17,514	17,514	17,514	105,142
Health Benefits (Note 3)		0.50%	2,985	3,116	3,226	3,226	-	3,242	16	3,469	3,712	3,971	4,249	21,868
Dependent Health Reimbursement (Note 5)			(360)	(351)	(348)	(348)	-	(348)	-	(348)	(348)	(348)	(348)	(2,088)
Payroll Taxes (Note 2)			2,499	2,601	2,642	2,696	54	2,694	(2)	2,694	2,694	2,694	2,694	16,164
Retirement Benefits (Note 5)	5.59%		926	968	954	982	28	978	(3)	978	978	978	978	5,874
Workers Compensation	5%		93	95	125	125	-	131	6	138	145	152	159	849
Other Employee Benefits (Note 4)	0%		1,559	1,478	994	1,369	375	1,369	-	1,369	1,369	1,369	1,369	8,213
Subtotal, Employee Costs			24,385	25,235	24,770	25,623	853	25,579	(44)	25,813	26,062	26,329	26,615	156,022
Equipment Rental			1,242	1,220	1,500	1,500	-	1,500	-	1,500	1,500	1,500	1,500	9,000
Communications			738	366	790	790	-	790	-	790	790	790	790	4,740
Dues and Fees			40	80	80	80	-	80	-	80	80	80	80	480
Travel, Education & Conferences			1,711	1,347	2,100	2,100	-	2,100	-	2,100	2,100	2,100	2,100	12,600
Postage & Freight			93	-	100	100	-	100	-	100	100	100	100	600
General Supplies & Materials			428	569	800	800	-	800	-	800	800	800	800	4,800
Employee Appreciation			-	42	63	63	-	13	(50)	13	13	13	13	126
Total Municipal Court			28,637	28,859	30,203	31,056	853	30,962	(94)	31,195	31,445	31,712	31,998	188,368

Notes:

- Plan assumes the following staffing level

	Actual 2013	Actual 2014	Original 2015	Revised 2015	Variance	Proposed 2016	Variance	Projected 2017	Projected 2018	Projected 2019	Projected 2020
Judge (12 Sessions per year) (Not a FTE)	0.00	0.00	1.00	0.00	-1.00	0.00	0.00	0.00	0.00	0.00	0.00
Administrative Support	0.25	0.25	0.25	0.25	0.00	0.25	0.00	0.25	0.25	0.25	0.25
Total Staff	0.25	0.25	1.25	0.25	-1.00	0.25	0.00	0.25	0.25	0.25	0.25
- PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.64%.
- Projected health care costs in 2016 are \$12,915 annually per FTE and are anticipated to increase at a rate of 2.5% annually. FTE rates are affected by dependent health care options.
- Plan assumes ski pass cost to be \$815 per FTE for the 2015-2016 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$795.
- Retirement benefits consists of matching employee 401k contributions from 1% to 9%.
- Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.
- Budget assumes the Judge will work 12 work sessions annually at a cost of \$500 / session.

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
General Fund
Schedule E-1- Public Safety - Police

	Ann. Inc.	Actual		Annual Budgets					Long Term Projections				
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Employee Costs													
Salaries & Wages (Note 1)		369,328	360,984	409,627	409,627	-	419,493	9,866	419,493	419,493	419,493	419,493	2,507,093
Offset Labor		(2,100)	(1,600)	-	-	-	-	-	-	-	-	-	-
Housing Allowance		61,145	50,664	68,757	68,757	-	62,309	(6,448)	62,309	62,309	62,309	62,309	380,302
Health Benefits (Note 4)	0.50%	76,505	66,137	86,774	86,774	-	87,208	434	93,313	99,845	106,834	114,312	588,285
Dependent Health Reimbursement (Note 5)		(7,604)	(7,456)	(9,272)	(9,272)	-	(9,272)	-	(9,272)	(9,272)	(9,272)	(9,272)	(55,632)
Payroll Taxes (Note 2)		56,766	55,195	65,539	65,539	-	66,007	468	66,007	66,007	66,007	66,007	395,573
Death & Disability	1.90%	6,746	6,223	9,089	9,089	-	9,154	65	9,154	9,154	9,154	9,154	54,861
Retirement Benefits (Note 3)	5.21%	20,492	21,437	22,772	24,913	2,140	25,091	178	25,091	25,091	25,091	25,091	150,365
Workers Compensation	5%	8,586	8,233	12,139	12,139	-	12,746	607	13,383	14,053	14,755	15,493	82,569
Other Employee Benefits (Note 6)	0%	2,617	4,691	5,366	5,366	-	5,366	-	5,366	5,366	5,366	5,366	32,198
Subtotal, Employee Costs		592,481	564,508	670,792	672,932	2,140	678,102	5,170	684,844	692,045	699,737	707,953	4,135,614
Janitorial		4,886	4,930	6,636	6,636	-	6,636	-	6,636	6,636	6,636	6,636	39,816
Vehicle - R & M		2,992	4,757	5,000	5,000	-	5,000	-	5,000	5,000	5,000	5,000	30,000
Vehicle Equipment- R&M (10)		309	2	500	500	-	500	-	(21,500)	(21,500)	(21,500)	(21,500)	(85,000)
Equipment Rental		1,242	1,220	1,622	1,622	-	1,622	-	1,622	1,622	1,622	1,622	9,732
Facility Expenses		16,911	7,598	3,500	6,000	2,500	3,500	(2,500)	3,500	3,500	3,500	3,500	23,500
Camera Maintenance and Repair		-	-	-	-	-	2,500	2,500	2,500	2,500	2,500	2,500	12,500
Communications		7,132	4,529	10,186	10,186	-	10,186	-	10,186	10,186	10,186	10,186	61,118
Cell Phone (Note 8)		7,115	5,257	7,000	7,000	-	7,000	-	7,000	7,000	7,000	7,000	42,000
Phone Equipment		35	-	100	100	-	100	-	100	100	100	100	600
Communication Dispatch (Note 7)		41,535	25,271	36,340	36,340	-	50,330	13,990	50,330	50,330	50,330	50,330	287,990
Dues & Fees		889	790	800	800	-	800	-	800	800	800	800	4,800
Travel, Education & Conferences		5,754	8,412	7,500	7,500	-	8,500	1,000	7,500	7,500	7,500	7,500	46,000
Emergency Medical Services		-	831	600	600	-	1,000	400	1,000	1,000	1,000	1,000	5,600
Contract Labor		1,200	255	-	-	-	-	-	-	-	-	-	-
Evidence Processing		1,539	1,502	1,500	1,500	-	1,500	-	1,500	1,500	1,500	1,500	9,000
Medical Clearance		700	400	600	2,000	1,400	600	(1,400)	600	600	600	600	5,000
Postage & Freight		55	91	200	200	-	200	-	200	200	200	200	1,200
General Supplies & Materials (10)		2,660	3,885	5,000	5,000	-	11,000	6,000	6,000	6,000	6,000	6,000	40,000
Uniforms		918	2,565	1,700	1,700	-	1,700	-	1,700	1,700	1,700	1,700	10,200
Uniforms- Officer Equipment		157	1,036	1,700	1,700	-	1,700	-	1,700	1,700	1,700	1,700	10,200
Vehicle - Equipment		217	106	-	-	-	-	-	-	-	-	-	-
Evidence Supplies		-	350	350	350	-	350	-	350	350	350	350	2,100
Firearms		1,576	1,267	2,000	2,000	-	2,000	-	2,000	2,000	2,000	2,000	12,000
Material & Working Supplies		158	180	225	225	-	225	-	225	225	225	225	1,350
Intoxilizer		803	930	500	500	-	1,200	700	1,200	1,200	1,200	1,200	6,500

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
General Fund
Schedule E-1- Public Safety - Police

	Ann. Inc.	Actual		Annual Budgets					Long Term Projections				
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Detoxification		324	1,008	650	650	-	650	-	650	650	650	650	3,900
Supplies-Mounted Patrol		2,488	2,893	1,500	1,500	-	1,500	-	1,500	1,500	1,500	1,500	9,000
Business Meals		572	201	400	400	-	400	-	400	400	400	400	2,400
Employee Appreciation		153	420	338	338	-	338	-	338	338	338	338	2,026
Books & Periodicals (Note 9)		2,903	3,806	4,450	4,450	-	7,250	2,800	7,250	7,250	7,250	7,250	40,700
Utilities- Natural Gas	5%	1,802	1,679	2,188	2,188	-	2,297	109	2,412	2,533	2,659	2,792	14,882
Utilities- Electricity	7%	3,953	3,756	4,418	4,418	-	4,727	309	5,058	5,412	5,791	6,196	31,602
Utilities - Gasoline	5%	9,601	8,415	13,614	13,614	-	14,294	681	15,009	15,760	16,548	17,375	92,599
Parking Expenses				250	250	-	250	-	250	250	250	250	1,500
Total Police		713,062	662,848	792,159	798,199	6,040	827,958	29,759	807,860	816,286	825,272	834,854	4,910,430
Community Services Costs		52,541	51,391	52,719	52,014	705	52,002	12	52,983	54,026	55,134	56,312	323,176
Total Public Safety		765,603	714,239	844,878	850,213	6,745	879,961	29,771	860,843	870,312	880,405	891,165	5,233,605

Notes:

- Plan assumes the following staffing level

	Actual 2013	Actual 2014	Original 2015	Revised 2015	Variance	Proposed 2016	Variance	Projected 2017	Projected 2018	Projected 2019	Projected 2020
Police Chief	1.00	1.00	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00
Lieutenant	1.00	1.00	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00
Investigator	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Field Officers	4.00	4.00	4.00	4.00	0.00	4.00	0.00	4.00	4.00	4.00	4.00
Administrative Assistant	0.75	0.75	0.75	0.75	0.00	0.75	0.00	0.75	0.75	0.75	0.75
Total Staff	6.75	6.75	6.75	6.75	0.00	6.75	0.00	6.75	6.75	6.75	6.75
- FPPA contribution rate and other applicable taxes are 13.7%.
- Retirement benefits consists of matching employee 401k contributions from 1% to 9%.
- Projected health care costs in 2016 are \$12,915 annually per FTE and are anticipated to increase at a rate of 2.5% annually. FTE rates are affected by dependent health care options.
- Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.
- Plan assumes ski pass cost to be \$815 per FTE for the 2015-2016 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$795.
- Plan assumes current dispatch service contract will continue with the fee based upon utilization.
- Includes data cards used in patrol vehicles and by supervisors.
- MVPD is joining the Lexipol program, a state-wide program for the development and review of Police policy manuals. CIRSA has agreed to assist in funding at 50% in 2012 and 25% in 2013. In 2014 and beyond, Mountain Village is responsible for 100%.
- 2016 supplies increase for taser replacement. Vehicle equipment increase for mobile data computers for patrol cars.

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
General Fund
Schedule E-2- Public Safety - Community Services

	Ann. Inc.	Actual		Annual Budgets					Long Term Projections				Total 2015-2020	
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020		
Employee Costs														
Salaries & Wages (Note 1)		26,503	29,255	26,475	27,610	1,135	27,270	(341)	27,270	27,270	27,270	27,270	163,959	
Offset Labor		-	-	-	-	-	-	-	-	-	-	-	-	
Group Insurance (Note 4)	0.50%	8,358	8,724	9,003	9,020	17	9,065	45	9,699	10,378	11,105	11,882	61,148	
Dependent Health Reimbursement (Note 6)		-	-	-	-	-	-	-	-	-	-	-	-	
Payroll Taxes (Note 2)		4,073	4,538	4,072	4,235	164	4,194	(41)	4,194	4,194	4,194	4,194	25,206	
Retirement Benefits (Note 3)	1.24%	269	259	362	341	(20)	337	(4)	337	337	337	337	2,026	
Workers Compensation	5%	2,205	375	2,526	2,526	-	2,652	126	2,784	2,924	3,070	3,223	17,179	
Other Employee Benefits (Note 5)	0%	319	487	557	557	-	557	-	557	557	557	557	3,339	
Subtotal, Employee Costs		41,727	43,639	42,994	44,289	1,295	44,074	(215)	44,841	45,659	46,532	47,463	272,857	
Uniforms		779	865	800	800	-	800	-	800	800	800	800	4,800	
Vehicle Repair & Maintenance		3,429	2,160	800	800	-	800	-	800	800	800	800	4,800	
Communications- Cell Phone		549	457	622	622	-	622	-	622	622	622	622	3,732	
General Supplies		1,718	656	700	700	-	700	-	700	700	700	700	4,200	
Animal Control		340	297	200	200	-	200	-	200	200	200	200	1,200	
Travel, Education & Training		-	-	500	500	-	500	-	500	500	500	500	3,000	
Employee Appreciation		124	184	35	35	-	35	-	35	35	35	35	210	
Utilities- Gasoline	5%	3,876	3,133	6,068	4,068	(2,000)	4,272	203	4,485	4,710	4,945	5,192	27,672	
Total Public Safety Community Services Costs		52,541	51,391	52,719	52,014	(705)	52,002	(12)	52,983	54,026	55,134	56,312	322,471	

Notes:

- Plan assumes the following staffing level

	Actual 2013	Actual 2014	Original 2015	Revised 2015	Variance	Proposed 2016	Variance	Projected 2017	Projected 2018	Projected 2019	Projected 2020
Community Services Officers-(2) Full Time @ .35 each	0.70	0.70	0.70	0.70	0.00	0.70	0.00	0.70	0.70	0.70	0.70
Community Services Officers-Seasonal	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Staff	0.70	0.70	0.70	0.70	0.00	0.70	0.00	0.70	0.70	0.70	0.70
- PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.64%.
- Retirement benefits consists of matching employee 401k contributions from 1% to 9%.
- Projected health care costs in 2016 are \$12,915 annually per FTE and are anticipated to increase at a rate of 2.5% annually. FTE rates are affected by dependent health care options.
- Plan assumes ski pass cost to be \$815 per FTE for the 2015-2016 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$795.
- Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.

Town of Mountain Village
 2015 Revised/2016 Proposed Budget and Long Term Financial Plan
 General Fund
 Schedule F- Grants and Contributions

	Actual		Annual Budgets					Long Term Projections				
	2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Bright Futures School Readiness Initiative	-	-	-	-	-	-	-	-	-	-	-	-
Midwestern Colorado Mental Health Center	-	-	-	-	-	-	-	-	-	-	-	-
Fen Partnership	-	-	-	-	-	-	-	-	-	-	-	-
San Miguel Juvenile Diversion Program Contribution	7,500	-	10,000	10,000	-	10,000	-	10,000	10,000	10,000	10,000	60,000
Miscellaneous Funding	-	20,795	-	-	-	-	-	-	-	-	-	-
TOT Round-About Contribution	-	-	-	-	-	-	-	-	-	-	-	25,000
One to One	-	-	-	-	-	-	-	-	-	-	-	-
Gondola Extended Fall Service Contribution	-	-	-	-	-	-	-	-	-	-	-	-
San Miguel Watershed Coalition	4,000	4,000	4,000	4,000	-	10,000	6,000	10,000	10,000	10,000	10,000	54,000
San Miguel Resource Center	15,000	15,000	16,000	16,000	-	16,000	-	16,000	16,000	16,000	16,000	96,000
TNCC/Eco Action Partners	40,000	40,000	36,500	36,500	-	40,000	3,500	40,000	40,000	40,000	40,000	236,500
Telluride Adaptive Sports Program	-	-	-	-	-	-	-	-	-	-	-	-
Telluride Foundation Fee	-	-	-	-	-	-	-	-	-	-	-	-
Telluride Foundation One Telluride	-	-	-	-	-	-	-	-	-	-	-	-
University Centers San Miguel	-	-	-	-	-	-	-	-	-	-	-	-
Wright Stuff	-	-	-	-	-	-	-	-	-	-	-	-
Telluride Medical Center	-	-	-	-	-	-	-	-	-	-	-	-
Total Grants and Contributions	66,500	79,795	66,500	66,500	-	76,000	9,500	76,000	76,000	76,000	76,000	471,500

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
General Fund
Schedule G- Road & Bridge Expenditures

	Ann. Inc.	Actual		Annual Budgets				Long Term Projections					
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Employee Costs													
Salaries & Wages (1)		324,838	327,715	341,901	341,901	-	348,147	6,247	348,147	348,147	348,147	348,147	2,082,638
Offset Salaries & Wages		(1,425)	(730)	-	-	-	-	-	-	-	-	-	-
Health Benefits (4)	0.50%	88,540	97,605	99,479	99,479	-	99,976	497	106,974	114,463	122,475	131,048	674,414
Dependent Health Reimbursement (5)		(6,042)	(5,567)	(3,280)	(3,280)	-	(3,280)	-	(3,280)	(3,280)	(3,280)	(3,280)	(19,679)
Payroll Taxes (2)		48,975	49,728	52,584	52,448	(137)	53,545	1,097	53,545	53,545	53,545	53,545	320,173
Retirement Benefits (3)	3.18%	11,520	8,771	13,834	10,860	(2,974)	11,058	198	11,058	11,058	11,058	11,058	66,152
Workers Compensation	5%	9,313	9,302	12,817	12,817	-	13,458	641	14,131	14,838	15,580	16,359	87,182
Other Employee Benefits (6)	0%	2,503	5,213	5,963	5,963	-	5,963	-	5,963	5,963	5,963	5,963	35,775
Subtotal, Employee Costs		478,222	492,037	523,298	520,187	(3,111)	528,868	8,681	536,539	544,734	553,488	562,840	3,246,657
Uniforms		520	490	1,000	1,000	-	1,200	200	1,200	1,200	1,200	1,200	7,000
Contract labor		-	1,517	-	-	-	2,500	2,500	2,500	2,500	2,500	2,500	12,500
Janitorial		1,951	1,327	2,693	2,693	-	3,035	342	3,035	3,035	3,035	3,035	17,866
Vehicle & Equipment Repair & Maintenance		38,015	31,221	45,968	45,968	-	45,968	-	45,968	45,968	45,968	45,968	275,808
Facility Expenses		2,905	1,742	731	731	-	731	-	731	731	731	731	4,386
Communications		2,703	4,376	4,829	4,829	-	4,829	-	4,829	4,829	4,829	4,829	28,974
Public Noticing		152	279	281	281	-	281	-	281	281	281	281	1,686
Dues, Fees & Licenses		225	236	250	250	-	250	-	250	250	250	250	1,500
Travel, Education, Conferences		606	1,389	2,260	2,260	-	2,260	-	2,260	2,260	2,260	2,260	13,560
Street Repair & Paving Allowance (7)		897,630	296,060	300,000	300,000	-	400,000	100,000	400,000	400,000	400,000	400,000	2,300,000
Striping and Painting Roads		3,070	2,976	12,480	12,480	-	12,480	-	12,480	12,480	12,480	12,480	74,880
Guardrail Replacement & Maintenance		-	-	15,500	15,500	-	20,000	4,500	500	500	500	500	37,500
Bridge Repair and Maintenance		15,319	3,686	18,000	18,000	-	18,000	-	18,000	18,000	18,000	18,000	108,000
Postage & Freight		-	42	225	225	-	225	-	225	225	225	225	1,350
General Supplies & Materials		9,836	8,510	12,194	12,194	-	12,194	-	10,083	10,083	10,083	10,083	64,722
Supplies- Office		1,061	1,041	1,406	1,406	-	1,406	-	1,406	1,406	1,406	1,406	8,436
Supplies- Sand / Deicer		28,893	21,228	28,000	28,000	-	28,000	-	28,000	28,000	28,000	28,000	168,000
Traffic Signs & Safety Control		4,980	5,288	6,200	6,200	-	6,200	-	6,200	6,200	6,200	6,200	37,200
Supplies - CAD		428	-	-	-	-	-	-	-	-	-	-	-
Business Meals	0%	73	-	200	200	-	200	-	200	200	200	200	1,200
Employee Appreciation		334	138	375	375	-	375	-	375	375	375	375	2,250
Utilities- Electricity	7%	988	934	1,669	1,669	-	1,786	117	1,911	2,045	2,188	2,341	11,941
Utilities - Gasoline	5%	49,930	35,485	60,638	45,638	(15,000)	47,919	2,282	50,315	52,831	55,473	58,246	310,422
Total Operating Expenditures		1,537,840	910,000	1,038,197	1,020,086	(18,111)	1,138,707	118,621	1,127,289	1,138,133	1,149,672	1,161,951	6,735,837

Notes

1. Plan assumes the following staffing level

	Actual 2013	Actual 2014	Original 2015	Revised 2015	Variance	Proposed 2016	Variance	Projected 2017	Projected 2018	Projected 2019	Projected 2020
Public Works Director	0.50	0.50	0.50	0.50	0.00	0.50	0.00	0.50	0.50	0.50	0.50
Supervisor	1.00	1.00	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00
CAD/GIS Operator	0.50	0.50	0.50	0.50	0.00	0.50	0.00	0.50	0.50	0.50	0.50
Administrative Support	0.50	0.50	0.50	0.50	0.00	0.50	0.00	0.50	0.50	0.50	0.50
Operators	5.00	5.00	5.00	5.00	0.00	5.00	0.00	5.00	5.00	5.00	5.00
Total Staff	7.50	7.50	7.50	7.50	0.00	7.50	0.00	7.50	7.50	7.50	7.50

2. PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.64%.

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

4. Projected health care costs in 2016 are \$12,915 annually per FTE and are anticipated to increase at a rate of 2.5% annually. FTE rates are affected by dependent health care options.

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

6. Plan assumes ski pass cost to be \$815 per FTE for the 2015-2016 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$795.

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

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
General Fund
Schedule H - Vehicle Maintenance Expenditures

	Ann. Inc.	Actual		Annual Budgets					Long Term Projections				
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Employee Costs													
Salaries & Wages (Note 1)		252,410	254,630	261,779	261,779	-	270,965	9,187	270,965	270,965	270,965	270,965	1,616,604
Health Benefits (Note 4)	0.50%	51,582	49,854	51,765	51,765	-	52,024	259	55,665	59,562	63,731	68,192	350,939
Dependent Health Reimbursement (Note 5)		(5,053)	(5,014)	(4,839)	(4,839)	-	(4,839)	-	(4,839)	(4,839)	(4,839)	(4,839)	(29,034)
Payroll Taxes (Note 2)		38,190	38,591	40,262	40,157	(105)	41,674	1,518	41,674	41,674	41,674	41,674	248,529
Retirement Benefits (Note 3)	8.18%	19,542	20,841	20,267	21,426	1,158	22,178	752	22,178	22,178	22,178	22,178	132,315
Workers Compensation	5%	3,672	4,899	5,871	5,871	-	6,164	294	6,473	6,796	7,136	7,493	39,933
Other Employee Benefits (Note 6)	0%	1,821	2,780	3,180	3,180	-	3,180	-	3,180	3,180	3,180	3,180	19,080
Subtotal, Employee Costs		362,163	366,580	378,284	379,338	1,054	391,346	12,008	395,296	399,516	404,025	408,843	2,378,365
Uniforms		630	-	600	600	-	600	-	600	600	600	600	3,600
Janitorial		6,834	5,909	7,711	7,000	(711)	7,000	-	7,000	7,000	7,000	7,000	42,000
Vehicle & Equipment Repair & Maintenance		3,288	1,343	2,250	2,250	-	2,250	-	2,250	2,250	2,250	2,250	13,498
Communications		1,154	2,302	1,366	1,366	-	1,366	-	1,366	1,366	1,366	1,366	8,198
Dues, Fees & Licenses		175	106	670	670	-	670	-	670	670	670	670	4,020
Travel, Education & Training		499	-	750	750	-	1,000	250	1,000	1,000	1,000	1,000	5,750
Postage & Freight		15	53	200	200	-	200	-	200	200	200	200	1,200
Trash / Waste Removal		4,768	5,307	9,050	6,000	(3,050)	6,000	-	6,000	6,000	6,000	6,000	36,000
General Supplies & Materials		20,917	21,233	31,310	28,000	(3,310)	28,000	-	28,000	28,000	28,000	28,000	168,000
Office Supplies		367	142	200	200	-	200	-	200	200	200	200	1,200
Supplies- Building Maintenance		2,331	1,880	1,854	1,854	-	1,854	-	1,854	1,854	1,854	1,854	11,124
Supplies- Safety		240	403	914	914	-	914	-	914	914	914	914	5,484
Supplies- Fuel Depot		3,014	1,753	3,060	3,060	-	3,060	-	3,060	3,060	3,060	3,060	18,360
Employee Appreciation		250	81	225	225	-	225	-	225	225	225	225	1,350
Utilities- Natural Gas	5%	2,632	3,508	4,824	3,545	(1,279)	3,722	177	3,908	4,104	4,309	4,524	24,113
Utilities- Electricity	7%	8,089	8,123	11,013	8,200	(2,813)	8,774	574	9,388	10,045	10,749	11,501	58,657
Utilities- Gasoline	5%	3,330	3,259	5,513	4,313	(1,200)	4,528	216	4,755	4,992	5,242	5,504	29,333
Utilities- Oil	5%	9,197	10,836	19,163	11,163	(8,000)	11,721	558	12,308	12,923	13,569	14,248	75,932
Vehicle Repair Department Chargebacks		92,382	109,350	133,174	121,934	(11,240)	112,042	(9,892)	112,042	112,042	112,042	112,042	682,145
Reimbursement for Chargebacks		(92,382)	(109,350)	(133,174)	(121,934)	11,240	(112,042)	9,892	(112,042)	(112,042)	(112,042)	(112,042)	(682,145)
Total Operating Expenditures		429,894	432,818	478,957	459,648	(19,309)	473,431	13,783	478,994	484,920	491,233	497,959	2,886,185

Notes

1. Plan assumes the following staffing level

	Actual 2013	Actual 2014	Original 2015	Revised 2015	Variance	Proposed 2016	Variance	Projected 2017	Projected 2018	Projected 2019	Projected 2020
Chief Mechanic/Manager	1.00	1.00	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00
Mechanics	4.00	3.50	3.50	3.50	0.00	3.50	0.00	3.50	3.50	3.50	3.50
Total Staff	5.00	4.50	4.50	4.50	0.00	4.50	0.00	4.50	4.50	4.50	4.50

- PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.64%.
- Retirement benefits consists of matching employee 401k contributions from 1% to 9%.
- Projected health care costs in 2016 are \$12,915 annually per FTE and are anticipated to increase at a rate of 2.5% annually. FTE rates are affected by dependent health care options.
- Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.
- Plan assumes ski pass cost to be \$815 per FTE for the 2015-2016 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$795.

Town of Mountain Village
 2015 Revised/2016 Proposed Budget and Long Term Financial Plan
 General Fund
 Schedule I - Municipal Bus Expenditures

	Ann. Inc.	Actual		Annual Budgets					Long Term Projections				
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Employee Costs													
Salaries & Wages (1)		108,087	166,305	167,719	179,719	12,000	176,941	(2,778)	176,941	176,941	176,941	176,941	1,064,426
Offset Labor (7)		(700)	(103,419)	(100,000)	(120,000)	(20,000)	(125,000)	(5,000)	(125,000)	(125,000)	(125,000)	(125,000)	(745,000)
Health Benefits (4)	0.50%	26,817	16,826	17,759	18,901	1,142	18,996	95	20,325	21,748	23,270	24,899	128,140
Dependent Health Reimbursement (5)		(4,187)	(2,997)	(4,000)	(4,000)	-	(4,000)	-	(4,000)	(4,000)	(4,000)	(4,000)	(24,000)
Payroll Taxes (2)		32,645	25,533	25,795	27,569	1,774	27,214	(355)	27,214	27,214	27,214	27,214	163,637
Retirement Benefits (3)	5.00%	8,407	6,705	8,386	8,986	600	8,847	(139)	8,847	8,847	8,847	8,847	53,221
Workers Compensation	5%	1,579	1,879	3,150	3,150	-	3,308	158	3,473	3,647	3,829	4,020	21,426
Other Employee Benefits (6)	0%	614	1,077	1,829	1,829	-	1,829	-	1,829	1,829	1,829	1,829	10,971
Subtotal, Employee Costs		173,262	111,909	120,638	116,154	(4,484)	108,134	(8,020)	109,629	111,225	112,930	114,750	672,821
Janitorial		826	2,250	1,050	1,050	-	1,050	-	1,050	1,050	1,050	1,050	6,300
Repair & Maintenance Vehicles		8,048	4,919	7,000	7,000	-	7,000	-	7,000	7,000	7,000	7,000	42,000
Facility Expenses		2,854	983	2,000	2,000	-	2,000	-	2,000	2,000	2,000	2,000	12,000
Communications		5,458	3,953	5,000	5,000	-	5,000	-	5,000	5,000	5,000	5,000	30,002
Public Noticing		-	62	-	-	-	-	-	-	-	-	-	-
Dues, Fees and Licenses		-	-	312	312	-	312	-	312	312	312	312	1,872
Travel, Education, Conferences		-	-	551	551	-	551	-	551	551	551	551	3,306
Postage & Freight		-	-	-	-	-	-	-	-	-	-	-	-
Contract Labor		122,526	-	-	-	-	-	-	-	-	-	-	-
General Supplies & Materials		4,560	1,058	2,000	2,000	-	2,000	-	2,000	2,000	2,000	2,000	12,000
Supplies- Uniforms		-	-	2,000	2,000	-	2,000	-	2,000	2,000	2,000	2,000	12,000
Operating Incidents		-	-	672	672	-	672	-	672	672	672	672	4,032
Business Meals		40	49	229	229	-	229	-	229	229	229	229	1,374
Employee Appreciation		-	107	-	-	-	-	-	-	-	-	-	-
Utilities- Natural Gas	5%	437	776	912	912	-	957	46	957	957	957	957	5,699
Utilities- Electricity	7%	2,219	1,810	2,569	2,569	-	2,749	180	2,749	2,749	2,749	2,749	16,314
Utilities- Water/Sewer	2%	-	-	-	-	-	-	-	-	-	-	-	-
Utilities- Gasoline	5%	21,994	23,995	21,773	21,773	-	22,862	1,089	22,862	22,862	22,862	22,862	136,083
Internet Services		3,312	2,137	2,208	2,208	-	2,208	-	2,208	2,208	2,208	2,208	13,248
Homesafe Program		-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Expenditures		345,534	154,008	168,915	164,430	(4,484)	157,724	(6,706)	159,219	160,816	162,521	164,341	969,051

Notes

1. Plan assumes the following staffing level

	Actual 2013	Actual 2014	Original 2015	Revised 2015	Variance	Proposed 2016	Variance	Projected 2017	Projected 2018	Projected 2019	Projected 2020
Transit Director	0.20	0.20	0.20	0.20	0.00	0.20	0.00	0.20	0.20	0.20	0.20
Transit Coordinator	0.13	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transit Managers	0.10	0.10	0.10	0.13	0.03	0.13	0.00	0.13	0.13	0.13	0.13
Shift Supervisor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior Driver	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Drivers	4.00	0.00	0.00	0.00	0.00	2.50	2.50	2.50	2.50	2.50	2.50
Drivers (Seasonal)	0.00	2.10	4.00	2.10	-1.90	0.00	-2.10	0.00	0.00	0.00	0.00
Total Staff	4.43	2.40	4.30	2.43	-1.87	2.83	0.40	2.83	2.83	2.83	2.83

- PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.64%.
- Retirement benefits consists of matching employee 401k contributions from 1% to 9%.
- Projected health care costs in 2016 are \$12,915 annually per FTE and are anticipated to increase at a rate of 2.5% annually. FTE rates are affected by dependent health care options.
- Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.
- Plan assumes ski pass cost to be \$815 per FTE for the 2015-2016 season. Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$795.
- A portion of the admin is allocated to Gondola each month based on actual time booked. In the past this has been a direct offset to salaries and wages, in 2014 and going forward, full wages will be shown in salaries and wages, with the allocation shown as a credit to "offset labor". The offset labor amount includes the labor burden as well as wages.

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
General Fund
Schedule I -1- Employee Shuttle Expenditures

	Ann. Inc.	Actual		Annual Budgets				Long Term Projections					
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Employee Costs													
Administrative Salaries and Wages (1)		3,710	6,007	9,436	9,036	(400)	9,448	412	9,448	9,448	9,448	9,448	56,277
Health Benefits (3)	0.50%	-	1,870	1,913	1,913	-	1,922	10	2,057	2,201	2,355	2,520	12,967
Payroll Taxes		553	874	1,451	1,386	(65)	1,453	67	1,453	1,453	1,453	1,453	8,652
Worker's Compensation	5%	116	(2,472)	133	133	-	140	7	147	154	162	170	907
Other Employee Benefits		68	104	119	119	-	119		119	119	119	119	716
Agency Compliance		44	930	550	550	-	550	-	550	550	550	550	3,300
Subtotal, Employee Costs		4,491	7,313	13,602	13,137	(465)	13,633	496	13,775	13,926	14,088	14,261	82,819
Vehicle Repair & Maintenance		18,782	16,994	20,000	20,000	-	20,000	-	20,000	20,000	20,000	20,000	120,000
General Supplies and Materials		278	204	500	500	-	500	-	500	500	500	500	3,000
Utilities - Gasoline	5%	50,195	45,575	66,150	66,150	-	69,458	3,308	72,930	76,577	80,406	84,426	449,947
Total Operating Expenditures		73,746	70,086	100,252	99,787	(465)	103,590	3,803	107,205	111,003	114,993	119,187	655,765

General Notes

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

	2013	2014	Original 2015	Revised 2015	Variance	Proposed 2016	Variance	Projected 2017	Projected 2018	Projected 2019	Projected 2020
Van rider fees are expected to be as follows:											
Van Rider Fees	38,675	30,515	34,000	35,765	1,765	35,765	-	35,765	35,765	35,765	35,765
TMVOA Gondola Contribution (2)	9,810	13,965	17,888	17,286	(602)	18,313	1,027	19,289	20,314	21,392	22,524
Total Van Rider Revenues	48,485	44,480	51,888	53,051	1,163	54,078	1,027	55,054	56,079	57,157	58,289
Net Town Employee Shuttle Costs	25,261	25,606	48,364	46,736	(1,628)	49,513	2,776	52,151	54,924	57,837	60,898

	2015 Rate	Proposed 2016
Long distance rider fees	2.00	2.00
Short distance rider fees	1.00	1.00
Children	1.00	1.00

Notes

1. Plan assumes the following staffing level	Actual 2013	Actual 2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	Projected 2017	Projected 2018	Projected 2019	Projected 2020
Operations Manager	0.25	0.15	0.15	0.17	0.02	0.17	0.00	0.17	0.17	0.17	0.17
Total Staff	0.25	0.15	0.15	0.17	0.02	0.17	-0.02	0.17	0.17	0.17	0.17

- TMVOA estimated contribution shown here is for gondola employee shuttle operating costs only. TMVOA contributes a portion of the capital expenses for the employee shuttle program also.
- Projected health care costs in 2016 are \$12,915 annually per FTE and are anticipated to increase at a rate of 2.5% annually. FTE rates are affected by dependent health care options.

Town of Mountain Village
 2015 Revised/2016 Proposed Budget and Long Term Financial Plan
 General Fund
 Schedule K - Plaza & Environmental Services Expenditures

Ann. Inc.	Actual		Annual Budgets					Long Term Projections				
	2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Employee Costs												
Salaries & Wages (1)	372,858	404,285	455,732	451,620	(4,112)	464,212	12,592	464,212	464,212	464,212	464,212	2,772,679
Offset Labor	(150)	(900)	(4,000)	(4,000)	-	(4,000)	-	(4,000)	(4,000)	(4,000)	(4,000)	(24,000)
Health Benefits (4)	85,523	89,831	102,192	100,192	(2,000)	126,523	26,331	135,380	144,856	154,996	165,846	827,795
Dependent Health Benefit Reimbursement (5)	(4,674)	(5,188)	(3,426)	(3,426)	-	(3,426)	-	(3,426)	(3,426)	(3,426)	(3,426)	(20,556)
Payroll taxes (2)	56,269	61,111	70,092	69,279	(813)	71,396	2,117	71,396	71,396	71,396	71,396	426,257
Retirement Benefits (3)	18,100	17,105	16,459	16,459	-	16,765	306	16,765	16,765	16,765	16,765	100,284
Workmen's comp	10,729	16,484	16,153	16,153	-	18,529	2,376	19,456	20,428	21,450	22,522	118,538
Other Employee Benefits (6)	4,039	7,150	8,348	8,348	-	8,348	-	8,348	8,348	8,348	8,348	50,085
Subtotal, Employee Costs	542,694	589,878	661,550	654,625	(6,925)	698,347	43,722	708,130	718,579	729,740	741,663	4,251,083
Uniforms	1,315	1,964	2,000	2,000	-	2,000	-	2,000	2,000	2,000	2,000	12,000
Consultant Services	3,923	2,485	10,000	-	(10,000)	10,000	10,000	10,000	10,000	10,000	10,000	50,000
Janitorial	20,929	16,199	20,267	20,267	-	20,267	201	20,267	20,267	20,267	20,267	121,603
Maintenance-Vehicles	6,859	4,367	9,262	9,262	-	9,262	-	9,262	9,262	9,262	9,262	55,572
Maintenance-Equipment	1,239	1,022	3,937	3,937	-	3,937	-	3,937	3,937	3,937	3,937	23,625
R&M, Landscape, Irrigation, Plaza, Bldg	25,319	21,253	33,996	33,996	-	33,996	-	33,996	33,996	33,996	33,996	203,976
Facility Expenses	5,996	2,624	5,054	5,054	-	5,054	-	5,054	5,054	5,054	5,054	30,324
Communications	5,668	5,576	6,793	6,793	-	6,793	-	6,793	6,793	6,793	6,793	40,758
Public Noticing	425	-	302	302	-	302	-	302	302	302	302	1,812
Dues & Fees	-	25	200	200	-	200	-	200	200	200	200	1,200
Travel, Education & Training	646	2,185	2,100	2,100	-	2,100	-	2,100	2,100	2,100	2,100	12,600
Licenses- Vehicle Registration	-	-	36	36	-	36	-	36	36	36	36	218
Contract Labor	8,828	4,002	10,000	-	(10,000)	10,000	10,000	10,000	10,000	10,000	10,000	50,000
Weed Control (9)	7,044	5,662	6,240	16,240	10,000	16,240	-	6,240	6,240	6,240	6,240	57,440
Postage & Freight	160	-	210	210	-	210	-	210	210	210	210	1,260
General Supplies & Materials	23,871	18,904	30,000	30,000	-	30,000	-	30,000	30,000	30,000	30,000	180,000
Office Supplies	307	847	831	831	-	831	-	831	831	831	831	4,987
Business Meals	-	-	600	600	600	600	-	600	600	600	600	3,600
Employee Appreciation	422	649	750	750	-	525	(225)	515	515	515	515	3,335
Pots & Hanging Baskets	8,606	8,963	10,000	10,000	-	10,000	-	10,000	10,000	10,000	10,000	60,000
Paver-Planter Repair	83,058	90,105	100,000	100,000	-	100,000	-	100,000	100,000	100,000	100,000	600,000
Christmas Decorations	43,307	33,089	25,000	25,000	-	25,000	-	25,000	25,000	25,000	25,000	150,000
Utilities: Natural Gas	175,646	173,991	220,500	220,500	-	231,525	11,025	243,101	255,256	268,019	281,420	1,499,822
Utilities: Water/Sewer	36,982	23,498	24,784	24,784	-	25,280	496	25,786	26,301	26,827	27,364	156,343
Utilities: Electric	52,400	46,863	67,103	67,103	-	71,800	4,697	76,826	82,203	87,958	94,115	480,004
Utilities: Gasoline	12,120	12,948	21,083	21,083	-	22,137	1,054	23,244	24,406	25,626	26,907	143,402
Wetlands Study	-	-	3,000	-	(3,000)	3,000	3,000	3,000	3,000	3,000	3,000	15,000
Green Gondola (Town Expense)	32,757	1,882	3,000	3,000	-	-	(3,000)	-	-	-	-	3,000
Green Gondola (Contributions Expense) (7)	9,824	7,570	200,000	5,000	(195,000)	-	(5,000)	-	-	-	-	5,000
Energy Mitigation Expense (8)	-	17,803	20,000	20,000	-	30,000	10,000	-	-	-	-	50,000
Energy Rebate Expense (8)	-	6,596	10,000	60,000	50,000	10,000	(50,000)	-	-	-	-	70,000
Environmental Materials	185	667	3,000	3,000	-	3,000	-	3,000	3,000	3,000	3,000	18,000
Community Environmental Incentives (10)	20,000	40,000	-	-	-	70,000	70,000	-	-	-	-	70,000
Total Plaza Services & Environmental Services	1,130,527	1,141,618	1,510,998	1,346,673	(164,325)	1,452,442	105,970	1,360,430	1,390,090	1,421,515	1,454,813	8,425,964

Notes

1. Plan assumes the following staffing level	Actual 2013	Actual 2014	Original 2015	Revised 2015	Variance	Proposed 2016	Variance	Projected 2017	Projected 2018	Projected 2019	Projected 2020
Director	1.00	1.00	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00
Manager	1.00	1.00	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00
Assistant Manager	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Supervisor	0.00	0.00	2.00	2.00	0.00	2.00	0.00	2.00	2.00	2.00	2.00
Field Crew FTYR	5.00	5.00	5.00	5.00	0.00	5.00	0.00	5.00	5.00	5.00	5.00
Public Refuse Removal Field Crew FTE	-0.50	-0.50	-0.50	-0.70	-0.20	-0.70	0.00	-0.70	-0.70	-0.70	-0.70
Seasonal Field Crew FTE's	1.50	2.00	2.00	2.00	0.00	2.00	0.00	2.00	2.00	2.00	2.00
Total Staff	9.00	9.50	10.50	10.30	-0.20	10.30	0.00	10.30	10.30	10.30	10.30

Please note: Certain staffing related to trash removal can be found on that department schedule.

- PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.64%.
- Retirement benefits consists of matching employee 401k contributions from 1% to 9%.
- Projected health care costs in 2016 are \$12,915 annually per FTE and are anticipated to increase at a rate of 2.5% annually. FTE rates are affected by dependent health care options.
- Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.
- Plan assumes ski pass cost to be \$815 per FTE for the 2015-2016 season. Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$795.
- These expenses are wholly dependent on the monies contributed for the green gondola campaign and will never exceed the revenues collected, which are budgeted on the revenue summary page.
- Energy Mitigation and Energy Rebate fees collected in 2016 to be spent on public facility energy projects.
- 2015 Revised/2016 is offset by a \$10,000 grant.
- \$50,000 Wildfire mitigation incentives in cooperation with and contributions from TMVOA, 2016. \$20,000 for the Relight Mountain Village Program.

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
General Fund
Schedule K-1 -Public Refuse Removal

	Ann. Inc.	Actual		Annual Budgets				Long Term Projections				Total 2015-2020	
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019		2020
Employee Costs													
Salaries & Wages (1)		16,170	17,754	16,640	20,752	4,112	20,752	-	20,752	20,752	20,752	20,752	120,400
Offset Labor		(500)	-	(3,000)	(3,000)	-	(3,000)	-	(3,000)	(3,000)	(3,000)	(3,000)	(18,000)
Health Benefits (3)	0.50%	2,985	2,848	3,291	3,291	-	6,615	3,324	7,079	7,574	8,104	8,672	41,335
Payroll Taxes (2)		2,513	2,709	2,559	3,183	624	3,192	8	3,192	3,192	3,192	3,192	18,518
Workers Compensation	5%	829	(268)	419	419	-	440	21	462	485	509	535	2,850
Other Employee Benefits (4)	4%	-	-	398	-	(398)	-	-	-	-	-	-	398
Subtotal, Employee Costs		21,997	23,043	20,307	24,646	4,339	27,999	3,353	28,484	29,003	29,557	30,150	165,500
Refuse Removal Cost		17,943	16,692	20,000	20,000	-	20,000	-	20,000	20,000	20,000	20,000	120,000
General Supplies		-	396	2,000	2,000	-	2,000	-	2,000	2,000	2,000	2,000	12,000
Annual Spring Clean-up/Employee Picnic		3,314	3,798	5,000	5,000	-	5,000	-	5,000	5,000	5,000	5,000	30,000
Total Refuse Removal Expenditures		43,255	43,929	47,307	51,646	4,339	54,999	3,353	55,484	56,003	56,557	57,150	327,500

Notes

1. Plan assumes the following staffing level

	Actual 2013	Actual 2014	Original 2015	Revised 2015	Variance	Proposed 2016	Variance	Projected 2017	Projected 2018	Projected 2019	Projected 2020
Field Crew FTE	0.50	0.50	0.50	0.70	0.20	0.70	-0.20	0.70	0.70	0.70	0.70
Total Staff	0.50	0.50	0.50	0.70	0.20	0.70	-0.20	0.70	0.70	0.70	0.70

2. PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.64%.

3. Projected health care costs in 2016 are \$12,915 annually per FTE and are anticipated to increase at a rate of 2.5% annually. FTE rates are affected by dependent health care options.

4. Plan assumes ski pass cost to be \$815 per FTE for the 2015-2016 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$795.

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
General Fund
Schedule L -Building Maintenance

	Ann. Inc.	Actual		Annual Budgets				Long Term Projections				Total 2015-2020	
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019		2020
Employee Costs													
Salaries & Wages (1)		41,032	42,401	80,370	80,370	-	82,886	2,516	82,886	82,886	82,886	82,886	494,799
Offset Labor		(150)	-	-	-	-	-	-	-	-	-	-	-
Health Benefits (3)	0.50%	11,941	12,463	25,703	25,703	-	25,831	129	27,640	29,574	31,645	33,860	174,253
Dependent Health Benefit Reimbursement (6)		(722)	(722)	(720)	(720)	-	(720)	-	(720)	(720)	(720)	(720)	(4,320)
Payroll Taxes (2)		6,100	6,380	12,361	12,361	-	12,748	387	12,748	12,748	12,748	12,748	76,100
Retirement Benefits (5)	5%	1,899	1,953	2,472	2,472	-	3,819	1,346	3,819	3,819	3,819	3,819	21,565
Workers Compensation	5%	1,301	869	3,228	3,228	-	3,390	161	3,559	3,737	3,924	4,120	21,959
Other Employee Benefits (4)		455	1,390	1,590	1,590	-	2,480	890	2,480	2,480	2,480	2,480	13,990
Subtotal, Employee Costs		61,856	64,735	125,004	125,004	-	130,433	5,429	132,411	134,524	136,781	139,192	798,346
Uniforms		664	196	350	350	-	350	-	350	350	350	350	2,100
Maintenance - Boilers		89,843	26,577	45,000	45,000	-	45,000	-	45,000	45,000	45,000	45,000	270,000
Vehicle Maintenance		743	193	500	500	-	500	-	500	500	500	500	3,000
Street Light Repair and Maintenance (7)		2,564	1,622	8,500	8,500	-	17,000	8,500	9,000	9,000	9,000	9,000	61,500
Maintenance - Facility		2,944	3,360	9,500	9,500	-	9,500	-	9,500	9,500	9,500	9,500	57,000
Communications		489	297	700	700	-	700	-	700	700	700	700	4,200
General Supplies and Materials		1,524	1,860	3,000	3,000	-	3,000	-	3,000	3,000	3,000	3,000	18,000
Utilities - Gasoline	5%	1,579	1,619	4,200	4,200	-	4,200	-	4,410	4,631	4,862	5,105	27,408
Total Building Maintenance Expenditures		162,205	100,459	196,754	196,754	-	210,683	13,929	204,871	207,204	209,693	212,347	1,241,553

Notes

1. Plan assumes the following staffing level

	Actual 2013	Actual 2014	Original 2015	Revised 2015	Variance	Proposed 2016	Variance	Projected 2017	Projected 2018	Projected 2019	Projected 2020
Manager	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Building Maintenance Technician	1.00	1.00	2.00	2.00	0.00	2.00	0.00	2.00	2.00	2.00	2.00
Total Staff	1.00	1.00	2.00	2.00	0.00	2.00	0.00	2.00	2.00	2.00	2.00

- PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.64%.
- Projected health care costs in 2016 are \$12,915 annually per FTE and are anticipated to increase at a rate of 2.5% annually. FTE rates are affected by dependent health care options.
- Plan assumes ski pass cost to be \$815 per FTE for the 2015-2016 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$795.
- Retirement benefits consists of matching employee 401k contributions from 1% to 9%.
- Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.
- For LED bulb replacement for street lights over several years and conference center plaza lights repair (2016).

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
General Fund
Schedule M- Planning & Development Services

	Sch.	Ann. Inc.	Actual		Annual Budgets				Long Term Projections					
			2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Employee Costs														
Housing Employee Costs	M-1		18,596	19,096	19,823	19,823	-	20,951	1,128	21,095	21,250	21,415	21,592	126,126
Building Division Employee Costs	M-2		159,053	173,470	231,374	228,766	(2,608)	257,587	28,820	260,088	262,787	265,672	268,757	1,543,656
Planning & Zoning Employee Costs	M-3		244,717	258,352	265,142	270,772	5,630	321,708	50,936	301,271	304,743	308,455	312,425	1,819,373
Subtotal, Employee Costs			422,366	450,917	516,340	519,361	3,021	600,245	79,756	582,455	588,779	595,542	602,774	3,489,156
Other Housing Costs	M-1		60,752	-	-	-	-	-	-	-	-	-	-	-
Other Building Division Costs	M-2		9,585	13,030	14,071	18,588	4,516	23,300	4,712	20,848	21,016	21,192	21,377	126,320
Other Planning & Zoning Costs	M-3		15,326	106,375	205,310	84,310	(121,000)	129,310	45,000	75,310	75,310	75,310	75,310	514,860
Contract Labor			-	16	-	-	-	-	-	-	-	-	-	-
Directories			-	-	2,500	2,500	-	2,500	-	2,500	2,500	2,500	2,500	15,000
Communications			3,323	3,650	4,029	4,029	-	4,029	-	4,029	4,029	4,029	4,029	24,176
Postage & Freight			147	145	120	120	-	120	-	120	120	120	120	720
General Supplies & Materials			1,063	1,717	2,500	2,500	-	2,500	-	2,500	2,500	2,500	2,500	15,000
Total Community Development			512,562	575,850	744,870	631,408	(113,462)	762,005	129,469	687,762	694,254	701,193	708,610	4,185,232

Notes:

1. Please see Schedules M-1 through M-3 for staffing and other specific costs for the Building, Planning & Housing Departments.

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
General Fund
Schedule M-1- Housing Office

	Ann. Inc.	Actual		Annual Budgets				Long Term Projections				Total 2015-2020	
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019		2020
Employee Costs													
Salaries & Wages (Note 1)		14,892	15,368	15,563	15,563	-	16,532	968	16,532	16,532	16,532	16,532	98,221
Health Benefits (Note 4)	0.50%	1,791	1,870	1,979	1,979	-	1,989	10	2,128	2,277	2,437	2,607	13,418
Dependent Health Reimbursement (Note 7)		(542)	(542)	(542)	(542)	-	(542)	-	(542)	(542)	(542)	(542)	(3,252)
Payroll Taxes (Note 2)		2,377	2,283	2,394	2,394	-	2,543	149	2,543	2,543	2,543	2,543	15,106
Retirement Benefits (Note 3)	1.93%	-	-	300	300	-	300	0	300	300	300	300	1,800
Workers Compensation	5%	9	12	10	10	-	10	0	11	12	12	13	68
Other Employee Benefits (Note 5)	4%	68	104	119	119	-	119	-	124	129	134	140	765
Subtotal, Employee Costs		18,596	19,096	19,823	19,823	-	20,951	1,128	21,095	21,250	21,415	21,592	126,126
Consultant Services		-	-	-	-	-	-	-	-	-	-	-	-
Public Noticing		-	-	-	-	-	-	-	-	-	-	-	-
Recruiting		-	-	-	-	-	-	-	-	-	-	-	-
Dues & Fees		-	-	-	-	-	-	-	-	-	-	-	-
Travel, Education & Training		-	-	-	-	-	-	-	-	-	-	-	-
Business Meals		-	-	-	-	-	-	-	-	-	-	-	-
Employee Appreciation		-	-	-	-	-	-	-	-	-	-	-	-
Regional Housing Authority Funding		60,752	-	-	-	-	-	-	-	-	-	-	-
RHA Housing Needs Assessment (8)		-	-	-	-	-	-	-	-	-	-	-	-
Land Ownership/Density Costs (Note 6)		-	-	-	-	-	-	-	-	-	-	-	-
Total Housing Office		79,348	19,096	19,823	19,823	-	20,951	1,128	21,095	21,250	21,415	21,592	126,126

Notes:

- Plan assumes the following staffing level

	Actual 2013	Actual 2014	Original 2015	Revised 2015	Variance	Proposed 2016	Variance	Projected 2017	Projected 2018	Projected 2019	Projected 2020
Community Development Director	0.15	0.15	0.15	0.15	0.00	0.15	0.00	0.15	0.15	0.15	0.15
Administrative Support	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Building Inspector	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Staff	0.15	0.15	0.15	0.15	0.00	0.15	0.00	0.15	0.15	0.15	0.15
- PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.64%.
- Retirement benefits consists of matching employee 401k contributions from 1% to 9%.
- Projected health care costs in 2016 are \$12,915 annually per FTE and are anticipated to increase at a rate of 2.5% annually. FTE rates are affected by dependent health care options.
- Plan assumes ski pass cost to be \$815 per FTE for the 2015-2016 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$795.
- The Town of Mountain Village currently holds units of employee density which incur TMVOA dues of approximately \$864 / year.
- Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.
- This funding has moved to the Affordable Housing Development Fund.

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
General Fund
Schedule M-2- Building Division

	Ann. Inc.	Actual		Annual Budgets					Long Term Projections				
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Employee Costs													
Salaries & Wages (Note 1)		121,019	127,141	169,721	169,721	-	188,519	18,798	188,519	188,519	188,519	188,519	1,112,317
Health Benefits (Note 4)	0.50%	16,094	21,811	32,421	28,921	(3,500)	35,516	6,595	38,002	40,663	43,509	46,555	233,165
Dependent Health Reimbursement (Note 5)		(325)	(325)	(2,292)	(2,292)	-	(2,292)	-	(2,292)	(2,292)	(2,292)	(2,292)	(13,752)
Payroll Taxes (Note 2)		18,635	19,595	26,103	26,035	(68)	28,994	2,959	28,994	28,994	28,994	28,994	171,006
Retirement Benefits (Note 3)	2.41%	2,232	3,064	3,130	4,090	960	4,543	453	4,543	4,565	4,588	4,611	26,940
Workers Compensation	2%	625	868	900	900	-	915	15	931	946	962	978	5,632
Other Employee Benefits (Note 6)	0%	773	1,316	1,391	1,391	-	1,391	-	1,391	1,391	1,391	1,391	8,348
Subtotal, Employee Costs		159,053	173,470	231,374	228,766	(2,608)	257,587	28,820	260,088	262,787	265,672	268,757	1,543,656
Consultation Fees (7)		-	1,343	5,000	5,000	-	5,000	-	5,000	5,000	5,000	5,000	30,000
Uniforms-Safety Equipment		-	-	500	500	-	500	-	500	500	500	500	3,000
Vehicle - R&M		1,497	1,191	650	650	-	650	-	650	650	650	650	3,900
Public Noticing		386	-	-	-	-	-	-	-	-	-	-	-
Printing & Binding		1,134	-	-	-	-	-	-	-	-	-	-	-
UBC/IRC/IBC Book Supplies		-	2,995	1,500	1,500	-	2,000	500	2,000	2,000	2,000	2,000	11,500
Dues, Fees & Licenses		205	250	1,000	1,000	-	1,000	-	1,000	1,000	1,000	1,000	6,000
Travel, Education & Conferences		2,685	5,298	2,500	2,500	-	5,000	2,500	2,500	2,500	2,500	2,500	17,500
Contract Labor (8)		1,556	-	-	4,000	4,000	4,000	-	4,000	4,000	4,000	4,000	24,000
Supplies		685	-	-	-	-	-	-	-	-	-	-	-
Business Meals		-	335	-	-	-	1,000	1,000	1,000	1,000	1,000	1,000	5,000
Employee Appreciation		-	13	138	138	-	250	113	138	138	138	138	938
Books & Periodicals		31	99	200	200	-	200	-	200	200	200	200	1,200
Non-Capital Equipment		-	-	500	500	-	500	-	500	500	500	500	3,000
Utilities- Gasoline	5%	1,407	1,506	2,084	2,600	516	3,200	600	3,360	3,528	3,704	3,890	20,282
Total Building Division		168,638	186,500	245,446	247,354	1,908	280,887	33,533	280,936	283,802	286,864	290,134	1,669,976

Notes:

- Plan assumes the following staffing level

	Actual 2013	Actual 2014	Original 2015	Revised 2015	Variance	Proposed 2016	Variance	Projected 2017	Projected 2018	Projected 2019	Projected 2020
Director of Community Development	0.25	0.25	0.25	0.25	0.00	0.25	0.00	0.25	0.25	0.25	0.25
Building Official	1.00	1.00	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00
Building Inspectors	0.00	0.00	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00
Building & Planning Administrator	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Administrative	0.50	0.50	0.50	0.50	0.00	0.50	0.00	0.50	0.50	0.50	0.50
Total Staff	1.75	1.75	2.75	2.75	0.00	2.75	0.00	2.75	2.75	2.75	2.75
- PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.64%.
- Retirement benefits consists of matching employee 401k contributions from 1% to 9%.
- Projected health care costs in 2016 are \$12,915 annually per FTE and are anticipated to increase at a rate of 2.5% annually. FTE rates are affected by dependent health care options.
- Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.
- Plan assumes ski pass cost to be \$815 per FTE for the 2015-2016 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$795.
- Contractors licensing training costs.
- For occasions on which we need a contracted inspector due to illness, vacations, etc.

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
General Fund
Schedule M-3- Planning & Zoning Division

	Ann. Inc.	Actual		Annual Budgets					Long Term Projections				
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Employee Costs													
Salaries & Wages (Note 1)		174,601	184,705	188,388	198,388	10,000	230,602	32,214	210,602	210,602	210,602	210,602	1,271,399
Health Benefits (Note 4)	0.50%	37,016	38,655	39,026	34,026	(5,000)	45,203	11,177	48,367	51,752	55,375	59,251	293,974
Dependent Health Reimbursement (Note 5)		(1,300)	(1,474)	(637)	(637)	-	(637)	-	(637)	(637)	(637)	(637)	(3,821)
Payroll Taxes (Note 2)		26,863	28,240	28,974	28,974	-	35,467	6,492	32,391	32,391	32,391	32,391	194,003
Retirement Benefits (Note 3)	3.03%	4,984	5,592	5,377	6,007	630	6,982	975	6,376	6,376	6,376	6,376	38,495
Workers Compensation	5%	1,129	1,173	1,549	1,549	-	1,627	77	1,708	1,793	1,883	1,977	10,537
Other Employee Benefits (Note 6)	0%	1,424	1,460	2,465	2,465	-	2,465	-	2,465	2,465	2,465	2,465	14,787
Subtotal, Employee Costs		244,717	258,352	265,142	270,772	5,630	321,708	50,936	301,271	304,743	308,455	312,425	1,819,373
Consultation Fees- Planning (7)		-	65,325	101,000	30,000	(71,000)	5,000	(25,000)	1,500	1,500	1,500	1,500	41,000
Consultation Fees- Master Planning (8)		-	-	50,000	-	(50,000)	50,000	50,000	-	-	-	-	50,000
Consultation Fees- Engineering		546	550	-	-	-	-	-	-	-	-	-	-
Forestry Management (9)		1,114	24,800	30,000	30,000	-	50,000	20,000	50,000	50,000	50,000	50,000	280,000
Public Noticing		1,700	164	3,000	3,000	-	3,000	-	3,000	3,000	3,000	3,000	18,000
Printing & Binding		18	2,273	3,500	3,500	-	3,500	-	3,500	3,500	3,500	3,500	21,000
Recording Fees		312	664	600	600	-	600	-	600	600	600	600	3,600
Dues, Fees & Licenses		366	906	1,400	1,400	-	1,400	-	1,400	1,400	1,400	1,400	8,400
Travel, Education, Conferences		1,937	2,344	5,500	5,500	-	5,500	-	5,000	5,000	5,000	5,000	31,000
Business Meals (DRB lunches)		2,934	2,893	3,000	3,000	-	3,000	-	3,000	3,000	3,000	3,000	18,000
Employee Appreciation		179	293	155	155	-	155	-	155	155	155	155	930
Other Benefits (DRB-Ski Passes)		6,178	6,164	7,155	7,155	-	7,155	-	7,155	7,155	7,155	7,155	42,930
Books & Periodicals		43	-	-	-	-	-	-	-	-	-	-	-
Total Planning & Zoning Division		260,043	364,727	470,452	355,082	(115,370)	451,018	95,936	376,581	380,053	383,765	387,735	2,334,233

Notes:

1. Budget assumes the following staffing level

	Actual 2013	Actual 2014	Original 2015	Revised 2015	Variance	Proposed 2016	Variance	Projected 2017	Projected 2018	Projected 2019	Projected 2020
Director of Community Development	0.60	0.60	0.60	0.60	0.00	0.60	0.00	0.60	0.60	0.60	0.60
Town Forester	1.00	1.00	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00
Planner	1.00	1.00	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00
Administrative Staff	0.50	0.50	0.50	0.75	0.25	0.90	0.15	0.50	0.50	0.50	0.50
Total Staff	3.10	3.10	3.10	3.35	0.25	3.50	0.15	3.10	3.10	3.10	3.10

- PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.64%.
- Retirement benefits consists of matching employee 401k contributions from 1% to 9%.
- Projected health care costs in 2016 are \$12,915 annually per FTE and are anticipated to increase at a rate of 2.5% annually. FTE rates are affected by dependent health care options.
- Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.
- Plan assumes ski pass cost to be \$815 per FTE for the 2015-2016 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$795.
- 2015 - Wetlands permit and planning costs.
- 2016 - Estimated costs for Conference Center Plaza and Village Pond Park Plan or Town Hall sub-area.
- 2015 - Fire Mitigation/Forest Health Project on OS-2. 2016 - Fire Mitigation/Forest Health Projects, increased funds to enable mitigation on all Town owned and over the next 3-5 years.

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
General Fund
Schedule N- Other Capital Expenditures

	Ann. Inc.	Actual		Annual Budgets				Long Term Projections				Total 2015-2020	
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019		2020
Capital Expenditures:													
Facility Improvements													
Fiber Upgrade		-	-	-	-	-	-	-	-	-	-	-	-
Shop- Lay Down Area		-	-	-	-	-	-	-	-	-	-	-	-
Area Improvements													
Boilers Major Repair and Replacement (5)		-	107,262	60,000	60,000	-	30,000	(30,000)	60,000	60,000	60,000	60,000	330,000
Snowmelt / Plaza Improvements (1)		52,808	40,531	-	-	-	-	-	-	-	-	-	-
Ice Skate Commercial Facility		-	-	-	-	-	-	-	-	-	-	-	-
Ice Skate Commercial Facility - Finishing		-	-	-	-	-	-	-	-	-	-	-	-
Zamboni Building		-	-	-	-	-	-	-	-	-	-	-	-
Public Restrooms		-	-	-	-	-	30,000	30,000	-	-	-	-	30,000
Lot 50/51 Commercial Space		-	-	-	-	-	-	-	-	-	-	-	-
Street Lights		-	-	-	-	-	-	-	-	-	-	-	-
Beach Power Unit		-	-	-	-	-	-	-	-	-	-	-	-
Heritage Plaza Repairs		-	-	-	-	-	-	-	-	-	-	-	-
Recreation Projects (4)		30,986	19,562	45,000	45,000	-	45,000	-	45,000	45,000	45,000	45,000	270,000
Bearproof Containers (2)		19,149	1,561	-	-	-	-	-	-	-	-	-	-
Environmental Projects (3)		64,094	120,001	300,000	150,000	(150,000)	-	(150,000)	100,000	100,000	100,000	100,000	550,000
Skating Rink Zamboni		-	-	-	-	-	-	-	-	-	-	-	-
Other													
Police Facility		-	-	-	-	-	-	-	-	-	-	-	-
Conference Call Upgrades		-	-	-	-	-	-	-	-	-	-	-	-
Fire Station Building Repair and Maintenance		-	765	56,235	56,235	-	-	(56,235)	-	-	-	-	56,235
Total Capital Expenditures		167,036	289,682	461,235	311,235	(150,000)	105,000	(205,889)	205,000	205,000	205,000	205,000	1,236,235

Notes:

- 2012-2014 TCC Plaza Improvements
- Bear can purchases for public facilities are complete.
- These funds will be allocated to three focus areas of environmental sustainability including energy, waste/recycling, and watershed health.
2016 Energy Efficiencies/Renewables: LED lighting in Environmental Services Budget
2016 Waste/Recycling: No projects planned for 2016.
- 2014 - Lower Village Trail; Big Billies Trail connector; Blvd Trail improvements 2015: Russell Drive Trail, Blvd Trail improvements, Meadows Boardwalk improvements; 2016: Stegosaurus Trail, Blvd Trail improvements
- 2012 - Conference Center Boiler, 2013 - Sunset Plaza Center Boiler. 2014 - complete TCC Legacy boiler project with vault, mains, and manifolds.
2015 - Replace mains and connect snowmelt at See Forever, replace mains and insulate manifold boxes at Town Hall, new controls for Town Hall. 2016 - New controls for La Chamonix.
2017 - New controls at Oak Street. 2018 - Replace a boiler.

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
Vehicle and Equipment Acquisition Fund

	Actual		Annual Budgets					Long Term Projections				
	2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Revenues												
CMAQ Grant	-	124,000	194,557	194,557	-	244,000	49,443	-	-	-	-	438,557
CASTA Grant	-	100,000	-	56,000	56,000	-	(56,000)	56,000	120,000	-	-	232,000
Insurance Proceeds	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Assets	-	33,000	-	-	-	-	-	-	-	-	-	-
Grant Success Fees	-	(3,360)	(11,673)	(15,033)	(3,360)	(14,640)	393	(3,360)	(7,200)	-	-	(40,233)
Total Revenues	-	253,640	182,884	235,524	52,640	229,360	(6,557)	52,640	112,800	-	-	670,557
Vehicle and Equipment Acquisitions												
Vehicles												
Road & Bridge Vehicles (1)	23,469	194,165	165,000	165,000	-	15,000	(150,000)	26,000	-	40,000	-	246,000
Vehicle Maintenance (Shop) Vehicles (11)	-	-	-	-	-	-	-	28,000	-	-	-	28,000
Trail Vehicles and Equipment (2)	-	8,700	15,000	15,000	-	15,000	-	215,000	15,000	15,000	-	275,000
Employee Shuttle Vehicles (3)	-	136,163	70,000	-	(70,000)	80,000	80,000	-	150,000	90,000	-	320,000
Municipal Bus Vehicles (4)	-	-	70,000	155,000	85,000	-	(155,000)	130,000	-	-	-	285,000
Plaza Services Vehicles (5)	17,743	23,743	-	-	-	25,000	25,000	-	-	-	-	25,000
Building and Facility Maintenance Vehicles (6)	-	-	-	-	-	-	-	40,000	-	-	-	40,000
Police Vehicles (7)	35,609	-	39,000	39,000	-	39,000	-	39,000	39,000	-	-	156,000
Bobcat Lease Exchange (13) 2%	-	6,698	7,200	7,200	-	37,997	30,797	7,650	7,803	7,959	8,118	76,727
Community Services Vehicles (8)	-	-	-	-	-	-	-	-	-	-	-	-
Heavy Equipment												
Road & Bridge Heavy Equipment (9)	-	22,704	87,500	87,500	-	305,000	217,500	109,426	124,932	-	-	626,858
Shop Equipment (11)	-	-	-	-	-	8,500	8,500	-	-	-	-	8,500
Parks & Rec Equipment (12)	9,895	-	-	-	-	-	-	-	-	-	-	-
Plaza Services Equipment (10)	-	7,900	-	-	-	40,000	40,000	-	-	-	-	40,000
Other F,F & E												
PD - Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Total Vehicle & Equipment Acquisitions	86,716	400,072	453,700	468,700	15,000	565,497	96,797	595,076	336,735	152,959	8,118	2,127,085
Beginning Fund Balance	70,682	20,347	70,394	59,908	(10,486)	110,318	50,409	196,519	355,890	415,870	461,758	59,908
Transfer from GF	36,381	185,994	352,061	283,586	(68,475)	422,338	138,752	701,807	283,916	198,847	10,554	1,969,522
Ending Fund Balance	20,347	59,908	151,639	110,318	(41,321)	196,519		355,890	415,870	461,758	464,193	

Notes:

*This item requires additional Council approval before moving forward with this budget authorization.

- R&B vehicles to be replaced include: 2014: Combo Snowplow 80% grant match on \$155,000. 2015: Combo Snowplow 83% grant match on \$160,000. 2017: Pick-up truck 2016.
- Rec & Trails: 2014 - ATV; 2015 - Polaris Ranger; 2016 - snowmobile; 2017 - snowcat; 2018 - trail ATV; 2019 - snowmobile
- Shuttle vehicles: 2014 - 5 vans with \$100,000 grant offset; 2016 - 2 fuel efficient vehicles w/ \$0 grant; 2018 - 5 vans with 80% grant offset; 2019 - 2 fuel efficient vehicles w \$0 grant offset
- Buses: 2014: 1 \$76,000 bus with \$56,000 grant offset - paid for in 2015; 2015: 1 \$79,000 bus w/ \$0 grant; 2017 - 1 hybrid bus with partial grant offset
- Property Maintenance vehicles to be replaced are: 2014: Workman utility vehicle; 2016 Cushman utility vehicle
- Building and facility maintenance vehicle replacement.
- Plan assumes one police department vehicle will be replaced each year to allow a five year usage period out of each of the vehicles (7) in the department. 2014 no vehicle replacement
- No vehicle replacement scheduled at this time.
- R&B heavy equipment replacement includes: 2014: Lease equipment. Used crackfill machine for road repair and Hotsy power washer. 2015: New snowblower and broom attachments and scrubber/sweeper. 2017: Replace Backhoe. 2018: Replace excavator. CMAQ grant funded Sweeper, 2016.
- Plan assumes the following equipment will be replaced: 2014: a four wheeler, 2016: a Toro 3500D riding mower.
- Replace 3/4 Pick-up. New welder, \$5,000, tire pressure sensor scanner, \$1,700, Snap On analyzer upgrade, \$1,800.
- Purchase of a new skid-steer loader, then it will be in the lease exchange program.

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
Capital Projects Fund
Summary

	Actual		Annual Budgets					Long Term Projections				
	2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Revenue												
Grant Proceeds (DOJ)	362,403	83,725	53,872	53,872	-	-	(53,872)	-	-	-	-	53,872
RAL Reimbursement, Ramp & Tunnel	-	-	-	-	-	-	-	-	-	-	-	-
Interest Income												
2006A Parking Bonds Capital Reserves	-	-	-	-	-	-	-	-	-	-	-	-
2006B Recreation Center Bonds Capital Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Developer Notes	32,030	39,693	9,950	9,950	-	9,950	-	9,950	9,950	9,950	9,950	59,700
Total Revenues	394,432	123,418	63,822	63,822	-	9,950	(53,872)	9,950	9,950	9,950	9,950	113,572
Capital Projects												
Grant Success Fees	-	-	-	-	-	-	-	-	-	-	-	-
DOJ / Communications System Project	362,403	83,725	53,872	53,872	-	-	(53,872)	-	-	-	-	53,872
Parking Structure Deck Sealants	132,924	-	-	-	-	-	-	-	-	-	-	-
Sunset Plaza Improvements	296,900	-	-	-	-	-	-	-	-	-	-	-
Meadows Improvement Plan	-	61,884	438,430	438,430	-	300,000	(138,430)	-	-	-	-	738,430
Ramp & Tunnel Lot 50/51	-	-	-	-	-	-	-	-	-	-	-	-
Recreation Center	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Project Expenditures	792,227	145,609	492,302	492,302	-	300,000	(192,302)	-	-	-	-	792,302
Surplus / (Deficit)	(397,794)	(22,191)	(428,480)	(428,480)	-	(290,050)	138,430	9,950	9,950	9,950	9,950	(678,730)
Other Financing Sources/(Uses):												
Transfer From / (To) -AHDF	-	54,221	438,430	438,430	-	-	(438,430)	-	-	-	-	438,430
Transfer From / (To) DSF Reserve	295,000	-	-	-	-	-	-	-	-	-	-	-
Transfer From / (To) General Fund	70,765	-	-	-	-	300,000	300,000	-	-	-	-	300,000
Total Other Financing Sources / Uses	365,765	54,221	438,430	438,430	-	300,000	(138,430)	-	-	-	-	738,430
Surplus / (Deficit)	(32,029)	32,030	9,950	9,950	-	9,950	-	9,950	9,950	9,950	9,950	59,700
Beginning Fund Balances												
Total Beginning Fund Balance	32,029	-	32,030	32,030	-	41,980	9,950	51,930	61,880	71,830	81,780	
Ending Fund Balance												
Total Ending Fund Balance	-	32,030	41,980	41,980	-	51,930	9,950	61,880	71,830	81,780	91,730	

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
Tourism Fund
Summary

	Actual		Annual Budgets					Long Term Projections				
	2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Revenues												
Lodging Taxes (1/2 of Lodging revenues) (Note 1)	541,212	601,584	533,044	714,619	181,575	721,765	7,146	728,982	736,272	743,635	758,508	4,403,781
Business License Fees (Note 2)	268,235	270,572	273,856	277,546	3,689	277,546	-	277,546	277,546	277,546	277,546	1,665,273
Airline Guaranty Lodging Taxes (Note 3)	541,212	601,584	533,044	714,619	181,575	721,765	7,146	728,982	736,272	743,635	758,508	4,403,781
Airline Guaranty Restaurant Taxes (Note 4)	274,993	314,825	273,200	347,038	73,838	350,508	3,470	354,013	357,553	361,129	368,352	2,138,594
Fees and Penalties	15,372	12,546	3,000	22,422	19,422	10,000	(12,422)	10,000	10,000	10,000	10,000	72,422
Total Revenues	1,641,024	1,801,111	1,616,144	2,076,243	460,098	2,081,583	5,341	2,099,524	2,117,643	2,135,944	2,172,912	12,683,850
Expenditures												
Audit Fees	-	-	2,500	2,500	-	2,500	-	2,500	2,500	2,500	2,500	15,000
Economic Development Funding												
MTI Funding - Lodging	555,530	595,568	527,714	707,472	179,759	714,547	7,075	721,693	728,910	736,199	750,923	4,179,984
MTI Funding - Business License	252,140	254,337	257,425	260,893	3,468	260,893	-	260,893	260,893	260,893	260,893	1,565,357
Other Entities (6)	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal, Economic Development Funding	807,671	849,906	787,638	970,865	183,227	977,940	7,075	985,085	992,302	999,591	1,014,315	5,760,341
Additional Contributions to MTI (5)	-	-	26,000	26,000	-	38,000	12,000	13,000	13,000	13,000	13,000	116,000
Airline Guaranty Program Funding												
Airline Guaranty Lodging Taxes (Note 3)	531,290	589,553	522,383	700,326	177,943	707,329	7,003	714,403	721,547	728,762	743,338	4,315,705
Airline Guaranty Restaurant Taxes (Note 4)	268,681	308,528	267,736	340,097	72,361	343,498	3,401	346,933	350,402	353,906	360,985	2,095,822
Subtotal, Airline Guaranty Program Funding	799,971	898,081	790,119	1,040,423	250,304	1,050,828	10,404	1,061,336	1,071,949	1,082,669	1,104,322	6,411,527
Additional Contributions to Airline Guaranty (5)	100,000	25,000	-	-	-	-	-	-	-	-	-	-
Total Expenditures	1,707,641	1,772,987	1,603,758	2,037,289	(433,531)	2,066,767	29,479	2,059,421	2,077,252	2,095,260	2,131,637	12,287,868
Excess Revenue over Expenditures	(66,618)	28,124	12,387	38,954	893,629	14,816	2,429	40,102	40,392	40,684	41,275	189,656
Other Financing Sources / (Uses)												
Treasurer's Fee - 1% on Tourism Lodging Taxes	(5,412)	(6,016)	(5,330)	(7,146)	(1,816)	(7,218)	(71)	(7,290)	(7,363)	(7,436)	(7,585)	(44,038)
Treasurer's Fee - 6% of Tourism Business Licenses	(16,094)	(16,234)	(16,431)	(16,653)	(221)	(16,653)	-	(16,653)	(16,653)	(16,653)	(16,653)	(99,916)
Treasurer's Fee - 2% on Airline Guaranty Lodging Taxes	(10,824)	(12,032)	(10,661)	(14,292)	(3,631)	(14,435)	(143)	(14,580)	(14,725)	(14,873)	(15,170)	(88,076)
Treasurer's Fee - 2% on Airline Guaranty Restaurant Taxes	(5,500)	(6,296)	(5,464)	(6,941)	(1,477)	(7,010)	(69)	(7,080)	(7,151)	(7,223)	(7,367)	(42,772)
Transfers (to)/from the General Fund	104,448	12,454	25,500	6,078	(19,422)	30,500	24,422	5,500	5,500	5,500	5,500	58,578
Transfers from Other Funds	-	-	-	-	-	-	-	-	-	-	-	-
Total Other Financing Sources / (Uses)	66,618	(28,124)	(12,387)	(38,954)	(26,567)	(14,816)	24,138	(40,102)	(40,392)	(40,684)	(41,275)	(216,224)
Surplus / (Deficit) after Other Financing Sources / (Uses)	-	-	-	-	-	-	-	-	-	-	-	-
Beginning Fund Balance, Jan 1	-	-	-	-	-	-	-	-	-	-	-	-
Ending Fund Balance, Dec 31	-	-	-	-	-	-	-	-	-	-	-	-

Notes:

- Assumes a 1% annual increase in lodging tax receipts after 2012.
- Assumes Business Licenses will grow by 1% annually after 2013. Assumes business license fees (less a 6% admin fee) will provide funding for marketing.
- Assumes 1/2 of lodging tax will provide additional funding to regional airline guaranty programs less a 2% admin fee. Assumes 1/2 of lodging tax will provide funding for marketing less a 2% admin fee.
- Assumes the tax of restaurant sales will provide funding to regional airline guaranty programs less a 2% admin fee.
- Airline Guaranty requested additional funds in 2012 and 2013 which were granted. Additional funds for 2012 for MTI are for the Procycling Challenge Race, 2015 for a guest services agent.
- 2012 - 2017 - Contributions for the Gondola Extended (Gold) Season

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
Historical Museum Fund
Summary

	Actual		Annual Budgets					Long Term Projections				
	2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Revenues												
Historical Museum Property Tax at .333 Mills (Note 1)	105,429	88,343	88,714	88,714	-	98,081	9,368	100,412	107,072	109,403	116,063	619,747
Total Revenues	105,429	88,343	88,714	88,714	-	98,081	9,368	100,412	107,072	109,403	116,063	619,747
Expenditures												
Historical Museum Funding	103,316	86,573	86,940	86,940	-	96,120	9,180	98,404	104,931	107,215	113,742	607,352
Treasurer's Fee (2%) To San Miguel County	2,113	1,770	1,774	1,774	-	1,962	187	2,008	2,141	2,188	2,321	12,395
Total Expenditures	105,429	88,343	88,714	88,714	-	98,081	9,368	100,412	107,072	109,403	116,063	619,747
Surplus / (Deficit)	-	-	-	-	-	-	-	-	-	-	-	-
Beginning Fund Balance, Jan 1	-	-	-	-	-	-	-	-	-	-	-	-
Ending Fund Balance, Dec 31	-	-	-	-	-	-	-	-	-	-	-	-
Assessed Valuation	317,579	265,515	266,408	266,408	-	294,539	28,131	301,539	321,539	328,539	348,539	

Notes:

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

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
Parking Services Fund

	Ann. Inc.	Actual		Annual Budgets					Long Term Projections				
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Parking Revenues													
Parking Permits	1%	11,580	14,986	12,000	12,000	-	6,499	(5,501)	12,000	12,000	12,000	12,000	66,499
Parking Meter Collections	5%	11,157	10,750	9,500	9,500	-	7,061	(2,439)	7,061	7,061	7,061	7,061	44,805
Gondola Parking Garage Fees (6)	5%	128,917	140,173	95,200	95,200	-	89,825	(5,375)	89,825	89,825	89,825	89,825	544,325
Special Event Parking Fees (8)		5,000	41,743	38,250	38,250	-	41,000	2,750	41,000	41,000	41,000	41,000	243,250
Heritage Parking Garage (6)		146,813	139,895	131,000	131,000	-	98,752	(32,248)	98,752	98,752	98,752	98,752	624,760
Contributions		19,567	20,771	18,500	18,500	-	18,500	-	18,500	18,500	18,500	18,500	111,000
Police - Parking Fines	5%	7,843	29,182	13,000	13,000	-	13,000	-	13,000	13,000	13,000	13,000	78,000
Sale of Assets		-	-	-	-	-	-	-	-	-	-	-	-
Subtotal, Revenues		330,878	397,500	317,450	317,450	-	274,637	(37,312)	280,138	280,138	280,138	280,138	1,646,140
Employee Costs													
Salaries & Wages (1)		84,927	85,191	103,956	95,956	(8,000)	90,991	(4,964)	90,991	90,991	90,991	90,991	550,913
Health Benefits (Note 4)	0.50%	19,033	21,188	21,539	21,539	-	21,646	108	23,162	24,783	26,518	28,374	146,021
Payroll Taxes (2)		13,013	12,437	15,988	14,720	(1,269)	13,994	(725)	13,994	13,994	13,994	13,994	84,692
Retirement Benefits (3)		1,652	2,182	2,549	2,549	-	2,417	(132)	2,417	2,417	2,417	2,417	14,632
Workers Compensation	5%	3,255	16	2,531	2,531	-	2,657	127	2,790	2,929	3,076	3,230	17,212
Other Employee Benefits (5)		1,171	1,303	3,180	3,180	-	3,180	-	3,180	3,180	3,180	3,180	19,080
Subtotal, Employee Costs		123,051	122,316	149,742	140,473	(9,269)	134,886	(5,587)	136,534	138,295	140,176	142,186	832,551
Parking Expenses - General													
(Parking Ticket) Bad Debt Expense		7,483	-	5,100	5,100	-	5,100	-	5,202	5,306	5,412	5,520	31,641
Communications	3%	2,536	2,979	3,600	3,600	-	3,600	-	3,708	3,819	3,934	4,052	22,713
General Supplies & Other Expenses	3%	1,262	161	1,030	1,500	470	1,030	(470)	1,061	1,093	1,126	1,159	6,968
Bobcat Lease Exchange		-	4,342	4,800	4,800	-	4,800	-	4,800	4,896	4,994	5,094	29,384
Contingency		-	-	-	-	-	-	-	-	-	-	-	-
Gondola Parking Garage Maintenance													
Maintenance		2,228	1,698	5,000	5,000	-	5,000	-	5,000	5,000	5,000	5,000	30,000
Striping		1,940	2,210	2,000	2,000	-	2,000	-	2,000	2,000	2,000	2,000	12,000
Credit Card Fees		494	-	2,000	-	(2,000)	-	-	-	-	-	-	-
General Supplies and Materials	3%	234	3,604	2,000	2,000	-	2,000	-	2,060	2,122	2,185	2,251	12,618
Utilities-Electric	7%	24,804	17,363	27,180	20,000	(7,180)	21,400	1,400	22,898	24,501	26,216	28,051	143,066
Elevator Maintenance		6,491	7,758	10,000	10,000	-	10,000	-	10,000	10,000	10,000	10,000	60,000
Concrete & Asphalt Repair		1,364	1,311	15,000	15,000	-	15,000	-	15,000	15,000	15,000	15,000	90,000
Painting		-	1,618	2,000	2,000	-	2,000	-	2,000	2,000	2,000	2,000	12,000
Utilities-Gasoline	5%	-	566	525	525	-	525	-	551	579	608	638	3,426
Internet Costs		-	524	700	700	-	700	-	700	700	700	700	4,200
Surface Lots Maintenance													
Maintenance		3,579	3,770	6,760	6,760	-	6,760	-	6,760	6,760	6,760	6,760	40,560
Striping		4,060	5,060	3,000	3,000	-	3,000	-	3,000	3,000	3,000	3,000	18,000
Credit Card Fees	1%	4,634	6,372	4,500	11,500	7,000	11,500	-	11,615	11,731	11,848	11,967	70,162
Parking Meter Supplies		4,811	8,707	8,000	10,000	2,000	10,000	-	10,000	10,000	10,000	10,000	60,000
Heritage Garage													
Maintenance		852	7,470	5,000	5,000	-	5,000	-	5,000	5,000	5,000	5,000	30,000
Elevator Maintenance		7,347	6,033	8,000	8,000	-	8,000	-	8,000	8,000	8,000	8,000	48,000
Striping		1,300	2,060	2,500	2,500	-	2,500	-	2,500	2,500	2,500	2,500	15,000
Floor Sealing		-	20,889	-	-	-	-	-	-	-	-	25,000	25,000
General Shared Facility Dues & Expenses		58,669	61,337	59,255	59,255	-	59,255	-	59,255	59,255	59,255	59,255	355,530
Credit Card Fees	1%	9,630	7,059	13,390	8,390	(5,000)	8,390	-	8,474	8,559	8,644	8,731	51,187
General Supplies & Other Expenses	3%	2,270	4,294	6,180	6,180	-	6,180	-	6,365	6,556	6,753	6,956	38,990
Software/Call Center Support		18,782	2,538	4,000	12,000	8,000	12,000	-	12,000	12,000	12,000	12,000	72,000

Town of Mountain Village
 2015 Revised/2016 Proposed Budget and Long Term Financial Plan
 Parking Services Fund

Ann. Inc.	Actual		Annual Budgets					Long Term Projections				
	2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Meadows Lot												
Striping	1,000	2,000	-	-	-	-	-	-	-	-	-	-
Engineering	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditures	288,821	304,038	351,262	345,283	(5,978)	340,626	(4,657)	344,484	348,672	353,111	382,820	2,114,996
Capital Expenditures												
Capital Costs - Parkeon Meters (7)	-	24,889	6,000	6,000	-	-	(6,000)	10,000	10,000	10,000	10,000	46,000
Credit Card Readers	-	-	8,000	8,000	-	-	(8,000)	-	-	-	-	8,000
Walkup Pay Station (HPG)	-	-	-	-	-	-	-	-	-	-	-	-
Security Cameras (HPG)	-	-	4,000	4,000	-	-	(4,000)	-	-	-	-	4,000
Total, Capital	-	24,889	18,000	18,000	-	-	(18,000)	10,000	10,000	10,000	10,000	3,423,800

Beginning Fund Balance	-	-	-	-	-	-	-	-	-	-	-	-
Transfer (to) GF-Overhead Allocation	(30,777)	(31,821)	(28,971)	(30,285)	(1,314)	(27,902)	2,383	(26,672)	(26,039)	(27,158)	(29,280)	(167,336)
Surplus (Deficit)	11,280	36,752	(80,783)	(76,118)	4,665	(93,891)	(17,773)	(101,018)	(104,573)	(110,132)	(141,961)	(627,693)
Transfer (to) from GF	(11,280)	(36,752)	80,783	76,118	(4,665)	93,891	17,773	101,018	104,573	110,132	141,961	627,693
Ending Fund Balance	-	-	-	-	-	-	-	-	-	-	-	-

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

1. Plan assumes the following staffing level

	2013	2014	Original 2015	Revised 2015	Variance	Proposed 2016	Variance	Projected 2017	Projected 2018	Projected 2019	Projected 2020
Transit Director	0.20	0.20	0.20	0.10	-0.10	0.10	0.00	0.10	0.10	0.10	0.10
Transit Coordinator	0.35	0.35	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transit Ops manager	0.20	0.20	0.20	0.20	0.00	0.20	0.00	0.20	0.20	0.20	0.20
Community Services Officers- 2 total @ .65	1.30	1.30	1.30	1.30	0.00	1.30	0.00	1.30	1.30	1.30	1.30
Snow Removal	0.40	0.40	0.40	0.40	0.00	0.40	0.00	0.40	0.40	0.40	0.40
Parking Attendant (FTE)	0.70	0.70	0.35	0.40	0.05	0.00	-0.40	0.00	0.00	0.00	0.00
Total	3.15	3.15	2.45	2.40	-0.05	2.00	-0.40	2.00	2.00	2.00	2.00

- PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.64%.
- Retirement benefits consists of matching employee 401k contributions from 1% to 9%.
- Projected health care costs in 2016 are \$12,915 annually per FTE and are anticipated to increase at a rate of 2.5% annually. FTE rates are affected by dependent health care options.
- Plan assumes ski pass cost to be \$815 per FTE for the 2015-2016 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$795.
- Assumes winter season daytime fees collected at GPG from the winter of 2015/16 through 2020.
- 2014 - 3 new meters replacing the T-2 parking management system with a pay and display at HPG. A 4th meter installed at NVC w/ lease (2014) to purchase (2015). 2017 - 1 new meter
- 2014 - BG \$30,000, TR \$0, B&B \$6,000; 2015 - BG \$30,000, TR \$2,250, B&B \$6,000; 2016-2018 - BG \$30,000, TR \$5,000, B&B \$6,000

Town of Mountain Village
 2015 Revised/2016 Proposed Budget and Long Term Financial Plan
 Communications System Fund
 Summary

	Ann. Inc.	Actual		Annual Budgets					Long Term Projections				
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Revenues													
Service Fee Revenues	A	15,767	-	-	-	-	-	-	-	-	-	-	-
Total Revenues		15,767	-	-	-	-	-	-	-	-	-	-	-
Expenditures													
Communications Department	B	11,297	-	-	-	-	-	-	-	-	-	-	-
Contingency (2%)		-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditures		11,297	-	-	-	-	-	-	-	-	-	-	-
Surplus / (Deficit)		4,470	-	-	-	-	-	-	-	-	-	-	-
Other Sources / (Uses)													
Transfer From / (To) General Fund		-	(8,688)	-	-	-	-	-	-	-	-	-	-
Total Other Sources / (Uses)		-	(8,688)	-	-	-	-	-	-	-	-	-	-
Surplus / (Deficit)		4,470	(8,688)	-	-	-	-	-	-	-	-	-	-
Beginning Fund Balance		4,218	8,688	-	-	-	-	-	-	-	-	-	-
Ending Fund Balance		8,688	-	-	-	-	-	-	-	-	-	-	-

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan

Communications System Fund
Schedule A - Revenues

Ann. Inc.	Actual		Annual Budgets					Long Term Projections				
	2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Revenues												
Annual System User Fees (2)	8,691	-	-	-	-	-	-	-	-	-	-	-
Radio Sales	3,126	-	-	-	-	-	-	-	-	-	-	-
Programming Revenues	-	-	-	-	-	-	-	-	-	-	-	-
Sales & Labor Revenues	1,050	-	-	-	-	-	-	-	-	-	-	-
Dispatch Access Fees	2,900	-	-	-	-	-	-	-	-	-	-	-
Equipment Rental	-	-	-	-	-	-	-	-	-	-	-	-
Microwave Link	-	-	-	-	-	-	-	-	-	-	-	-
System Initiation Fees	-	-	-	-	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenues	15,767	-	-	-	-	-	-	-	-	-	-	-

Notes:

1. Current system users are as follows:

Guest Services
Town of Mountain Village Various Departments - R&B, PD, Gondola, PM, DAR, W/S, VM
Telluride Marshall's Office
Telluride Fire Protection District
Colorado Department of Wildlife

2. Current Dispatch Users

Telluride Fire Protection District
Telluride Marshals Office
Town of Mountain Village Police Department

2. For many users, this was their primary system, in 2012 some users have new primary systems, making this their secondary system, which is billed at a reduced rate.

Communications System Fund
Schedule B- Expenditures

Ann. Inc.	Actual		Annual Budgets					Long Term Projections				
	2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Repair & Maintenance	3,759	-	-	-	-	-	-	-	-	-	-	-
Site Lease	470	-	-	-	-	-	-	-	-	-	-	-
Insurance	3,134	-	-	-	-	-	-	-	-	-	-	-
Communications	3,072	-	-	-	-	-	-	-	-	-	-	-
Licenses	-	-	-	-	-	-	-	-	-	-	-	-
Postage and Freight	-	-	-	-	-	-	-	-	-	-	-	-
General Supplies & Materials	765	-	-	-	-	-	-	-	-	-	-	-
Software Support	-	-	-	-	-	-	-	-	-	-	-	-
Business Meals	97	-	-	-	-	-	-	-	-	-	-	-
Total Communications Costs	11,297	-	-	-	-	-	-	-	-	-	-	-

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
Child Development Fund - Summary

	Actual		Annual Budgets					Long Term Projections				
	2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Revenues												
Daycare	280,983	278,688	286,068	293,305	7,237	281,197	(12,107)	278,548	280,921	283,319	285,741	1,703,030
Preschool	187,731	187,621	197,475	182,151	(15,324)	182,015	(136)	178,631	180,264	181,913	183,578	1,088,552
Total Revenues	468,713	466,309	483,543	475,455	(8,087)	463,212	(12,243)	457,179	461,185	465,232	469,319	2,791,583
Operating Expenditures												
Daycare	380,849	367,810	422,240	413,320	(8,920)	394,601	(18,720)	412,282	417,984	424,065	430,551	2,492,802
Preschool	160,079	185,437	182,510	176,985	(5,525)	194,960	17,975	197,307	199,812	202,485	205,339	1,176,887
Total Operating Expenditures	540,929	553,246	604,750	590,305	(14,445)	589,560	(745)	609,588	617,795	626,550	635,890	3,669,689
Net Operating Surplus / (Deficit)	(72,216)	(86,937)	(121,208)	(114,850)	6,358	(126,348)	(11,499)	(152,409)	(156,610)	(161,318)	(166,571)	(878,106)
Capital Expenditures												
Daycare	-	-	-	-	-	-	-	-	-	-	-	-
Preschool	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditures	-	-	-	-	-	-	-	-	-	-	-	-
Other Sources / (Uses)												
Contribution from TMV General Fund	72,216	86,937	121,208	114,850	(6,358)	126,348	11,499	152,409	156,610	161,318	166,571	878,106
Contribution from Other Sources	-	-	-	-	-	-	-	-	-	-	-	-
Total Other Sources / (Uses)	72,216	86,937	121,208	114,850	(6,358)	126,348	11,499	152,409	156,610	161,318	166,571	878,106
Net Surplus / (Deficit)	-	-	-	-	-	-	-	-	-	-	-	-
Beginning Fund Balance, Jan 1	-	-	-	-	-	-	-	-	-	-	-	-
Ending Fund Balance, Dec 31	-	-	-	-	-	-	-	-	-	-	-	-

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
Child Development Fund - Daycare
Schedule A - Revenues

	Actual		Annual Budgets					Long Term Projections				
	2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Daycare Fees (1)	239,823	241,045	247,408	247,408	-	235,037	(12,370)	237,388	239,761	242,159	244,581	1,446,333
Enrollment Fees	1,420	3,380	1,760	1,760	-	1,760	-	1,760	1,760	1,760	1,760	10,560
Late Payment Fees	1,000	980	900	900	-	900	-	900	900	900	900	5,400
Special Programs	-	-	-	-	-	-	-	-	-	-	-	-
Fundraising Proceeds	10,967	10,136	6,000	12,237	6,237	8,500	(3,737)	8,500	8,500	8,500	8,500	54,737
Grant Proceeds (2)	27,772	23,147	30,000	31,000	1,000	35,000	4,000	30,000	30,000	30,000	30,000	186,000
Total Revenues	280,983	278,688	286,068	293,305	7,237	281,197	(12,107)	278,548	280,921	283,319	285,741	1,703,030

Notes:

1.	2015 Rates	2016 % Inc.	2016 Rates	Avail. Days	Enrollment	Gross Potential Rev.
Non Resident Infant	\$ 58	0%	\$ 58	247	2	25,787
Non Resident Toddler	\$ 55	0%	\$ 55	247	2	24,453
Resident Infant	\$ 54	0%	\$ 54	247	4	48,017
Resident Toddler	\$ 50	0%	\$ 50	247	13	149,151
Total						247,408

2. Grant Proceeds for 2013-2020 are mainly being used for scholarships.

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
Child Development Fund - Daycare
Schedule B- Expenditures

	Ann. Inc.	Actual		Annual Budgets					Long Term Projections				
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Employee Costs													
Salaries & Wages (1)		215,627	219,417	237,565	226,565	(11,000)	210,356	(16,209)	220,757	220,757	220,757	220,757	1,319,949
Health Benefits (4)	0.50%	56,637	52,122	57,840	64,740	6,900	65,063	324	69,618	74,491	79,705	85,285	438,902
Dependent Health Reimbursement (5)		(7,220)	(7,176)	(6,567)	(6,567)	-	(6,567)	-	(6,567)	(6,567)	(6,567)	(6,567)	(39,403)
Payroll taxes (2)		32,352	33,303	36,538	34,755	(1,782)	32,353	(2,402)	33,952	33,952	33,952	33,952	202,918
Retirement Benefits (3)	3.21%	8,989	5,939	11,091	7,265	(3,826)	6,745	(520)	7,079	7,079	7,079	7,079	42,326
Workers Compensation	5%	2,069	2,139	2,831	2,831	-	2,972	142	3,121	3,277	3,441	3,613	19,254
Other Employee Benefits (6)	4%	2,525	4,826	8,189	8,189	-	8,189	-	8,516	8,857	9,211	9,579	52,540
Subtotal, Employee Costs		310,979	310,570	347,486	337,777	(9,709)	319,111	(18,666)	336,476	341,846	347,578	353,698	2,036,486
Employee Appreciation		319	486	360	400	40	400	-	400	400	400	400	2,400
EE Screening		319	25	300	400	100	300	(100)	300	300	300	300	1,900
Bad Debt Expense		1,409	2,226	500	500	-	500	-	500	500	500	500	3,000
Janitorial		6,548	8,040	8,040	8,040	-	8,040	-	8,040	8,040	8,040	8,040	48,240
Laundry		842	1,022	1,291	1,291	-	1,291	-	1,291	1,291	1,291	1,291	7,745
Facility Expenses (Rent)		18,777	18,899	19,484	18,984	(500)	18,984	-	18,984	18,984	18,984	18,984	113,903
Communications		1,164	752	2,151	1,000	(1,151)	1,000	-	1,000	1,000	1,000	1,000	6,000
Internet Services		1,380	1,383	1,458	1,458	-	1,458	-	1,458	1,458	1,458	1,458	8,750
Dues, Fees & Licenses		421	350	100	100	-	100	-	100	100	100	100	600
Travel, Education & Training		3,838	45	1,460	1,460	-	1,460	-	1,460	1,460	1,460	1,460	8,760
Nurse Consultant		450	450	450	450	-	450	-	450	450	450	450	2,700
Postage & Freight		-	-	-	100	100	100	-	100	100	100	100	600
General Supplies & Materials		5,626	4,345	4,690	3,200	(1,490)	3,200	-	3,200	3,200	3,200	3,200	19,200
Office Supplies		-	-	-	1,490	1,490	1,490	-	1,490	1,490	1,490	1,490	8,940
Fund Raising Expense		275	129	-	1,200	1,200	1,200	-	1,200	1,200	1,200	1,200	7,200
Business Meals		-	-	105	105	-	105	-	105	105	105	105	630
Food - Snacks		136	203	400	400	-	400	-	400	400	400	400	2,400
Utilities- Electricity	5%	4,368	4,368	6,025	6,025	-	6,327	301	6,643	6,975	7,324	7,690	40,985
Scholarship		23,907	14,277	27,255	27,255	-	27,500	245	27,500	27,500	27,500	27,500	164,755
Toys-Learning Tools		-	241	-	1,000	1,000	500	(500)	500	500	500	500	3,500
Playground		91	-	-	-	-	-	-	-	-	-	-	-
Sleep Equipment		-	-	-	-	-	-	-	-	-	-	-	-
Community Relations Expense		-	-	685	685	-	685	-	685	685	685	685	4,110
Total Daycare Expense		380,849	367,810	422,240	413,320	(8,920)	394,601	(18,720)	412,282	417,984	424,065	430,551	2,492,802
Less Revenues		280,983	278,688	286,068	293,305	(7,237)	281,197	(12,107)	278,548	280,921	283,319	285,741	1,695,793
Net Surplus (Deficit)		(99,867)	(89,121)	(136,172)	(120,016)	16,157	(113,403)	6,612	(133,734)	(137,062)	(140,746)	(144,810)	(797,009)

Notes

1. Plan assumes the following staffing level

	Actual 2013	Actual 2014	Original 2015	Revised 2015	Variance	Proposed 2016	Variance	Projected 2017	Projected 2018	Projected 2019	Projected 2020
Director	0.80	0.80	0.80	0.70	-0.10	0.70	0.00	0.70	0.70	0.70	0.70
Assistant Director	0.95	0.95	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00
Supervisor	1.00	1.00	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00
Full Time Staff	3.00	3.00	2.00	2.00	0.00	2.00	0.00	2.00	2.00	2.00	2.00
Part Time Staff	0.60	0.60	1.50	1.50	0.00	1.50	0.00	1.50	1.50	1.50	1.50
Total Staff	6.35	6.35	6.30	6.20	-0.10	6.20	0.00	6.20	6.20	6.20	6.20

2. PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.64%.

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

4. Projected health care costs in 2016 are \$12,915 annually per FTE and are anticipated to increase at a rate of 2.5% annually. FTE rates are affected by dependent health care options.

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

6. Plan assumes ski pass cost to be \$815 per FTE for the 2015-2016 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$795.

Town of Mountain Village
 2015 Revised/2016 Proposed Budget and Long Term Financial Plan
 Child Development Fund - Preschool
 Schedule A - Revenues

	Actual		Annual Budgets				Long Term Projections					
	2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Preschool Fees (1) 1%	169,998	168,073	179,600	165,952	(13,648)	161,640	(4,312)	163,256	164,889	166,538	168,203	990,478
Saturday Adventure	-	-	-	-	-	-	-	-	-	-	-	-
Enrollment Fees	2,260	2,140	975	975	-	975	-	975	975	975	975	5,850
Late Payment Fees	620	1,260	900	900	-	900	-	900	900	900	900	5,400
Fundraising Proceeds	3,150	3,980	6,000	3,324	(2,676)	3,500	176	3,500	3,500	3,500	3,500	20,824
Grant Proceeds (2)	11,703	12,168	10,000	11,000	1,000	15,000	4,000	10,000	10,000	10,000	10,000	66,000
Total Revenues	187,731	187,621	197,475	182,151	(15,324)	182,015	(136)	178,631	180,264	181,913	183,578	1,088,552

1.	2015 Rates	2016 % Inc.	2016 Rates	Avail. Days	Enrollment	Gross Potential Rev.
Non Resident	\$ 48	0%	\$ 48	248	5	59,520
Resident	\$ 46	0%	\$ 46	248	10	114,080
Add on Days						6,000
Total						179,600

2. Grant Proceeds for 2013-2020 are mainly being used for scholarships.

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
Child Development Fund - Preschool
Schedule B- Expenditures

	Ann. Inc.	Actual		Annual Budgets					Long Term Projections				
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Employee Costs													
Salaries & Wages (1)		88,816	97,307	93,939	96,439	2,500	97,391	952	97,391	97,391	97,391	97,391	583,393
Health Benefits (4)	0.50%	18,777	24,927	25,556	15,556	(10,000)	29,705	14,148	31,784	34,009	36,389	38,937	186,379
Dependent Health Reimbursement (5)		-	-	-	-	-	-	-	-	-	-	-	-
Payroll taxes (2)		13,285	14,513	14,448	14,794	346	14,979	185	14,979	14,979	14,979	14,979	89,687
Retirement Benefits (3)	5.94%	2,986	3,832	5,038	5,727	689	5,783	57	5,783	5,783	5,783	5,783	34,644
Workers Compensation	5%	821	562	1,089	1,089	-	1,143	54	1,200	1,260	1,323	1,389	7,405
Other Employee Benefits (6)	4%	547	1,529	2,544	2,544	-	2,544	-	2,646	2,752	2,862	2,976	16,323
Subtotal, Employee Costs		125,232	142,670	142,613	136,148	(6,465)	151,545	15,397	153,783	156,174	158,727	161,455	917,831
Employee Appreciation		39	65	100	150	50	150	-	150	150	150	150	900
EE Screening		188	-	300	300	-	300	-	300	300	300	300	1,800
Bad Debt Expense		-	-	600	600	-	600	-	600	600	600	600	3,600
Janitorial		615	-	700	2,125	1,425	5,100	2,975	5,100	5,100	5,100	5,100	27,625
Laundry		100	95	707	707	-	707	-	707	707	707	707	4,242
Facility Expenses (Rent)		9,720	10,033	11,400	9,920	(1,480)	9,920	-	9,920	9,920	9,920	9,920	59,520
Communications		1,078	1,078	1,134	1,078	(56)	1,078	-	1,078	1,078	1,078	1,078	6,469
Internet Services		1,380	1,383	1,458	1,458	-	1,458	-	1,458	1,458	1,458	1,458	8,750
Dues, Fees & Licenses		175	113	1,020	1,020	-	1,020	-	1,020	1,020	1,020	1,020	6,120
Travel, Education & Training (7)		55	185	1,260	1,260	-	1,260	-	1,260	1,260	1,260	1,260	7,560
Vehicle Expense		-	-	1,500	1,500	-	1,500	-	1,500	1,500	1,500	1,500	9,000
Nurse Consultant		450	675	480	480	-	480	-	480	480	480	480	2,880
Special Activities		5,250	6,009	5,950	5,950	-	5,950	-	5,950	5,950	5,950	5,950	35,700
General Supplies & Materials		2,715	2,129	2,472	1,972	(500)	1,972	-	1,972	1,972	1,972	1,972	11,832
Office Supplies		-	-	-	500	500	500	-	500	500	500	500	3,000
Food - Snacks		346	384	747	747	-	747	-	747	747	747	747	4,481
Utilities- Electricity	5%	1,788	1,788	2,070	2,070	-	2,173	103	2,282	2,396	2,516	2,641	14,077
Scholarship		10,468	9,519	8,000	8,000	-	8,000	-	8,000	8,000	8,000	8,000	48,000
Toys-Learning Tools		415	70	-	1,000	1,000	500	(500)	500	500	500	500	3,500
Total Preschool Expense		160,079	185,437	182,510	176,985	(5,525)	194,960	17,975	197,307	199,812	202,485	205,339	1,176,887
Less Revenues		187,731	187,621	197,475	182,151	15,324	182,015	136	178,631	180,264	181,913	183,578	1,088,552
Net Surplus (Deficit)		27,651	2,184	14,965	5,166	(9,799)	(12,945)	18,111	(18,675)	(19,548)	(20,572)	(21,760)	2,265,439

Notes

1. Plan assumes the following staffing level

	Actual 2013	Actual 2014	Original 2015	Revised 2015	Variance	Proposed 2016	Variance	Projected 2017	Projected 2018	Projected 2019	Projected 2020
Director	0.00	0.20	0.20	0.30	0.10	0.30	0.00	0.30	0.30	0.30	0.30
Manager	1.00	1.00	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00
Full Time Staff	1.00	1.00	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Staff	2.00	2.20	2.20	2.30	0.10	2.30	0.00	2.30	2.30	2.30	2.30

2. PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.64%.

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

4. Projected health care costs in 2016 are \$12,915 annually per FTE and are anticipated to increase at a rate of 2.5% annually. FTE rates are affected by dependent health care options.

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

6. Plan assumes ski pass cost to be \$815 per FTE for the 2015-2016 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$795.

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
Housing Authority (VCA)
Summary

Sch	Actual		Annual Budgets					Long Term Projections					
	2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020	
Operating Revenues													
	Rental Income	2,035,494	2,206,763	2,225,944	2,225,944	-	2,225,944	-	2,247,771	2,269,817	2,292,082	2,314,571	13,576,129
A	Other Operating Income	93,958	117,483	89,225	89,225	-	94,225	5,000	89,225	89,225	89,225	89,225	540,349
	Total Operating Revenue	2,129,452	2,324,246	2,315,169	2,315,169	-	2,320,169	5,000	2,336,996	2,359,041	2,381,307	2,403,796	14,116,478
Operating Expenditures													
B	Office Operations	181,697	186,519	197,349	187,601	(9,748)	199,229	11,628	201,375	203,660	206,093	208,684	1,206,641
C	General & Administrative	118,131	109,656	144,278	111,167	(33,111)	131,289	20,122	129,543	130,829	132,148	133,500	768,477
D	Utilities	387,210	362,007	423,524	393,524	(30,000)	407,695	14,171	423,356	439,701	456,760	474,569	2,595,604
E	Repair & Maintenance	362,273	347,354	374,355	374,300	(54)	390,412	16,112	394,760	399,395	404,336	409,604	2,372,808
F	Non-Routine Repair & Maintenance	282,901	135,987	218,021	123,702	(94,319)	164,316	40,615	108,846	108,877	108,907	108,938	723,587
	Contingency (1% of Operating Expenditures)	-	-	13,575	11,903	(1,672)	12,929	1,026	12,579	12,825	13,082	13,353	76,671
	Total Operating Expenditures	1,332,212	1,141,523	1,371,101	1,202,197	(168,904)	1,305,871	103,675	1,270,460	1,295,286	1,321,326	1,348,647	7,743,788
	Surplus/(Deficit) after Operations	797,240	1,182,723	944,068	1,112,972	168,904	1,014,298	(98,675)	1,066,536	1,063,755	1,059,981	1,055,148	6,372,690
Non-Operating (Income) / Expense													
	Earning on Restricted Funds in Debt Service Funds	(906)	(179)	(1,500)	(1,500)	-	(1,500)	-	(1,500)	(1,500)	(1,500)	(1,500)	(9,000)
G	Interest	266,902	413,408	430,640	430,640	-	419,848	(10,792)	406,401	394,539	381,884	369,833	2,403,145
	Debt Service Fees	-	338,963	-	-	-	-	-	-	-	-	-	-
G	Fees	212,244	179,573	-	-	-	-	-	-	-	-	-	-
G	Debt Principal Payments	224,004	235,192	356,834	356,834	-	367,621	10,787	357,073	393,738	406,393	418,441	2,300,100
	Total Non-Operating (Income) / Expense	702,244	1,166,957	785,974	785,974	-	785,969	(5)	761,974	786,777	786,777	786,774	4,694,245
	Surplus/(Deficit) after Operations & Debt Service	94,997	15,766	158,094	326,998	168,904	228,329	(98,670)	304,562	276,978	273,204	268,374	1,678,445
Capital Investing Activities													
	Capital Outlay	354	70,819	-	-	-	5,000	5,000	-	-	-	-	5,000
	Capital Improvements	-	-	-	-	-	-	-	-	-	-	-	-
	Total Capital Investing Activity	354	70,819	-	-	-	5,000	5,000	-	-	-	-	5,000
Other Financing Sources/(Uses), net													
	Sale of Assets	-	-	-	-	-	-	-	-	-	-	-	-
G	New Loan Proceeds	-	100,000	-	-	-	-	-	-	-	-	-	-
	Grant Proceeds	-	-	-	-	-	-	-	-	-	-	-	-
	Overhead Allocation to General Fund	(108,306)	(116,635)	(113,084)	(105,444)	7,640	(106,968)	(1,524)	(98,368)	(96,734)	(101,626)	(103,150)	(612,290)
	Contribution from TMV General Fund	-	-	-	-	-	-	-	-	-	-	-	-
	Contribution of Affordable Housing Funds	13,663	33,752	-	-	-	-	-	-	-	-	-	-
	Total Financing Sources/(Uses), net	(94,643)	17,117	(113,084)	(105,444)	7,640	(106,968)	(1,524)	(98,368)	(96,734)	(101,626)	(103,150)	(612,290)
	Surplus/(Deficit)	-	(37,935)	45,010	221,554	176,544	116,360	(105,193)	206,194	180,244	171,578	165,225	1,061,155
	Working Capital Beginning Fund Balance	59,130	59,130	21,195	21,195	-	242,748	221,554	359,108	565,303	745,547	917,125	
	Working Capital Ending Fund Balance	59,130	21,195	66,204	242,748	176,544	359,108	116,360	565,303	745,547	917,125	1,082,350	
	Outstanding Debt	13,492,247	13,357,055	13,000,221	13,000,221	-	12,632,600	(367,621)	12,275,527	11,881,789	11,475,396	11,056,955	

(7,074.11) (183,618.17) (176,544) (337,913.78) 105,193 (206,194.30) (180,244) (351,822.27) (165,224.71)

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
Housing Authority (VCA)
Schedule A - VCA Operating Revenues

	Actual		Annual Budgets					Long Term Projections				
	2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Apartment Rental Income	1,991,911	2,163,200	2,182,713	2,182,713	-	2,182,713	-	2,204,540	2,226,586	2,248,851	2,271,340	13,316,743
Other Rents												
Commercial Rental Income												
Nursery/Preschool Space Lease	28,488	28,488	28,488	28,488	-	28,488	-	28,488	28,488	28,488	28,488	170,928
Storage Units - 26	15,095	15,075	14,743	14,743	-	14,743	-	14,743	14,743	14,743	14,743	88,458
Total Commercial Rental Income	43,583	43,563	43,231	43,231	-	43,231	43,231	43,231	43,231	43,231	43,231	259,386
Other Operating Revenues												
Late Fees	12,634	10,170	9,500	9,500	-	9,500	-	9,500	9,500	9,500	9,500	57,000
NSF Fees	280	285	250	250	-	250	-	250	250	250	250	1,500
Recovery Income	-	-	-	-	-	-	-	-	-	-	-	-
Forfeited Deposit Income	13,099	9,636	15,000	15,000	-	15,000	-	15,000	15,000	15,000	15,000	90,000
Apartment Furnishings	570	557	500	500	-	500	-	500	500	500	500	3,000
Laundry Revenues	39,023	39,880	39,000	39,000	-	44,000	5,000	39,000	39,000	39,000	39,000	239,000
Cleaning Charges Revenue	11,700	7,200	10,000	10,000	-	10,000	-	10,000	10,000	10,000	10,000	60,000
Repair Charge Revenue	5,791	2,233	1,100	1,100	-	1,100	-	1,100	1,100	1,100	1,100	6,600
Credit Card Transaction fee Revenues	-	6,703	7,000	7,000	-	7,000	-	7,000	7,000	7,000	7,000	42,000
Interest	78	652	10	10	-	10	-	10	10	10	10	60
Credit Check Revenue	6,016	4,320	2,165	2,165	-	2,165	-	2,165	2,165	2,165	2,165	12,989
Pet Fees	4,213	5,289	4,000	4,000	-	4,000	-	4,000	4,000	4,000	4,000	24,000
Miscellaneous	553	30,558	700	700	-	700	-	700	700	700	700	4,200
Total Other Operating Income	93,958	117,483	89,225	89,225	-	94,225	5,000	89,225	89,225	89,225	89,225	540,349

Notes:

1. Utility billings will phase into rent revenues and has therefore been eliminated from that line item and added to rents by the same amount.

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
Housing Authority (VCA)
Schedule B- VCA Operating Expenditures

	Ann. Inc.	Actual		Annual Budgets					Long Term Projections				
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Office Operations													
Employee Costs													
Salaries & Wages - Management (1)		108,681	109,129	111,249	111,249	-	114,587	3,338	114,587	114,587	114,587	114,587	684,184
Payroll Taxes (2)		15,924	17,554	17,110	17,110	-	17,623	513	17,623	17,623	17,623	17,623	105,228
Workers Compensation	5%	3,637	6,351	3,155	3,155	-	3,313	158	3,479	3,652	3,835	4,027	21,461
Health Benefits (4)	0.50%	24,313	19,081	24,088	24,088	-	25,830	1,742	27,638	29,573	31,643	33,858	172,629
Dependent Health Reimbursement (5)		(811)	(431)	-	-	-	-	-	-	-	-	-	-
Retirement Benefits (3)	4%	4,050	3,563	5,307	5,307	-	5,466	159	5,466	5,466	5,466	5,466	32,636
Other Employee Benefits (6)	4%	1,097	698	1,590	1,590	-	1,590	-	1,654	1,720	1,789	1,860	10,202
Housing Allowance (7)		9,888	3,296	10,086	338	(9,748)	4,056	3,718	4,056	4,056	4,056	4,056	20,618
Subtotal, Employee Costs		166,780	159,241	172,585	162,837	(9,748)	172,465	9,628	174,502	176,677	178,999	181,477	1,046,957
Computer Support		2,960	3,063	3,000	3,000	-	5,000	2,000	5,000	5,000	5,000	5,000	28,000
Postage / Freight		4	124	150	150	-	150	-	150	150	150	150	900
Travel, Education & Conferences		-	901	1,000	1,000	-	1,000	-	1,000	1,000	1,000	1,000	6,000
Telephone		6,100	5,916	6,100	6,100	-	6,100	-	6,100	6,100	6,100	6,100	36,600
Bad Debt Expense		806	12,918	10,914	10,914	-	10,914	(0)	11,023	11,133	11,244	11,357	66,584
Bad Debt and Collection Fees		5,146	4,296	3,500	3,500	-	3,500	-	3,500	3,500	3,500	3,500	21,000
Printing - Parking Permits		(100)	-	-	-	-	-	-	-	-	-	-	-
Employee Appreciation		-	61	100	100	-	100	-	100	100	100	100	600
Total Office Operations		181,697	186,519	197,349	187,601	(9,748)	199,229	11,628	201,375	203,660	206,093	208,684	1,206,641

Notes:

1. Plan assumes the following staffing level

	Actual 2013	Actual 2014	Original 2015	Revised 2015	Variance	Proposed 2016	Variance	Projected 2017	Projected 2018	Projected 2019	Projected 2020
Resident Manager	1.00	1.00	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00
Administrative Support	1.00	1.00	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00
Total Staff	2.00	2.00	2.00	2.00	0.00	2.00	0.00	2.00	2.00	2.00	2.00

- PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.64%.
- Retirement benefits consists of matching employee 401k contributions from 1% to 9%.
- Projected health care costs in 2016 are \$12,915 annually per FTE and are anticipated to increase at a rate of 2.5% annually. FTE rates are affected by dependent health care options.
- Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.
- Plan assumes ski pass cost to be \$815 per FTE for the 2015-2016 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$795.
- Plan assumes housing allowance will be provided for Administrative Staff. Amount will be adjusted annually at a rate of 2%.

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
Housing Authority (VCA)
Schedule C- VCA General & Administrative Expenditures

	Ann. Inc.	Actual		Annual Budgets					Long Term Projections				
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
General and administrative													
Marketing and advertising	0%	624	1,680	17,000	-	(17,000)	20,000	20,000	17,000	17,000	17,000	17,000	88,000
Legal	0%	-	-	8,500	8,500	-	8,500	-	8,500	8,500	8,500	8,500	51,000
Village Association Dues	0%	24,192	24,192	24,192	24,192	-	24,192	-	24,192	24,192	24,192	24,192	145,152
Credit Card fees	4%	11,499	10,198	10,400	10,400	-	10,816	416	11,249	11,699	12,167	12,654	68,986
R&M Office Equipment	4%	1,066	1,079	1,622	1,622	-	1,687	65	1,755	1,825	1,898	1,974	10,761
Damages by Tenant		-	-	1,500	1,500	-	1,500	-	1,500	1,500	1,500	1,500	9,000
Insurance-Property and Liability	1%	76,079	68,803	77,608	61,497	(16,111)	61,000	(497)	61,610	62,226	62,848	63,477	372,658
Operating Lease Copier	4%	1,927	1,814	2,190	2,190	-	2,278	88	2,369	2,463	2,562	2,664	14,526
General Supplies	4%	2,744	1,890	1,265	1,265	-	1,316	51	1,369	1,423	1,480	1,539	8,393
Total General and Administrative		118,131	109,656	144,278	111,167	(33,111)	131,289	20,122	129,543	130,829	132,148	133,500	768,477

Housing Authority (VCA)
Schedule D- VCA Utilities

	Ann. Inc.	Actual		Annual Budgets					Long Term Projections				
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Utilities													
Water/Sewer	2%	99,741	102,230	103,924	103,924	-	106,003	2,078	108,123	110,285	112,491	114,741	655,567
Waste Disposal	4%	17,100	22,427	25,306	25,306	-	26,318	1,012	27,371	28,466	29,605	30,789	167,855
Cable	2%	42,682	42,682	42,682	42,682	-	42,682	-	43,536	44,407	45,295	46,201	264,802
Internet Services	5%	805	-	-	-	-	-	-	-	-	-	-	-
Electricity- Rental Units	5%	224,276	191,962	246,086	216,086	(30,000)	226,890	10,804	238,235	250,147	262,654	275,787	1,469,798
Electricity- Maintenance Bldg	5%	1,488	1,613	2,805	2,805	-	2,945	140	3,092	3,247	3,409	3,580	19,078
Propane - Maintenance Bldg	5%	1,119	1,093	2,720	2,720	-	2,856	136	2,999	3,149	3,307	3,472	18,504
Total Utilities		387,210	362,007	423,524	393,524	(30,000)	407,695	14,171	423,356	439,701	456,760	474,569	2,595,604

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
Housing Authority (VCA)
Schedule E- VCA Repair & Maintenance Expenditures

	Ann. Inc.	Actual		Annual Budgets				Long Term Projections				Total 2015-2020	
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019		2020
Employee Costs													
Salaries & Wages (1)		132,602	138,579	135,502	135,502	-	145,022	9,520	145,022	145,022	145,022	145,022	860,611
Payroll Taxes (2)		19,507	22,049	20,840	20,786	(54)	22,304	1,518	22,304	22,304	22,304	22,304	132,308
Workers Compensation	5%	6,032	7,937	7,558	7,558	-	7,936	378	8,333	8,750	9,187	9,647	51,412
Health Benefits (4)	0.50%	48,319	40,959	49,610	49,610	-	51,660	2,050	55,276	59,146	63,286	67,716	346,693
Dependent Health Reimbursement (5)		(27)	-	-	-	-	-	-	-	-	-	-	-
Retirement Benefits (3)	2.58%	4,992	4,884	4,195	4,195	-	4,237	42	4,280	4,322	4,366	4,409	25,809
Other Employee Benefits (6)	4%	1,916	149	3,180	3,180	-	3,180	-	3,307	3,439	3,577	3,720	20,404
Housing Allowance (7)		19,776	20,436	20,575	20,575	-	23,021	2,446	23,021	23,021	23,021	23,021	135,680
Subtotal, Employee Costs		233,118	234,992	241,461	241,406	(54)	257,361	15,955	261,544	266,005	270,763	275,839	1,572,918
Employee Appreciation		-	-	200	200	-	200	-	200	200	200	200	1,200
Travel, Education & Conferences		194	-	1,000	1,000	-	1,000	-	1,000	1,000	1,000	1,000	6,000
Vehicle Fuel	5%	3,226	4,541	3,150	3,150	-	3,308	158	3,473	3,647	3,829	4,021	21,429
Supplies		39,159	42,657	41,000	41,000	-	41,000	-	41,000	41,000	41,000	41,000	246,000
Uniforms		528	991	1,000	1,000	-	1,000	-	1,000	1,000	1,000	1,000	6,000
Contract Labor		60,934	16,855	50,000	50,000	-	50,000	-	50,000	50,000	50,000	50,000	300,000
Roof Snow Removal		12,623	15,975	15,000	15,000	-	15,000	-	15,000	15,000	15,000	15,000	90,000
Storage Rental		-	-	-	-	-	-	-	-	-	-	-	-
Fire Alarm Monitoring System		6,974	3,780	10,400	10,400	-	10,400	-	10,400	10,400	10,400	10,400	62,400
Fire Sprinkler Inspections		2,731	14,749	5,000	5,000	-	5,000	-	5,000	5,000	5,000	5,000	30,000
Facility Expense		58	-	-	-	-	-	-	-	-	-	-	-
Telephone		2,066	2,078	5,062	5,062	-	5,062	-	5,062	5,062	5,062	5,062	30,372
Equipment and Tools		-	-	-	-	-	-	-	-	-	-	-	-
Repair & Maintenance- Vehicles & Equipment		664	10,737	1,082	1,082	-	1,082	-	1,082	1,082	1,082	1,082	6,490
		362,273	347,354	374,355	374,300	(54)	390,412	16,112	394,760	399,395	404,336	409,604	2,372,808

Notes:

1. Plan assumes the following staffing level

	Actual 2013	Actual 2014	Original 2015	Revised 2015	Variance	Proposed 2016	Variance	Projected 2017	Projected 2018	Projected 2019	Projected 2020
Maintenance Staff	1.00	1.00	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00
Maintenance Staff	1.00	1.00	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00
Laundry / Cleaning	1.00	1.00	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00
Maintenance Staff	0.00	1.00	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00
Total Staff	4.00	4.00	4.00	4.00	0.00	4.00	0.00	4.00	4.00	4.00	4.00

2. PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.64%.

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

4. Projected health care costs in 2016 are \$12,915 annually per FTE and are anticipated to increase at a rate of 2.5% annually. FTE rates are affected by dependent health care options.

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

6. Plan assumes ski pass cost to be \$815 per FTE for the 2015-2016 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$795.

7. Discounted housing for certain maintenance staff will be provided.

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
Housing Authority (VCA)
Schedule F- VCA Repairs & Maintenance and Capital Expenditures

	Actual		Annual Budgets					Long Term Projections				
	2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Routine Repair & Maintenance												
Roof Repairs (1)	2,628	3,063	3,200	3,200	-	3,200	-	3,200	3,200	3,200	3,200	19,200
Carpeting Replacement (2)	19,775	12,257	16,846	16,846	-	35,096	18,250	35,096	35,096	35,096	35,096	192,324
Vinyl Replacement (2)	6,983	-	20,683	20,683	-	20,683	-	20,683	20,683	20,683	20,683	124,098
Cabinet Replacement (3)	44,256	54,539	55,000	55,000	-	10,000	(45,000)	10,000	10,000	10,000	10,000	105,000
Appliances	10,081	9,042	17,033	17,033	-	17,033	(0)	17,033	17,033	17,033	17,033	102,196
Hot Water Heaters	-	2,612	-	-	-	1,265	1,265	1,265	1,265	1,265	1,265	6,327
Laundry Equipment	-	-	-	-	-	5,000	5,000	-	-	-	-	5,000
Sidewalk Repairs (4)	11,975	-	2,340	2,340	-	2,340	-	2,340	2,340	2,340	2,340	14,038
Parking Lot Paving/Resurfacing/Striping (9)	-	-	20,000	-	(20,000)	30,000	30,000	15,000	15,000	15,000	15,000	90,000
Apartment Furnishings	-	-	1,200	1,200	-	1,200	-	1,200	1,200	1,200	1,200	7,200
Fire System Panel Repairs/Maintenance	640	357	-	-	-	-	-	-	-	-	-	-
Bobcat (5)	244	2,806	3,000	3,000	-	3,000	-	3,030	3,060	3,091	3,122	18,303
Special Projects (8)	-	51,311	68,219	4,400	(63,819)	25,000	20,600	-	-	-	-	29,400
Software Upgrade	-	-	10,500	-	(10,500)	10,500	10,500	-	-	-	-	21,000
Energy Upgrades (6)	186,318	-	-	-	-	-	-	-	-	-	-	-
Non Routine Repair & Maintenance												
Mold remediation	-	-	-	-	-	-	-	-	-	-	-	-
Total Non Routine Repair & Maintenance	282,901	135,987	218,021	123,702	(94,319)	164,316	40,615	108,846	108,877	108,907	108,938	734,087
Capital												
Street Lights	-	-	-	-	-	-	-	-	-	-	-	-
Interior LED Lighting	354	70,819	-	-	-	-	-	-	-	-	-	-
Laundry Equipment	-	-	-	-	-	5,000	5,000	-	-	-	-	5,000
Grant Funded Rehabilitation Costs	-	-	-	-	-	-	-	-	-	-	-	-
Vehicle Replacement (7)	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital	354	70,819	-	-	-	5,000	5,000	-	-	-	-	5,000
Total Routine & Non Routine Repair & Maint and Capital	283,255	206,805	218,021	123,702	(94,319)	169,316	45,615	108,846	108,877	108,907	108,938	739,087

Notes:

1. General allowance for minor, non-routine roof repairs annually. Starting 2020, roofs on phase I buildings need to be replaced at a cost of \$100,000 per roof.
2. The Plan assumes that carpet and vinyl replacement will occur approximately every seven years.
3. Plan assumes cabinets in units will be replaced completely over the next five years.
4. General allowance to repair sidewalk damage to prevent trip and other hazards each year.
5. The Bobcat lease is net of the trade-in vs. the purchase price.
6. Energy upgrades TBD.
7. Vehicle replacement - replace manger vehicle.
8. 2014 - Basketball court, dog park, and a community garden, 2016 - site amenities, including bike barns, patio areas, and interior hallway improvements.
9. Chip seal the entire parking lot, 2016.

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
Housing Authority (VCA)
Schedule G- VCA Debt Service

	Actual		Annual Budgets					Long Term Projections				
	2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Phase I & II Bonded Debt Service												
Interest Expense (Note 1)	214,481	177,117	396,611	396,611	-	397,698	1,087	396,611	394,539	381,884	369,833	2,337,176
LOC Bank Fee	192,994	-	-	-	-	-	-	-	-	-	-	-
Trustee fee	6,800	-	-	-	-	-	-	-	-	-	-	-
Bond Rating fee	-	-	-	-	-	-	-	-	-	-	-	-
Remarketing fee	12,450	-	-	-	-	-	-	-	-	-	-	-
Total Phase I & II Interest Expense & Other Fees	426,725	177,117	396,611	396,611	-	397,698	1,087	396,611	394,539	381,884	369,833	2,337,176
Net Scheduled Debt Reduction	200,000	110,000	-	-	-	-	-	64,473	393,738	406,393	418,441	1,283,045
Total Phase I & II Debt Service	626,725	287,117	396,611	396,611	-	397,698	1,087	461,084	788,277	788,277	788,274	3,620,221
Total Phase I & II Outstanding Debt	12,450,000	12,340,000	12,340,000	12,340,000	-	12,340,000	-	12,275,527	11,881,789	11,475,396	11,056,955	11,056,955
Phase III Debt Service												
Interest Expense	52,421	85,682	34,029	34,029	-	22,150	(11,879)	9,790	-	-	-	65,969
Total Phase III Interest Expense	52,421	85,682	34,029	34,029	-	22,150	11,879	9,790	-	-	-	65,969
Net Scheduled Debt Reduction	24,004	25,192	356,834	356,834	-	367,621	10,787	292,600	-	-	-	1,017,055
Total Phase III Debt Service	76,425	110,874	390,863	390,863	-	389,771	(1,092)	302,390	-	-	-	1,083,024
Total Phase III Outstanding Debt	1,042,247	1,017,055	660,221	660,221	-	292,600	(367,621)	-	-	-	-	-
Total Debt Service												
Interest Expense	266,902	262,799	430,640	430,640	-	419,848	(10,792)	406,401	394,539	381,884	369,833	2,403,145
LOC Bank Fee	192,994	160,323	-	-	-	-	-	-	-	-	-	-
Trustee fee	6,800	6,800	-	-	-	-	-	-	-	-	-	-
Bond Rating Fee	-	-	-	-	-	-	-	-	-	-	-	-
Remarketing fee	12,450	12,450	-	-	-	-	-	-	-	-	-	-
Total Interest Expense & Other Fees	479,146	442,372	430,640	430,640	-	419,848	(10,792)	406,401	394,539	381,884	369,833	2,403,145
Total Scheduled Debt Reduction	224,004	135,192	356,834	356,834	-	367,621	10,787	357,073	393,738	406,393	418,441	2,300,100
Total Unscheduled Debt Reduction	-	-	-	-	-	-	-	-	-	-	-	-
Total Debt Service	703,150	397,991	787,474	787,474	-	787,469	(5)	763,474	788,277	788,277	788,274	4,703,245
Total Outstanding Debt	13,492,247	13,357,055	13,000,221	13,000,221	-	12,632,600	(367,621)	12,275,527	11,881,789	11,475,396	11,056,955	11,056,955
Restricted Earnings												
Interest Income												
Debt Service Reserve Fund Earnings	906	179	1,500	1,500	-	1,500	-	1,500	1,500	1,500	1,500	9,000
Total Interest Income	906	179	1,500	1,500	-	1,500	-	1,500	1,500	1,500	1,500	9,000

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
Mortgage Assistance Pool Fund
Summary

	Actual		Annual Budgets					Long Term Projections				
	2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Revenues												
Interest	-	5,572	-	-	-	-	-	-	-	-	-	-
Total Revenues	-	5,572	-	-	-	-	-	-	-	-	-	-
Expenditures												
Mountain Village Mortgage Assistance Pool	74,000	-	30,000	30,000	-	60,000	30,000	60,000	60,000	60,000	60,000	330,000
Other Mortgage Assistance	-	-	-	-	-	-	-	-	-	-	-	-
Total Development Costs	74,000	-	30,000	30,000	-	60,000	(30,000)	60,000	60,000	60,000	60,000	330,000
Surplus / (Deficit)	(74,000)	5,572	(30,000)	(30,000)	-	(60,000)	(30,000)	(60,000)	(60,000)	(60,000)	(60,000)	(330,000)
Transfer from General Fund	-	-	-	-	-	-	-	-	-	-	-	-
Transfer from AHDF	14,000	-	30,000	30,000	-	60,000	30,000	60,000	60,000	60,000	60,000	330,000
Surplus / (Deficit)	(60,000)	5,572	-	-	-	-	-	-	-	-	-	-
Beginning Fund Balance	60,000	-	5,572	5,572		5,572		5,572	5,572	5,572	5,572	5,572
Ending Fund Balance	-	5,572	5,572	5,572	-	5,572	-	5,572	5,572	5,572	5,572	5,572

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
Affordable Housing Development Fund
Summary

	Actual		Annual Budgets					Long Term Projections				
	2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Revenues												
Grant Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Sale Proceeds	-	-	-	-	-	-	-	-	-	-	-	-
Rental Proceeds	21,635	12,705	12,228	12,228	-	12,228	-	12,228	12,228	12,228	12,228	73,368
Other Miscellaneous Revenues	-	-	550	550	-	550	-	550	550	550	550	3,300
Contribution from TMVOA	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenues	21,635	12,705	12,778	12,778	-	12,778	-	12,778	12,778	12,778	12,778	76,668
Project Expenditures												
Coyote Court	4,274	-	5,000	5,000	-	5,000	-	5,000	5,000	5,000	5,000	30,000
Church Camp Property	-	-	-	-	-	-	-	-	-	-	-	-
Community Garden Expense	-	-	-	2,500	2,500	3,500	1,000	750	750	750	750	9,000
RHA Needs Funding	-	69,280	82,138	82,138	-	88,500	6,362	88,500	88,500	88,500	88,500	524,638
Other Properties	22,414	18,761	-	20,000	20,000	20,000	-	20,000	20,000	20,000	20,000	120,000
Total Project Expenditures	26,689	88,041	87,138	109,638	22,500	117,000	7,362	114,250	114,250	114,250	114,250	683,638
Surplus/(Deficit)	(5,053)	(75,336)	(74,360)	(96,860)	(22,500)	(104,222)	(7,362)	(101,472)	(101,472)	(101,472)	(101,472)	(584,470)
Other Sources / (Uses)												
Gains/(Losses) on sale of property	(47,628)	-	-	-	-	-	-	-	-	-	-	-
Transfers (To)/From Other Funds	-	(54,221)	(438,430)	(438,430)	-	-	438,430	-	-	-	-	(438,430)
Transfers- General Fund (1)	327,349	348,409	339,889	406,750	66,861	423,000	16,249	439,888	457,555	475,777	494,888	2,697,859
Transfers - Mortgage Assistance	(14,000)	-	(30,000)	(30,000)	-	(60,000)	(30,000)	(60,000)	(60,000)	(60,000)	(60,000)	(330,000)
VCA Transfer In (Out)	(13,663)	(33,752)	-	-	-	-	-	-	-	-	-	-
Total Other Sources / (Uses)	252,057	260,435	(128,541)	(61,680)	66,861	363,000	424,679	379,888	397,555	415,777	434,888	1,929,429
Surplus / Deficit	247,004	185,099	(202,901)	(158,540)	44,361	258,778	417,317	278,416	296,083	314,305	333,416	1,278,098
Beginning Fund Balance	516,720	763,724	809,371	948,823	139,452	790,283	(158,540)	1,049,061	1,327,477	1,623,561	1,937,866	809,371
Ending Fund Balance	763,724	948,823	606,470	790,283	183,813	1,049,061	258,778	1,327,477	1,623,561	1,937,866	2,271,282	2,087,469

Notes

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

	2015	2015	2016	2017	2018	2019	2020
Affordable Housing Funding from Sales Tax	\$ 339,883	\$ 406,734	\$ 423,000	\$ 439,888	\$ 457,555	\$ 475,777	\$ 494,888

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
Water & Sewer Fund
Summary

	Ann Inc	Actual		Annual Budgets					Long Term Projections				
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Revenues													
Water & Sewer Service Fees	A	2,362,311	2,352,861	2,228,942	2,256,942	28,000	2,294,160	37,218	2,348,506	2,411,143	2,475,583	2,541,880	14,328,213
Other Revenue	A	17,143	9,336	24,050	24,050	-	24,050	-	24,050	24,050	24,050	24,050	144,300
Total Revenues		2,379,454	2,362,197	2,252,992	2,280,992	28,000	2,318,210	37,218	2,372,556	2,435,193	2,499,633	2,565,930	14,472,513
Expenditures													
Water Operating Costs	B	875,641	884,530	1,071,640	1,039,325	(32,315)	1,084,763	45,438	1,164,958	1,110,691	1,139,079	1,169,050	6,707,866
Sewer Operating Costs	C	382,519	414,305	380,264	382,079	1,815	535,453	153,374	527,011	528,671	530,440	532,326	3,035,981
Contingency (2% of Expenditures)		-	-	29,038	28,428	(610)	32,404	3,976	33,839	32,787	33,390	34,028	194,877
Total Expenditures		1,258,160	1,298,835	1,480,942	1,449,833	(31,110)	1,652,620	202,788	1,725,808	1,672,149	1,702,909	1,735,404	9,938,723
Operating Surplus		1,121,294	1,063,363	772,049	831,159	59,110	665,590	(165,569)	646,748	763,043	796,724	830,526	4,533,790
Capital Outlay	E	448,822	330,931	2,824,383	2,459,383	(365,000)	489,550	(1,969,833)	685,000	2,163,700	1,393,875	2,490,250	9,681,758
Surplus / (Deficit) Before Non-Operating Income / Expense		672,471	732,431	(2,052,334)	(1,628,224)	424,110	176,040	1,804,264	(38,252)	(1,400,657)	(597,151)	(1,659,724)	(5,147,968)
Non-Operating Income/Expense													
Tap Fees	A	176,725	37,761	40,075	57,572	17,497	42,000	(15,572)	42,000	42,000	42,000	42,000	267,572
Tap Fee Refunds		-	-	-	-	-	-	-	-	-	-	-	-
Telski Water/Tap Fee Credit	4%	(112,271)	(116,762)	(121,432)	-	121,432	-	-	-	-	-	-	-
Grant Revenue		-	-	-	75,000	75,000	-	(75,000)	-	-	-	-	75,000
Transfer to GF-Allocation of Administrative Staff		(119,016)	(134,455)	(122,143)	(127,164)	(5,021)	(135,372)	(8,207)	(133,624)	(124,879)	(130,974)	(132,730)	(784,743)
Transfers (To) / From General Fund		(600,000)	-	-	-	-	-	-	-	-	-	-	-
Total Non-Operating Income/Expense		(654,562)	(213,456)	(203,500)	5,408	208,908	(93,372)	(98,779)	(91,624)	(82,879)	(88,974)	(90,730)	(442,171)
Surplus/(Deficit), after Other Financing Sources/(Uses)		17,909	518,976	(2,255,834)	(1,622,816)	633,018	82,668	1,705,484	(129,876)	(1,483,536)	(686,125)	(1,750,454)	
Beginning (Reserve) Fund Balance		2,107,129	2,125,038	2,319,268	2,644,014	324,746	1,021,197	(1,622,816)	1,103,865	973,989	(509,547)	(1,195,672)	
Ending (Reserve) Fund Balance		2,125,038	2,644,014	63,434	1,021,197	957,764	1,103,865	82,668	973,989	(509,547)	(1,195,672)	(2,946,126)	

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
Water & Sewer Fund
Schedule A - Water / Sewer Fund Revenues and Other Sources

Ann Inc	Actual		Annual Budgets					Long Term Projections					
	2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020	
Mountain Village													
	Base Fees-Water	762,866	788,460	790,245	804,245	14,000	820,330	16,085	844,940	870,288	896,397	923,289	5,145,488
	Base Fees-Sewer	762,866	788,460	790,245	804,245	14,000	820,330	16,085	844,940	870,288	896,397	923,289	5,145,488
	Excess Charges	297,604	348,896	268,288	268,288	-	268,288	-	268,288	276,337	284,627	293,166	1,658,993
1%	Irrigation	65,518	63,250	46,064	46,064	-	46,524	461	46,990	47,459	47,934	48,413	283,384
1%	Construction	251	1,707	1,561	1,561	-	1,577	16	1,592	1,608	1,624	1,641	9,603
1%	Snowmaking	325,519	207,098	187,071	187,071	-	188,942	1,871	190,831	192,739	194,667	196,614	1,150,864
	Total Mountain Village	2,214,623	2,197,870	2,083,474	2,111,474	28,000	2,145,990	34,517	2,197,581	2,258,720	2,321,645	2,386,410	13,393,819
Ski Ranches													
	Base Fees-Water	116,207	120,681	116,196	116,196	-	118,519	2,324	120,890	122,099	123,320	124,553	725,576
	Excess Usage Fees	8,070	9,876	9,986	9,986	-	10,186	200	10,389	10,493	10,598	10,704	62,356
	Irrigation Fees	618	265	175	175	-	175	-	175	175	175	175	1,050
	Construction Fees	42	42	342	342	-	342	-	342	342	342	342	2,052
	Total Ski Ranches	124,938	130,865	126,698	126,698	-	129,222	2,524	131,796	133,109	134,435	135,774	791,034
Skyfield													
A-1	Stand By Fees	8,820	8,768	9,086	9,086	-	9,086	-	9,086	9,086	9,086	9,086	54,518
A-1	Single Family Base User Fees	6,355	6,599	5,771	5,771	-	5,886	115	6,004	6,124	6,247	6,372	36,404
	Excess Usage Fees	7,575	8,760	3,127	3,127	-	3,190	63	3,254	3,319	3,385	3,453	19,727
	Irrigation / Construction	-	-	785	785	-	785	-	785	785	785	785	4,710
	Total Skyfield	22,750	24,127	18,770	18,770	-	18,948	178	19,129	19,314	19,503	19,696	60,841
	Total Water / Sewer User Fees	2,362,311	2,352,861	2,228,942	2,256,942	28,000	2,294,160	37,218	2,348,506	2,411,143	2,475,583	2,541,880	14,245,695
Other Revenues													
	W&S Connection / Inspection Fees	1,950	1,050	4,500	4,500	-	4,500	-	4,500	4,500	4,500	4,500	27,000
	Maintenance Revenue	8,588	3,506	4,600	4,600	-	4,600	-	4,600	4,600	4,600	4,600	27,600
	System Repair Charges	-	-	-	-	-	-	-	-	-	-	-	-
	Water Meter Sales	-	-	8,000	8,000	-	8,000	-	8,000	8,000	8,000	8,000	48,000
	Late Fees & Penalties	5,405	4,580	6,500	6,500	-	6,500	-	6,500	6,500	6,500	6,500	39,000
	Water Fines	1,200	200	450	450	-	450	-	450	450	450	450	2,700
	Total Other Revenue	17,143	9,336	24,050	24,050	-	24,050	-	24,050	24,050	24,050	24,050	144,300
	Total Revenue	2,379,454	2,362,197	2,252,992	2,280,992	28,000	2,318,210	37,218	2,372,556	2,435,193	2,499,633	2,565,930	14,389,995
Tap Fees													
	Mountain Village Tap Fees	171,725	27,043	33,075	57,572	24,497	35,000	(22,572)	35,000	35,000	35,000	35,000	208,075
	Ski Ranches Tap Fees	5,000	10,718	5,000	-	(5,000)	5,000	5,000	5,000	5,000	5,000	5,000	30,000
	Skyfield Tap Fees	-	-	2,000	-	(2,000)	2,000	2,000	2,000	2,000	2,000	2,000	12,000
	Total Tap Fees	176,725	37,761	40,075	57,572	17,497	42,000	(15,572)	42,000	42,000	42,000	42,000	250,075

Town of Mountain Village
 2015 Revised/2016 Proposed Budget and Long Term Financial Plan
 Water & Sewer Fund
 Schedule B- Water Operating Costs

Ann Inc	Actual		Annual Budgets					Long Term Projections				
	2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Employee Costs												
	259,418	264,674	269,182	272,182	3,000	277,919	5,737	277,756	280,328	280,114	279,896	1,668,194
	-	(665)	(5,000)	(5,000)	-	(5,000)	-	(5,000)	(5,000)	(5,000)	(5,000)	(30,000)
	8,967	8,967	9,301	8,970	(331)	8,970	-	8,970	8,970	8,970	8,970	53,820
0.50%	59,106	61,694	63,766	63,766	-	64,084	319	68,570	73,370	78,506	84,002	432,299
	(5,415)	(5,415)	(7,809)	(7,809)	-	(7,809)	-	(7,809)	(7,809)	(7,809)	(7,809)	(46,856)
	39,443	40,425	41,400	41,753	353	42,744	991	42,719	43,114	43,082	43,048	256,459
5.35%	13,683	14,158	16,832	14,560	(2,272)	16,832	2,272	14,858	14,996	14,984	14,973	91,204
5.00%	3,887	5,018	5,616	5,616	-	5,616	-	5,897	6,192	6,501	6,826	36,648
4%	2,503	3,823	4,373	4,373	-	4,547	175	5,202	5,951	6,808	7,789	34,671
Subtotal, Employee Costs												
	381,592	392,680	397,660	398,410	749	407,903	9,494	411,163	420,112	426,156	432,694	2,496,438
	18	11	275	275	-	275	-	275	275	275	275	1,650
	1,070	902	1,170	1,170	-	1,170	-	1,170	1,170	1,170	1,170	7,019
	9,312	8,084	40,000	40,000	-	40,000	-	40,000	40,000	40,000	40,000	240,000
	6,077	13,130	20,000	20,000	-	15,000	(5,000)	15,000	15,000	15,000	15,000	95,000
	9,964	16,041	65,500	30,500	(35,000)	30,000	(500)	30,000	30,000	30,000	30,000	180,500
	-	360	1,500	-	(1,500)	-	-	-	-	-	-	-
	1,249	1,328	1,586	1,586	-	1,586	-	1,586	1,586	1,586	1,586	9,516
3%	26,079	25,520	25,815	25,815	-	26,589	774	27,387	28,208	29,055	29,926	166,980
	2,924	2,690	3,510	3,510	-	3,510	-	3,510	3,510	3,510	3,510	21,057
	-	2,518	-	2,500	2,500	2,500	-	2,500	2,500	2,500	2,500	15,000
	2,905	547	1,170	1,170	-	1,170	-	1,170	1,170	1,170	1,170	7,019
	13,533	12,644	15,557	19,954	4,397	20,000	46	20,000	20,000	20,000	20,000	119,954
	3,583	4,540	4,329	4,329	-	4,329	-	4,329	4,329	4,329	4,329	25,976
	2,208	2,011	2,208	2,208	-	2,208	-	2,208	2,208	2,208	2,208	13,248
	1,924	1,615	1,800	1,800	-	2,500	700	2,500	2,500	2,500	2,500	14,300
	811	2,334	5,500	5,500	-	5,500	-	5,000	5,000	5,000	5,000	31,000
	3,737	3,527	3,000	3,000	-	3,500	500	3,500	3,500	3,500	3,500	20,500
	5,505	6,423	6,200	6,200	-	7,000	800	7,000	7,000	7,000	7,000	41,200
	5,369	5,736	5,772	5,772	-	5,772	-	5,772	5,772	5,772	5,772	34,634
3%	20,010	19,900	19,752	19,752	-	20,345	593	20,955	21,584	22,232	22,898	127,766
	10,911	10,171	9,855	9,855	-	9,855	-	9,855	9,855	9,855	9,855	59,129
	1,227	1,110	1,714	1,714	-	1,714	-	1,714	1,714	1,714	1,714	10,284
	8,250	8,245	8,320	8,320	-	8,320	-	8,320	1,000	1,000	1,000	27,960
	-	-	-	-	-	20,000	-	-	-	-	-	20,000
	-	58	150	150	-	150	-	150	150	150	150	900
5%	1,412	1,246	2,824	2,824	-	2,966	141	3,114	3,270	3,433	3,605	19,211
5%	318,636	265,838	322,338	322,338	-	338,455	16,117	355,378	373,147	391,804	411,395	2,192,517
5%	6,038	6,784	8,269	8,269	-	8,682	413	9,116	9,572	10,051	10,553	56,243
	120	25,267	23,397	23,397	-	23,397	-	23,397	23,397	23,397	23,397	140,383
	697	22,880	22,880	22,880	-	22,880	-	100,000	22,800	22,800	22,800	214,160
Total MV Water Expenditures												
	845,160	864,141	1,022,051	993,198	(28,853)	1,037,276	24,079	1,116,069	1,060,329	1,087,166	1,115,507	6,409,546

Notes

1. Plan assumes the following staffing level

	Actual 2013	Actual 2014	Original 2015	Revised 2015	Variance	Proposed 2016	Variance	Projected 2017	Projected 2018	Projected 2019	Projected 2020
Public Works Director	0.50	0.50	0.50	0.50	0.00	0.50	0.00	0.50	0.50	0.50	0.50
Asst. Public Works Director	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Water Dept Manager	1.00	1.00	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00
Crew Leader	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Administrative Support	0.50	0.50	0.50	0.50	0.00	0.50	0.00	0.50	0.50	0.50	0.50
CAD Operator	0.50	0.50	0.50	0.50	0.00	0.50	0.00	0.50	0.50	0.50	0.50
Plumbing Inspector	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Water Technicians	3.00	3.00	3.00	3.00	0.00	3.00	0.00	3.00	3.00	3.00	3.00
Total Staff	5.50	5.50	5.50	5.50	0.00	5.50	0.00	5.50	5.50	5.50	5.50

2. PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.64%.

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

4. Projected health care costs in 2016 are \$12,915 annually per FTE and are anticipated to increase at a rate of 2.5% annually. FTE rates are affected by dependent health care options.

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

6. Plan assumes ski pass cost to be \$815 per FTE for the 2015-2016 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$795.

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

8. Plan includes relining the wet well on the front hillside 2014, tank inspections 2015, and repainting Double Cabins tank 2017.

9. The 2013 water augmentation plan includes \$25,000 for a water lease from Xcel Energy.

10. Additional water testing per Colorado Department of Health .

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
Water & Sewer Fund
Schedule B-1- Ski Ranches Water Operating Costs

	Ann Inc	Actual		Annual Budgets					Long Term Projections				
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Employee Costs (1)													
Salaries & Wages		6,319	6,942	10,913	7,913	(3,000)	8,131	218	8,294	8,460	8,629	8,801	50,227
Health Benefits	0.50%	597	623	704	704	-	708	4	757	810	867	927	4,773
Payroll Taxes		895	972	1,678	1,217	(461)	1,251	34	1,276	1,301	1,327	1,354	7,725
Workers Compensation	5%	-	-	-	-	-	-	-	-	-	-	-	-
Retirement Benefits		299	361	-	-	-	-	-	-	-	-	-	-
Other Employee Benefits	4%	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal, Employee Costs		8,110	8,899	13,295	9,834	(3,461)	10,089	255	10,326	10,571	10,823	11,082	62,725
Water Sample Analysis		1,592	1,510	3,309	3,309	-	3,309	-	3,309	3,309	3,309	3,309	19,853
System Repairs & Maintenance	3%	10,632	309	10,127	10,127	-	10,431	304	10,744	11,066	11,398	11,740	65,507
Dues, Fees & Licenses		234	345	150	150	-	150	-	150	150	150	150	900
General Supplies & Materials	3%	1,000	946	1,428	1,428	-	1,471	43	1,515	1,561	1,607	1,656	9,238
Supplies - Chlorine		1,426	812	1,700	1,700	-	1,700	-	1,700	1,700	1,700	1,700	10,200
Supplies - Safety		50	204	200	200	-	200	-	200	200	200	200	1,200
Meter Purchases (MXU)		2,021	2,040	2,040	2,040	-	2,040	-	2,040	2,040	2,040	2,040	12,240
Utilities- Natural Gas	5%	601	560	1,508	1,508	-	1,583	75	1,663	1,746	1,833	1,925	10,257
Utilities- Electricity	7%	4,433	3,278	9,122	9,122	-	9,760	639	10,444	11,175	11,957	12,794	65,251
Utilities- Gasoline	5%	382	377	860	860	-	903	43	948	995	1,045	1,098	5,849
Tank, Pipe Replacements		-	1,109	5,850	5,850	-	5,850	-	5,850	5,850	5,850	5,850	35,100
Total Ski Ranches Water Expenditures		30,481	20,389	49,589	46,128	(3,461)	47,487	1,359	48,888	50,362	51,912	53,543	298,320

Notes

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

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
Water & Sewer Fund
Schedule C- Sewer Operating Costs

	Ann Inc	Actual		Annual Budgets					Long Term Projections				
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Employee Costs													
Salaries & Wages (1)		46,538	49,428	49,327	50,227	900	50,807	580	50,807	50,807	50,807	50,807	304,262
Health Benefits (4)	0.50%	11,941	12,463	12,861	12,861	-	12,915	53	13,819	14,786	15,821	16,929	87,130
Dependent Health Reimbursement (5)		-	-	-	-	-	-	-	-	-	-	-	-
Payroll Taxes (2)		7,135	7,627	7,587	7,705	118	7,814	109	7,814	7,814	7,814	7,814	46,775
Retirement Benefits (3)	3.00%	1,396	1,483	710	1,507	797	1,524	17	1,524	1,524	1,524	1,524	9,128
Workers Compensation	5%	673	1,293	945	945	-	992	47	1,042	1,094	1,148	1,206	6,427
Other Employee Benefits (6)	0%	455	695	795	795	-	795	-	795	795	795	795	4,770
Subtotal, Employee Costs		68,138	72,989	72,225	74,040	1,815	74,847	807	75,801	76,820	77,910	79,075	458,493
Employee Appreciation		22	41	50	50	-	50	-	50	50	50	50	300
Legal		-	666	-	-	-	-	-	-	-	-	-	-
System Repairs & Maintenance (8)		2,295	10,000	10,000	10,000	-	20,000	10,000	10,000	10,000	10,000	10,000	70,000
Vehicle Repair and Maintenance		1,262	-	1,082	1,082	-	1,082	-	1,082	1,082	1,082	1,082	6,490
Sewer Line Checks		22,479	26,410	27,040	27,040	-	27,040	-	27,040	27,040	27,040	27,040	162,240
Facility Expenses		2,905	518	1,000	1,000	-	1,000	-	1,000	1,000	1,000	1,000	6,000
Communications		510	634	625	625	-	650	25	650	650	650	650	3,875
Travel, Education & Training		185	109	1,500	1,500	-	1,500	-	1,500	1,500	1,500	1,500	9,000
General Supplies & Materials		2,878	4,933	5,083	5,083	-	5,083	-	5,083	5,083	5,083	5,083	30,500
Supplies - Safety Equipment		80	229	877	877	-	877	-	877	877	877	877	5,264
Supplies - Office		766	612	800	800	-	800	-	800	800	800	800	4,800
Regional Sewer O&M Costs (7)		235,250	251,514	210,384	210,384	-	352,356	141,972	352,356	352,356	352,356	352,356	1,972,164
Regional Sewer O&M Overhead (7)		39,679	39,916	39,916	39,916	-	39,916	-	39,916	39,916	39,916	39,916	239,496
Utilities- Electricity	7%	2,031	2,062	4,280	4,280	-	4,579	300	4,900	5,243	5,610	6,002	30,613
Utilities- Gasoline	5%	4,038	3,673	5,402	5,402	-	5,672	270	5,956	6,254	6,566	6,895	36,746
Total Sewer Expenditures		382,519	414,305	380,264	382,079	1,815	535,453	153,374	527,011	528,671	530,440	532,326	3,035,681

Notes

1. Plan assumes the following staffing level

	Actual 2013	Actual 2014	Original 2015	Revised 2015	Variance	Proposed 2016	Variance	Projected 2017	Projected 2018	Projected 2019	Projected 2020
Field Crew	1.00	1.00	1.00	1.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00
Total Staff	1.00	1.00	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00

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

2. PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.64%.

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

4. Projected health care costs in 2016 are \$12,915 annually per FTE and are anticipated to increase at a rate of 2.5% annually. FTE rates are affected by dependent health care options.

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

6. Plan assumes ski pass cost to be \$815 per FTE for the 2015-2016 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$795.

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

8. Includes one time pump replacement in 2016

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
Water & Sewer Fund
Schedule D- Water / Sewer Capital Expenditures

	Actual		Annual Budgets					Long Term Projections				
	2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
General Capital Outlay- Water												
Arizona Water Line Bore	-	-	-	-	-	50,000	50,000	-	-	-	-	50,000
Water Well Power Generators (5)	46,636	49,707	60,000	60,000	-	150,000	90,000	100,000	125,000	100,000	100,000	635,000
Vehicles (1)	14,868	-	30,000	30,000	-	5,000	(25,000)	-	28,000	-	-	63,000
Ski Ranches Infrastructure Replacement	-	-	-	-	-	-	-	250,000	250,000	250,000	250,000	1,000,000
Water Rights Acquisition (2)	47,416	31,515	-	35,000	35,000	35,000	-	35,000	35,000	35,000	35,000	210,000
Wapiti Water Line (6)	-	42,880	2,400,000	2,000,000	(400,000)	-	(2,000,000)	-	-	-	-	2,000,000
Skyfield Water Meter	-	1,561	-	-	-	-	-	-	-	-	-	-
Leak Detection Equipment	-	19,150	-	-	-	-	-	-	-	-	-	-
Miscellaneous FF&E / Improvements	-	-	-	-	-	-	-	-	-	-	-	-
Total General Capital Outlay- Water	108,920	144,813	2,490,000	2,125,000	(365,000)	240,000	(1,885,000)	385,000	438,000	385,000	385,000	3,958,000
Capital Outlay- Water System												
San Miguel Pump	130,356	(798)	-	-	-	-	-	-	150,000	-	-	150,000
San Joaquin Well	89,038	89,938	-	-	-	-	-	-	-	-	-	-
Total Capital Outlay- Water System	219,394	89,140	-	-	-	-	-	-	150,000	-	-	150,000
General Capital Outlay- Sewer												
Sewer Lift Station Pump (3)	-	-	8,500	8,500	-	-	(8,500)	-	-	-	-	8,500
Regional Sewer Capital (4)	120,509	96,978	325,883	325,883	-	249,550	(76,333)	300,000	1,575,700	1,008,875	2,105,250	5,565,258
Total General Capital Outlay- Sewer	120,509	96,978	334,383	334,383	-	249,550	(84,833)	300,000	1,575,700	1,008,875	2,105,250	5,573,758
Total Capital Outlay	448,822	330,931	2,824,383	2,459,383	(365,000)	489,550	(1,969,833)	685,000	2,163,700	1,393,875	2,490,250	9,681,758

Notes:

- 2013: Super Sucker Machine for cleaning valve boxes was renovated, 2015: F350 will be replaced, a new super sucker motor in 2016 and new 3/4 ton pickup in 2018.
- General allowance to acquire property with senior water rights if necessary.
- General allowance to purchase a spare sewer lift station pump for Adams Ranch.
- General allowance for improvements to the regional sewer facility and 5 year payments for solar panels installed in 2010. The billed amount is split into three items, overhead (fixed), maintenance, and capital. 2016 budget based on the information provided by TOT.
- General allowance to install emergency power generators to the water wells and tanks.
- Part of the long range water infrastructure replacement plan.

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
Broadband Fund
Summary

Sch.	Actual		Annual Budgets					Long Term Projections					
	2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020	
Revenues													
Cable Service Fees	A	849,571	793,941	843,443	822,316	(21,127)	865,368	43,052	870,350	876,051	881,822	887,665	5,224,698
Broadband Service Fees	A	609,267	708,974	713,265	768,265	55,000	776,597	8,332	791,055	805,802	820,845	836,189	4,743,752
Phone Service Fees	A	34,256	35,742	33,911	33,911	-	34,589	678	35,281	35,987	36,706	37,440	213,914
Other Revenues	A	79,508	86,829	95,977	95,977	-	98,524	2,547	101,147	103,849	106,632	109,498	615,627
Total Revenues		1,572,602	1,625,486	1,686,595	1,720,468	33,873	1,775,078	54,609	1,797,833	1,821,688	1,846,005	1,870,792	10,797,990
Direct Costs													
Cable Television	B	560,864	572,187	630,746	625,287	(5,458)	689,247	63,960	756,047	812,320	873,008	938,470	4,699,838
Broadband	B	102,358	108,000	108,000	108,000	-	228,000	120,000	228,000	228,000	228,000	228,000	1,248,000
Phone Service	B	22,659	24,505	23,788	29,788	6,000	29,700	(88)	29,970	30,243	30,518	30,796	175,016
Total Direct Costs		685,881	704,692	762,534	763,076	542	946,947	183,872	1,014,017	1,070,563	1,131,526	1,197,266	6,122,854
Gross Margin		886,721	920,794	924,061	957,392	33,331	828,130	(129,262)	783,815	751,126	714,479	673,526	4,675,137
Expenditures													
Operating	C	528,394	532,434	564,565	568,062	3,497	579,318	11,256	568,464	574,308	556,061	562,753	3,405,468
Contingency		-	-	3,000	3,000	-	3,000	-	3,000	3,000	3,000	3,000	18,000
Total Operating Expenditures		528,394	532,434	567,565	571,062	3,497	582,318	11,256	571,464	577,308	559,061	565,753	3,423,468
Operating Surplus/(Deficit)		358,327	388,360	356,497	386,331	29,834	245,812	(140,518)	212,352	173,818	155,417	107,773	1,251,669
Capital Outlay	D	105,431	42,096	67,500	142,500	75,000	60,000	(82,500)	5,000	30,000	5,000	5,000	172,500
Surplus / (Deficit) Before Other Sources / (Uses)		252,896	346,264	288,997	243,831	(45,166)	185,812	(58,018)	207,352	143,818	150,417	102,773	1,079,169
Other Financing Sources/(Uses)													
Transfer (To)/From General Fund		(171,867)	(179,928)	(229,295)	(176,814)	52,481	-	176,814	-	-	-	-	(229,295)
Transfer to GF-Allocation of Administrative Staff		(106,028)	(116,336)	(109,702)	(117,017)	(7,315)	(125,267)	(8,250)	(122,759)	(123,066)	(130,026)	(134,842)	(745,663)
Total Other Financing Sources/(Uses), net		(277,895)	(296,264)	(338,997)	(293,831)	45,166	(125,267)	168,563	(122,759)	(123,066)	(130,026)	(134,842)	(974,957)
Surplus/(Deficit), after Other Financing Sources/(Uses)		(25,000)	50,000	(50,000)	(50,000)	-	60,545	110,545	84,593	20,752	20,391	(32,069)	104,211
Beginning Balance		85,000	60,000	110,000	110,000	-	60,000	(50,000)	120,545	205,138	225,890	246,280	
Ending Fund Balance		60,000	110,000	60,000	60,000	-	120,545	60,545	205,138	225,890	246,280	214,211	

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
Broadband Fund
Schedule A - Broadband Fund Revenue Summary

	Ann Sch.	Inc	Actual		Annual Budgets				Long Term Projections					
			2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Service Fee Revenues														
Basic Service														
Residential	A-1		339,916	341,177	372,019	362,019	(10,000)	362,019	-	362,019	362,019	362,019	362,019	2,172,112
Bulk	A-1		186,506	145,248	145,898	149,898	4,000	189,898	40,000	191,797	193,715	195,652	197,609	1,118,569
Total Basic Revenues			526,422	486,425	517,917	511,917	(6,000)	551,917	40,000	553,816	555,734	557,671	559,627	3,290,681
Premium Service														
Premium	A-1		63,640	54,939	64,206	50,000	(14,206)	50,500	500	51,005	51,515	52,030	52,551	307,601
Premium Bulk	A-1		44,249	28,645	28,717	29,717	1,000	30,014	297	30,315	30,618	30,924	31,233	182,821
Total Premium Revenues			107,888	83,584	92,923	79,717	(13,206)	80,514	797	81,320	82,133	82,954	83,784	490,422
Digital	A-1		84,291	82,007	89,143	78,143	(11,000)	78,884	741	79,632	81,056	82,509	83,989	484,212
HDTV	A-1		129,584	140,658	141,960	151,460	9,500	152,974	1,515	154,504	156,049	157,610	159,186	931,784
Pay Per View	A-1		1,386	1,267	1,500	1,079	(421)	1,079	-	1,079	1,079	1,079	1,079	6,472
Total Cable Service Fee Revenues			849,571	793,941	843,443	822,316	(21,127)	865,368	43,052	870,350	876,051	881,822	887,665	5,203,571
Broadband														
High Speed Internet	A-2		415,854	510,215	560,901	595,901	35,000	601,860	5,959	613,897	626,175	638,698	651,472	3,728,003
Bulk Internet	A-2		157,181	141,277	120,437	140,437	20,000	142,806	2,369	145,222	147,687	150,200	152,764	879,117
Ancillary Services	A-2		36,232	57,482	31,927	31,927	-	31,931	4	31,935	31,941	31,946	31,952	191,632
Total Broadband			609,267	708,974	713,265	768,265	55,000	776,597	8,332	791,055	805,802	820,845	836,189	4,798,752
Phone Revenues	A-2		34,256	35,742	33,911	33,911	-	34,589	678	35,281	35,987	36,706	37,440	213,914
Other Revenues														
Advertising	3%		899	3,155	-	-	-	-	-	-	-	-	-	-
Parts & Labor	3%		10,940	13,760	21,218	21,218	-	21,855	637	22,510	23,185	23,881	24,597	137,247
Connection Fees	3%		26,568	25,919	26,523	26,523	-	27,319	796	28,138	28,982	29,852	30,747	171,562
Cable Equipment Rental- Second Digital Boxes	3%		19,267	16,163	24,111	24,111	-	24,834	723	25,579	26,347	27,137	27,951	155,960
Channel Revenues	1%		488	234	420	420	-	424	4	428	433	437	441	2,584
Leased Access	0%		10,680	10,680	10,800	10,800	-	10,800	-	10,800	10,800	10,800	10,800	64,800
Miscellaneous Income			1,135	6,249	-	-	-	-	-	-	-	-	-	-
Late Fees	3%		9,530	10,670	12,905	12,905	-	13,292	387	13,691	14,102	14,525	14,960	83,475
Total Other Revenues			79,508	86,829	95,977	95,977	-	98,524	2,547	101,147	103,849	106,632	109,498	615,627
Total Revenues			1,538,346	1,625,486	1,686,595	1,720,468	33,873	1,775,078	53,931	1,797,833	1,821,688	1,846,005	1,870,792	10,831,863

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
Broadband Fund
Schedule A1- Broadband Fund Cable TV Revenues

	Rate Code	Ann. Inc.	Actual		Annual Budgets			Long Term Projections						
			2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Service Fee Rates (Monthly)														
Basic-Residential			44.95	46.95	49.95	49.95	-	52.95	3.00	52.95	52.95	52.95	52.95	
Basic-Bulk (1)			-	-	-	-	-	-	-	-	-	-	-	
Service Fee Revenues														
Basic-Residential			339,916	341,177	372,019	362,019	(10,000)	362,019	-	362,019	362,019	362,019	362,019	2,172,112
Basic-Bulk			186,506	145,248	145,898	149,898	4,000	189,898	40,000	191,797	193,715	195,652	197,609	1,118,569
Total Basic Revenues			526,422	486,425	517,917	511,917	(6,000)	551,917	40,000	553,816	555,734	557,671	559,627	3,290,681
Premium Service Fee Rates														
One Pay			12.50	12.75	13.00	13.00	-	13.00	-	13.00	13.00	13.00	13.00	
Two Pay			20.45	20.95	21.45	21.45	-	21.45	-	21.45	21.45	21.45	21.45	
Three Pay			28.95	29.45	29.95	29.95	-	29.95	-	29.95	29.95	29.95	29.95	
Four Pay			35.95	36.45	36.95	36.95	-	36.95	-	36.95	36.95	36.95	36.95	
Premium Service Fee Revenues														
One Pay			26,729	27,469	20,088	25,000	4,912	25,250	250	25,503	25,758	26,015	26,275	153,800
Two Pay			21,001	13,735	28,816	12,500	(16,316)	12,625	125	12,751	12,879	13,008	13,138	76,900
Three Pay			2,545	5,494	5,834	5,000	(834)	5,050	50	5,101	5,152	5,203	5,255	30,760
Four Pay			13,364	8,241	9,467	7,500	(1,967)	7,575	75	7,651	7,727	7,805	7,883	46,140
Total Premium Service Fee Revenues			63,640	54,939	64,206	50,000	(14,206)	50,500	500	51,005	51,515	52,030	52,551	307,601
Bulk Premium Service Fee Rates														
Bulk HBO			7.95	8.25	8.25	8.25	-	8.25	-	8.25	8.25	8.25	8.25	
Bulk Cinemax			7.95	8.25	8.25	8.25	-	8.25	-	8.25	8.25	8.25	8.25	
Bulk Premium Service Fee Revenues														
Bulk HBO			42,036	12,927	22,945	23,945	1,000	24,185	239	24,427	24,671	24,918	25,167	147,312
Bulk Cinemax/Showtime			2,212	15,718	5,772	5,772	-	5,830	58	5,888	5,947	6,006	6,066	35,509
Total Bulk Premium Service Fee Revenues			44,249	28,645	28,717	29,717	1,000	30,014	297	30,315	30,618	30,924	31,233	182,821
Digital Service Fee Rates														
Digital Plus	DIG		18.45	18.95	18.95	18.95	-	18.95	-	18.95	18.95	18.95	18.95	
Digital Starter	DIG1		7.25	7.75	7.75	7.75	-	7.75	-	7.75	7.75	7.75	7.75	
Extra Digital Box	DCT		7.95	8.25	8.25	8.25	-	8.25	-	8.25	8.25	8.25	8.25	
Inactive Digital Box	IDIG		7.95	8.25	8.25	8.25	-	8.25	-	8.25	8.25	8.25	8.25	
DMX Music	DMX		40.00	40.00	40.00	40.00	-	40.00	-	40.00	40.00	40.00	40.00	
High Definition TV	HDTV		21.95	21.95	21.95	21.95	-	21.95	-	21.95	21.95	21.95	21.95	
Pay Per View	PPV		3.99	3.99	3.99	3.99	-	3.99	-	3.99	3.99	3.99	3.99	
Digital Service Fee Revenues														
Digital Plus	DIG		69,534	65,956	73,351	62,351	(11,000)	62,975	624	63,605	64,877	66,174	67,498	387,480
Digital Starter	DIG1		1,569	1,333	3,242	3,242	-	3,274	32	3,307	3,373	3,441	3,509	20,147
Inactive Digital Box	IDIG		9,107	10,639	8,470	8,470	-	8,554	85	8,640	8,726	8,814	8,902	52,105
DMX Music	DMX		4,080	4,080	4,080	4,080	-	4,080	-	4,080	4,080	4,080	4,080	24,480
High Definition TV	HDTV		129,584	140,658	141,960	151,460	9,500	152,974	1,515	154,504	156,049	157,610	159,186	931,784
Total Digital Service Fee Revenues			213,875	222,665	231,103	229,603	(1,500)	231,858	2,255	234,136	237,106	240,118	243,175	1,415,996
Pay Per View														
Total Pay Per View Revenues			1,386	1,267	1,500	1,079	(421)	1,079	-	1,079	1,079	1,079	1,079	6,894

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

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
Broadband Fund
Schedule A2- Broadband Fund Internet Revenues

	Rate Code	Ann. Inc.	Actual		Annual Budgets				Long Term Projections				Total 2015-2020	
			2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019		2020
Bulk Internet Rates														
Bulk Internet 2-5 Units	2M		32.95	33.25	33.25	33.25	-	33.25	-	33.25	33.25	33.25	33.25	
Bulk Internet 6-10 Units	6M		20.40	20.95	20.95	20.95	-	20.95	-	20.95	20.95	20.95	20.95	
Bulk Internet 11-49 Units	11M		18.95	19.45	19.45	19.45	-	19.45	-	19.45	19.45	19.45	19.45	
Bulk Internet 50+ Units	50+M		15.30	15.95	15.95	15.95	-	15.95	-	15.95	15.95	15.95	15.95	
Internet Rates														
Limited Internet	NET1		25.00	28.25	28.35	28.35	-	28.35	-	28.35	28.35	28.35	28.35	
Enhanced Internet - 12	NET2		45.00	50.00	50.00	50.00	-	50.00	-	50.00	50.00	50.00	50.00	
Enhanced Internet - 20	NET5		-	79.95	79.95	79.95	-	79.95	-	79.95	79.95	79.95	79.95	
Enhanced Internet - 30	NET6		-	109.95	109.95	109.95	-	109.95	-	109.95	109.95	109.95	109.95	
Enhanced Internet-Non-Cable Subscriber	NSN2		60.00	60.00	60.00	60.00	-	60.00	-	60.00	60.00	60.00	60.00	
Inactive Modem Subscriber	IMOD		7.95	8.25	8.25	8.25	-	8.25	-	8.25	8.25	8.25	8.25	
2nd Modem Subscriber	2MOD		17.00	19.00	19.00	19.00	-	19.00	-	19.00	19.00	19.00	19.00	
Static IP Address Subscriber	STIP		10.00	10.00	10.00	10.00	-	10.00	-	10.00	10.00	10.00	10.00	
Bulk Internet Revenues														
Town Internet Services			27,600	21,139	30,000	22,000	(8,000)	22,000	-	22,000	22,000	22,000	22,000	132,000
Bulk Internet 2-5 modems	2M		12,804	7,722	12,076	12,076	-	12,317	242	12,564	12,815	13,071	13,333	76,176
Bulk Internet 6-10 modems	6M		31,178	28,932	2,485	2,485	-	2,535	50	2,586	2,637	2,690	2,744	15,676
Bulk Internet 11-49 modems	11M		24,832	22,513	37,291	37,291	-	38,037	746	38,797	39,573	40,365	41,172	235,235
Bulk Internet 50+ modems	50+M		60,767	60,972	38,586	66,586	28,000	67,917	1,332	69,276	70,661	72,074	73,516	420,030
Total Bulk Internet Revenues			157,181	141,277	120,437	140,437	20,000	142,806	2,369	145,222	147,687	150,200	152,764	879,117
Internet Revenues														
Limited Internet	NET1		5,296	4,081	7,890	7,890	-	7,969	79	8,128	8,291	8,457	8,626	49,360
Enhanced Internet	NET 2, 5, 6		320,649	378,581	478,172	435,172	(43,000)	439,524	4,352	448,314	457,280	466,426	475,755	2,722,471
Internet-Non Subscriber	NSN2		89,908	127,552	74,839	152,839	78,000	154,367	1,528	157,455	160,604	163,816	167,092	956,172
			415,854	510,215	560,901	595,901	35,000	601,860	5,959	613,897	626,175	638,698	651,472	3,728,003
Phone Revenues														
Phone Service			34,256	35,742	33,911	33,911	-	34,589	678	35,281	35,987	36,706	37,440	213,914
Ancillary Services														
Inactive Modem Subscriber	IMOD		6,766	8,204	6,489	6,489	-	6,489	-	6,489	6,489	6,489	6,489	38,933
2nd Modem Subscriber	2MOD	1%	624	770	42	42	-	46	4	50	55	61	67	320
Business Net/Static IP Address Subscriber	STIP		28,842	48,508	25,396	25,396	-	25,396	-	25,396	25,396	25,396	25,396	152,379
Total Ancillary Services			36,232	57,482	31,927	31,927	-	31,931	4	31,935	31,941	31,946	31,952	191,632
WIFI		3%	-	-	-	-	-	-	-	-	-	-	-	-

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
Broadband Fund
Schedule B- Broadband Fund Direct Costs

	Ann. Inc.	Actual		Annual Budgets				Long Term Projections					
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Cable TV Services													
Programming Costs- Monthly (Per Subscriber)													
Basic - Monthly Rate per Subscriber	8.5%	32.98	38.45	41.25	43.33	2.08	47.01	3.68	51.01	55.34	60.05	65.15	
Basic- HBO Residential	5.0%	13.39	13.79	14.76	14.38	(0.38)	15.10	0.72	15.85	16.65	17.48	18.35	
Basic- HBO Bulk	1.0%	3.31	3.31	3.34	3.31	(0.03)	3.34	0.03	3.38	3.41	3.44	3.48	
Basic- Cinemax Residential	1.0%	10.88	8.86	8.95	9.30	0.35	9.39	0.09	9.49	9.58	9.68	9.77	
Digital- Showtime Residential	1.0%	3.31	3.31	10.05	10.36	0.31	10.46	0.10	10.57	10.67	10.78	10.89	
Digital- Showtime Bulk	1.0%	10.04	3.75	3.85	3.75	(0.10)	3.79	0.04	3.83	3.86	3.90	3.94	
Digital -Starz/Encore	3.0%	7.80	9.93	8.13	8.19	0.06	8.44	0.25	8.69	8.95	9.22	9.49	
Digital-Basic	5.0%	10.13	10.13	11.81	8.62	(3.19)	9.05	0.43	9.50	9.98	10.48	11.00	
Digital - DMX Music	0.5%	0.27	0.27	0.27	0.27	-	0.28	0.00	0.28	0.28	0.28	0.28	
Digital- HDTV	2.0%	1.44	1.13	1.23	1.15	(0.08)	1.17	0.02	1.20	1.22	1.24	1.27	
Annual Programming Costs													
Basic - Monthly Rate per Subscriber	8.5%	356,445	404,834	426,414	430,447	4,034	485,123	54,676	541,717	587,763	637,723	691,930	3,374,704
Basic - Program Fee Promotions		-	-	-	-	-	-	-	-	-	-	-	-
Premium Channels - HBO, Cinemax, Starz, Showtime	5%	90,900	88,783	84,590	92,200	7,610	96,810	4,610	101,651	106,733	112,070	117,673	627,136
Digital- Latino	0%	-	-	465	-	(465)	-	-	-	-	-	-	-
Digital- Basic	5%	89,664	53,511	87,430	79,660	(7,770)	83,643	3,983	87,825	92,216	96,827	101,669	541,840
Digital - DMX Music	1%	-	-	5,867	-	(5,867)	-	-	-	-	-	-	-
Digital- HDTV	2%	9,171	6,582	10,820	7,820	(3,000)	7,977	156	8,375	8,543	8,714	8,888	50,317
Pay Per View Fees	5%	4,330	4,298	6,662	6,662	-	6,996	333	7,345	7,713	8,098	8,503	45,317
Copyright Royalties	0%	3,550	7,684	1,781	1,781	-	1,781	-	1,870	1,870	1,870	1,870	11,041
TV Guide Fees	3%	6,804	6,496	6,716	6,716	-	6,918	201	7,264	7,482	7,706	7,937	44,024
Total Programming Costs		560,864	572,187	630,746	625,287	(5,458)	689,247	63,960	756,047	812,320	873,008	938,470	4,694,380
Phone Costs													
Phone Service Costs	1%	22,659	24,505	21,088	27,088	6,000	27,000	(88)	27,270	27,543	27,818	28,096	164,816
Connection Fees	0%	-	-	2,700	2,700	-	2,700	-	2,700	2,700	2,700	2,700	16,200
Total Phone Costs		22,659	24,505	23,788	29,788	6,000	29,700	(88)	29,970	30,243	30,518	30,796	181,016
Broadband Costs													
Fixed - T1 Connection Service	0%	102,358	108,000	108,000	108,000	-	228,000	120,000	228,000	228,000	228,000	228,000	1,248,000
E-mail Hosting	1%	-	-	-	-	-	-	-	-	-	-	-	-
Total Broadband Costs		102,358	108,000	108,000	108,000	-	228,000	120,000	228,000	228,000	228,000	228,000	1,248,000

Town of Mountain Village
 2015 Revised/2016 Proposed Budget and Long Term Financial Plan
 Broadband Fund
 Schedule C- Broadband Fund Operating Expenditures

	Ann. Inc.	Actual		Annual Budgets					Long Term Projections				
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Employee Costs													
Salaries & Wages (1)		218,198	216,254	229,395	232,743	3,348	236,037	3,294	236,037	236,037	236,037	236,037	1,412,926
Housing Allowance	2%	11,542	12,301	11,973	11,973	-	12,212	239	12,457	12,706	12,960	13,219	75,527
Health Benefits (4)	0.50%	47,762	49,854	48,946	51,516	2,570	51,774	258	55,398	59,276	63,425	67,865	349,255
Dependent Health Reimbursement (5)		(4,332)	(4,292)	(4,356)	(4,356)	-	(4,356)	-	(4,356)	(4,356)	(4,356)	(4,356)	(26,133)
Payroll Taxes (2)		33,156	32,878	35,281	35,703	422	36,302	600	36,302	36,302	36,302	36,302	217,215
Retirement Benefits (3)	6.43%	14,669	13,902	15,422	14,962	(459)	15,174	212	15,174	15,174	15,174	15,174	90,832
Workers Compensation	5%	2,994	6,528	4,588	4,788	200	4,884	96	4,721	4,721	4,721	4,721	28,554
Other Employee Benefits (6)	4%	1,821	2,780	3,180	3,180	-	3,180	-	3,307	3,439	3,577	3,720	20,404
Subtotal, Employee Costs		325,810	330,205	344,429	350,509	6,081	355,207	4,698	359,040	363,299	367,840	372,682	2,168,579
Uniforms		290	525	500	500	-	500	-	500	500	500	500	3,000
Contract Labor		-	-	2,500	2,500	-	2,500	-	2,500	2,500	2,500	2,500	15,000
Bad Debt Expense		3,670	4,766	5,000	5,000	-	5,000	-	5,000	5,000	5,000	5,000	30,000
Technical-Computer Support		29,152	29,103	28,738	29,738	1,000	30,476	738	30,476	30,476	30,476	30,476	182,118
Call Center Support		1,416	1,298	1,573	1,573	-	1,573	-	1,573	1,573	1,573	1,573	9,438
Janitorial		1,249	1,327	1,586	1,586	-	1,586	-	1,586	1,586	1,586	1,586	9,516
R&M - Head End		18,884	8,630	15,000	15,000	-	15,000	-	15,000	15,000	15,000	15,000	90,000
R&M - Plant (7)		11,690	27,315	22,500	22,500	-	20,000	(2,500)	20,000	20,000	20,000	20,000	122,500
R&M - Vehicles and Equipment		1,048	3,813	2,500	2,500	-	2,500	-	2,500	2,500	2,500	2,500	15,000
Facility Expenses		3,469	1,111	520	520	-	520	-	520	520	520	520	3,120
Insurance		8,168	8,242	12,155	5,972	(6,183)	6,000	28	6,000	6,000	6,000	6,000	35,972
Communications		6,712	6,534	5,578	5,578	-	5,578	-	5,578	5,578	5,578	5,578	33,470
Marketing & Advertising		20	717	12,500	12,500	-	25,000	12,500	7,500	7,500	7,500	7,500	67,500
TCTV 12 Support		20,680	25,750	26,000	26,000	-	12,000	(14,000)	12,000	12,000	12,000	12,000	86,000
Dues, Fees, Licenses		940	661	500	500	-	500	-	500	250	500	250	2,500
Travel, Education, Conferences		2,907	4,135	7,000	7,000	-	7,000	-	7,000	7,000	7,000	7,000	42,000
Utility Locates		235	277	520	520	-	520	-	520	520	520	520	3,120
Invoice Processing		3,281	3,449	3,000	3,600	600	3,600	-	3,600	3,600	3,600	3,600	21,600
Online Payment Fees		3,032	5,822	4,200	6,200	2,000	4,200	(2,000)	4,200	4,200	4,200	4,200	27,200
Postage & Freight		4,383	4,285	5,200	5,200	-	5,200	-	5,200	5,200	5,200	5,200	31,200
General Supplies & Materials		5,102	1,490	7,000	7,000	-	7,000	-	7,000	7,000	7,000	7,000	42,000
Office Supplies		2,040	1,585	2,550	2,550	-	2,550	-	2,550	2,550	2,550	2,550	15,300
DVR's (2)		28,620	31,056	20,000	20,000	-	30,000	10,000	30,000	30,000	5,000	5,000	120,000
Cable Modems (2)		22,525	4,725	4,000	4,000	-	4,000	-	5,000	5,000	5,000	5,000	28,000
Phone Terminals (8)		1,943	2,199	2,000	2,000	-	2,000	-	2,000	2,000	2,000	2,000	12,000
Business Meals		361	298	300	300	-	300	-	300	300	300	300	1,800
Employee Appreciation		157	1,629	300	300	-	300	-	200	200	200	200	1,400
Utilities: Natural Gas	5%	601	560	852	852	-	894	43	939	986	1,035	1,087	5,792
Utilities: Electricity	7%	16,508	17,019	22,312	22,312	-	23,874	1,562	25,545	27,333	29,246	31,293	159,603
Utilities: Gasoline	5%	3,501	3,908	3,752	3,752	-	3,939	188	4,136	4,136	4,136	4,136	24,237
Total Operating Expenditures		528,394	532,434	564,565	568,062	3,497	579,318	11,256	568,464	574,308	556,061	562,753	3,408,965

Notes:

1. Plan assumes the following staffing	Actual 2013	Actual 2014	Original 2015	Revised 2015	Variance	Proposed 2016	Variance	Projected 2017	Projected 2018	Projected 2019	Projected 2020
Cable Department Manager	1.00	1.00	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00
IT Technician	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Field Staff	2.00	2.00	2.00	2.00	0.00	2.00	0.00	2.00	2.00	2.00	2.00
Administrative Support	1.00	1.00	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00
Total Staff	4.00	4.00	4.00	4.00	0.00	4.00	0.00	4.00	4.00	4.00	4.00

- PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.64%.
- Retirement benefits consists of matching employee 401k contributions from 1% to 9%.
- Projected health care costs in 2016 are \$12,915 annually per FTE and are anticipated to increase at a rate of 2.5% annually. FTE rates are affected by dependent health care options.
- Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.
- Plan assumes ski pass cost to be \$815 per FTE for the 2015-2016 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$795.
- Plan assumes that \$20,000 will be spent each year on cable replacement after 2011.
- Plan assumes the purchase of phone terminals at \$75 each.

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
Broadband Fund
Schedule D- Broadband Fund Capital Expenditures

	Actual		Annual Budgets					Long Term Projections				
	2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Capital Outlay												
Head End												
Analog Receivers	-	-	5,000	5,000	-	-	(5,000)	-	-	-	-	5,000
Digital Receivers	-	-	5,000	5,000	-	2,500	(2,500)	-	-	-	-	7,500
HDTV Receivers	-	-	5,000	5,000	-	7,500	2,500	5,000	5,000	5,000	5,000	32,500
System Upgrades												
Cable System Upgrades (2)	31,474	50	50,000	80,000	30,000	-	(80,000)	-	-	-	-	50,000
CMTS Upgrade	67,258	-	-	-	-	-	-	-	-	-	-	-
Equipment	-	8,523	-	-	-	-	-	-	-	-	-	-
Other Capital Outlay												
Software Upgrades (3)	-	-	-	45,000	45,000	50,000	5,000	-	-	-	-	50,000
AC for the Headend	-	-	-	-	-	-	-	-	-	-	-	-
Test Equipment	-	4,731	2,500	2,500	-	-	(2,500)	-	-	-	-	2,500
New Plotter (CAD)	-	-	-	-	-	-	-	-	-	-	-	-
Vehicles (1)	6,700	28,791	-	-	-	-	-	-	25,000	-	-	25,000
Total Capital Outlay	105,431	42,096	67,500	142,500	75,000	60,000	(82,500)	5,000	30,000	5,000	5,000	172,500

Notes:

1. Replace truck
2. New CMTS in 2015.
3. New programming/billing software

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
Conference Center Fund
Summary

	Sch	Actual		Annual Budgets				Long Term Projections					
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Operating Revenues													
Charges for Services		-	920	-	-	-	-	-	-	-	-	-	-
Total Revenues		-	920	-	-	-	-	-	-	-	-	-	-
Operating Expenditures													
Catering		-	-	-	-	-	-	-	-	-	-	-	-
Wait Staff		-	-	-	-	-	-	-	-	-	-	-	-
Beverage Service		-	-	-	-	-	-	-	-	-	-	-	-
Conference Center Operations	A	12,271	-	-	-	-	-	-	-	-	-	-	-
Administration	B	59,910	78,598	82,729	83,335	606	84,168	833	85,010	85,860	86,718	87,585	512,676
Executive & Marketing	C	43,553	36,480	65,000	100,000	35,000	100,000	-	100,000	100,000	100,000	100,000	600,000
Non-Routine Repairs & Replacements	D	82,210	9,189	20,000	20,000	-	20,000	-	20,000	20,000	20,000	20,000	120,000
Contingency (3% of Expenditures)		-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Expenditures		197,944	124,268	167,729	203,335	35,606	204,168	833	205,010	205,860	206,718	207,585	1,232,676
Operating Surplus/(Deficit)		(197,944)	(123,348)	(167,729)	(203,335)	(35,606)	(204,168)	(833)	(205,010)	(205,860)	(206,718)	(207,585)	(1,232,676)
Non-Operating Expenditures													
Capital Outlay	D	384	29,749	-	-	-	-	-	-	-	-	-	-
Total Non-Operating Expenditures		384	29,749	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) Before Non Operating Activity		(198,329)	(153,097)	(167,729)	(203,335)	(35,606)	(204,168)	(833)	(205,010)	(205,860)	(206,718)	(207,585)	(1,232,676)
Other Non-Operating Activity													
Subsidies													
Operating Deficits		168,974	121,611	147,729	183,335	35,606	184,168	833	185,010	185,860	186,718	187,585	1,112,676
Non-Routine Repairs & Replacements/Capital		29,354	31,486	20,000	20,000	-	20,000	-	20,000	20,000	20,000	20,000	120,000
Subtotal, Subsidies		198,329	153,097	167,729	203,335	35,606	204,168	833	205,010	205,860	206,718	207,585	1,232,676
Other Sources													
Contributions/Donations		-	-	-	-	-	-	-	-	-	-	-	-
Subtotal, Other Sources		-	-	-	-	-	-	-	-	-	-	-	-
Total Other Non-Operating Activity		198,329	153,097	167,729	203,335	35,606	204,168	833	205,010	205,860	206,718	207,585	1,232,676
Surplus/(Deficit)		-	-	-	-	-	-	-	-	-	-	-	-
Working Capital - Beginning of Year		-	-	-	-	-	-	-	-	-	-	-	-
Working Capital - End of Year		-	-	-	-	-	-	-	-	-	-	-	-

Town of Mountain Village
 2015 Revised/2016 Proposed Budget and Long Term Financial Plan
 Conference Center Fund
 Schedule A- Operating Costs

	Ann Inc.	Actual		Annual Budgets					Long Term Projections				
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Repair & Maintenance		394	-	-	-	-	-	-	-	-	-	-	-
Facility Expenses	4%	6,987	-	-	-	-	-	-	-	-	-	-	-
Contract Labor		4,800	-	-	-	-	-	-	-	-	-	-	-
Utilities: Natural Gas	5%	90	-	-	-	-	-	-	-	-	-	-	-
Utilities: Electricity	5%	-	-	-	-	-	-	-	-	-	-	-	-
Vehicle Maintenance	5%	-	-	-	-	-	-	-	-	-	-	-	-
Utilities - Gasoline	5%	-	-	-	-	-	-	-	-	-	-	-	-
Total Operations		12,271	-	-	-	-	-	-	-	-	-	-	-

Town of Mountain Village
 2015 Revised/2016 Proposed Budget and Long Term Financial Plan
 Conference Center Fund
 Schedule B- Administrative Services

	Ann Inc.	Actual		Annual Budgets					Long Term Projections				
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Employee Costs													
Salaries & Wages (1)		-	-	-	-	-	-	-	-	-	-	-	-
Gratuities (2)		-	-	-	-	-	-	-	-	-	-	-	-
Payroll Taxes (3)		-	-	-	-	-	-	-	-	-	-	-	-
Workers Compensation	5%	-	-	-	-	-	-	-	-	-	-	-	-
Retirement Benefits (4)	3.50%	-	-	-	-	-	-	-	-	-	-	-	-
Health Benefits (5)	10%	-	-	-	-	-	-	-	-	-	-	-	-
Dependent Health Reimbursement (6)		-	-	-	-	-	-	-	-	-	-	-	-
Other Employee Benefits (7)	4%	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal, Employee Costs		-	-	-	-	-	-	-	-	-	-	-	-
Communications		-	-	-	-	-	-	-	-	-	-	-	-
Licenses		-	-	-	-	-	-	-	-	-	-	-	-
Supplies- Office		-	-	-	-	-	-	-	-	-	-	-	-
HOA Dues	1%	59,910	78,598	82,729	83,335	606	84,168	833	85,010	85,860	86,718	87,585	512,676
Contract Fees		-	-	-	-	-	-	-	-	-	-	-	-
Total Admin		59,910	78,598	82,729	83,335	606	84,168	833	85,010	85,860	86,718	87,585	512,676

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
Conference Center Fund
Schedule C- Marketing Costs

	Actual		Annual Budgets					Long Term Projections				
	2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total
												2015-2020
Ann Inc.												
Promotions	1,068	1,195	4,000	-	(4,000)	-	-	-	-	-	-	-
Stationery	1,115	588	-	-	-	-	-	-	-	-	-	-
Sales Collateral	5,000	5,776	6,000	-	(6,000)	-	-	-	-	-	-	-
TCC Planning	-	-	-	-	-	-	-	-	-	-	-	-
Media Purchases	17,427	22,262	25,000	-	(25,000)	-	-	-	-	-	-	-
Internet Development	-	-	2,000	-	(2,000)	-	-	-	-	-	-	-
Photos	2,400	300	1,000	-	(1,000)	-	-	-	-	-	-	-
Fam Trips / Press	-	18	4,500	-	(4,500)	-	-	-	-	-	-	-
Sales Calls/Trips	2,000	3,047	8,500	100,000	91,500	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Trade Show	4,543	1,295	14,000	-	(14,000)	-	-	-	-	-	-	-
Benefit Events	10,000	2,000	-	-	-	-	-	-	-	-	-	-
Total Marketing Costs	43,553	36,480	65,000	100,000	35,000	100,000	-	100,000	100,000	100,000	100,000	600,000

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

	Actual		Annual Budgets					Long Term Projections				
	2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total
												2015-2020
Non-Routine Repair & Maintenance												
Linen and Skirting Replacement	5,201	7,452	-	-	-	-	-	-	-	-	-	-
Glass Replacement	1,571	-	-	-	-	-	-	-	-	-	-	-
Table Replacement	8,749	-	-	-	-	-	-	-	-	-	-	-
Lighting Repair	3,237	1,737	-	-	-	-	-	-	-	-	-	-
Ballroom Chair Replacement	58,709	-	-	-	-	-	-	-	-	-	-	-
TCC Office Space	4,744	-	-	-	-	-	-	-	-	-	-	-
Major Facility Repairs (1)	-	-	20,000	20,000	-	20,000	20,000	20,000	20,000	20,000	20,000	120,000
Total Non-Routine Repair & Maintenance	82,210	9,189	20,000	20,000	-	20,000	-	20,000	20,000	20,000	20,000	120,000
Capital Expenditures												
General Capital												
Equipment	-	29,749	-	-	-	-	-	-	-	-	-	-
Stage/Tents	384	-	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditures	384	29,749	-	-	-	-	-	-	-	-	-	-

Notes:

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

1. General allowance for non-routine repairs.

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
Gondola Fund
Summary

	Sch.	Ann. Inc.	Actual		Annual Budgets					Long Term Projections				
			2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Revenues														
TMVOA Operations Funding			3,006,581	2,891,346	3,280,487	3,186,612	(93,875)	3,429,869	243,257	3,582,636	3,675,682	3,695,681	3,757,330	21,327,809
TMVOA, Capital & Major Repairs Funding			15,892	96,872	200,000	230,324	30,324	1,100,000	869,676	250,000	790,000	175,000	70,000	2,615,324
TMVOA, Capital Replacement Funding			27,151	119,373	344,259	58,799	(285,460)	1,415,900	1,357,101	97,000	150,000	178,000	160,000	2,059,699
Subtotal TMVOA Funding			3,049,624	3,107,591	3,824,746	3,475,735	(349,011)	5,945,769	2,470,034	3,929,636	4,615,682	4,048,681	3,987,330	26,002,832
TSG 1% Lift Ticket Contribution		1%	136,939	158,550	135,572	174,315	38,743	160,000	(14,315)	161,600	163,216	164,848	166,497	990,476
Event Operating Hours Subsidies		4%	11,779	5,525	-	-	-	-	-	-	-	-	-	-
Contributions from Other Entities			36,000	36,000	36,000	36,000	-	36,000	-	36,000	36,000	36,000	36,000	216,000
Miscellaneous			3,775	3,727	-	-	-	-	-	-	-	-	-	-
Operating Grant Funding			131,799	150,095	150,096	150,096	-	150,100	4	-	-	-	-	300,196
Capital Grant Funding			-	175,813	176,741	302,201	125,460	818,600	516,399	88,000	-	-	-	1,208,801
Total Revenues			3,369,916	3,637,300	4,323,156	4,138,347	(184,809)	7,110,469	2,972,122	4,215,236	4,814,898	4,249,529	4,189,826	28,718,305
Expenditures														
Grant Success Fees			27,463	37,702	-	27,138	27,138	58,122	30,984	5,280	-	-	-	90,540
Operations		A	1,502,787	1,529,002	1,735,834	1,732,534	(3,300)	1,762,838	30,304	1,786,974	1,840,024	1,834,582	1,860,749	10,817,700
Maintenance		B	1,109,723	1,122,519	1,216,984	1,200,677	(16,306)	1,239,632	38,954	1,256,143	1,266,258	1,281,285	1,301,285	7,545,280
Overhead / Fixed Costs		C	487,400	484,729	572,372	509,708	(62,664)	533,042	23,334	545,755	576,533	592,857	608,049	3,365,944
MARRS		D	67,701	71,291	76,966	76,966	-	74,049	(2,917)	76,134	79,223	74,314	74,408	455,093
<i>Chondola Operations (Moved to it's own Budget)</i>			-	-	-	-	-	-	-	-	-	-	-	-
Contingency (3% of Operating Expenditures)			-	-	-	-	-	108,287	108,287	109,950	112,861	113,491	115,335	559,924
Total Operating Expenditures			3,195,073	3,245,242	3,602,156	3,547,023	(55,133)	3,775,969	228,946	3,780,236	3,874,898	3,896,529	3,959,826	22,834,481
Capital Outlay & Major Repairs														
Major Repairs / Replacements		E	15,892	272,685	200,000	230,324	30,324	1,100,000	869,676	250,000	790,000	175,000	70,000	2,615,324
Major Repairs / Replacements (With Grant Funding)		E	-	-	-	-	-	-	-	-	-	-	-	-
Capital Outlay		E	27,151	119,373	521,000	361,000	(160,000)	2,234,500	1,873,500	185,000	150,000	178,000	160,000	3,268,500
Total Capital Outlay			43,043	392,058	721,000	591,324	(129,676)	3,334,500	2,743,176	435,000	940,000	353,000	230,000	5,883,824
Total Expenditures			3,238,117	3,637,300	4,323,156	4,138,347	(184,809)	7,110,469	2,972,122	4,215,236	4,814,898	4,249,529	4,189,826	28,718,305
Surplus/(Deficit)			-	-	-	-	-	-	-	-	-	-	-	-

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
Gondola Fund
Schedule A- Gondola Operating Expenditures

	Ann. Inc.	Actual		Annual Budgets					Long Term Projections				
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Gondola Operations													
Employee Costs													
Salaries & Wages (1)		928,656	923,855	1,006,868	989,868	(17,000)	1,028,837	38,969	1,028,837	1,028,837	1,028,837	1,028,837	6,134,055
Gondola Ops Admin Mgmt Support (8)	0%	107,591	103,389	110,000	126,608	16,608	125,000	(1,608)	125,000	125,000	125,000	125,000	751,608
Health Benefits (4)	0.50%	192,261	196,054	236,247	236,247	-	237,428	1,181	254,048	271,831	290,859	311,219	1,601,632
Dependent Health Reimbursement (5)		(4,674)	(4,923)	(5,500)	(5,500)	-	(5,500)	-	(5,500)	(5,500)	(5,500)	(5,500)	(33,000)
Payroll Taxes (2)		137,235	138,173	154,856	151,846	(3,010)	158,235	6,389	158,235	158,235	158,235	158,235	943,022
Retirement Benefits (3)	2.53%	11,391	14,145	22,419	25,054	2,635	26,040	986	26,040	26,040	26,040	26,040	155,256
Workers Compensation	5.00%	64,621	64,923	90,405	90,405	-	94,925	4,520	99,672	104,655	109,888	115,382	614,927
Other Employee/Wellness Benefits (6)	0%	12,932	23,253	23,350	23,350	-	23,350	-	23,350	23,350	23,350	23,350	140,102
Subtotal, Employee Costs		1,450,013	1,458,868	1,638,645	1,637,878	(767)	1,688,316	50,439	1,709,683	1,732,449	1,756,710	1,782,565	10,307,601
Agency Compliance (7)		5,244	7,802	5,200	5,200	-	5,200	-	5,200	5,200	5,200	5,200	31,200
Employee Assistance Program		1,091	1,510	1,236	1,236	-	1,236	-	1,236	1,236	1,236	1,236	7,416
Life Insurance		2,009	2,002	2,500	2,500	-	2,500	-	2,500	2,500	2,500	2,500	15,000
Flex Spending Administrative Costs		40	75	59	59	-	59	-	59	59	59	59	356
Uniforms (9)		1,515	9,011	40,000	34,000	(6,000)	7,500	(26,500)	10,000	40,000	10,000	10,000	111,500
Payroll/HR Processing Costs		12,617	13,631	12,393	12,860	467	12,860	-	12,860	12,860	12,860	12,860	77,160
Repair- Vehicles		597	284	2,163	2,163	-	2,271	108	2,271	2,271	2,271	2,271	13,518
Recruiting		8,069	11,631	8,500	8,500	-	8,500	-	8,500	8,500	8,500	8,500	51,000
Travel, Education & Training		2,225	5,367	2,000	5,000	3,000	10,000	5,000	10,000	10,000	10,000	10,000	55,000
Supplies		11,897	11,952	14,000	14,000	-	14,000	-	14,000	14,000	14,000	14,000	84,000
Operating Incidents		542	553	1,000	1,000	-	2,000	1,000	2,000	2,000	2,000	2,000	11,000
Business Meals		999	544	1,500	1,500	-	500	(1,000)	500	500	500	500	4,000
Employee Appreciation		1,586	1,090	1,500	1,500	-	2,500	1,000	2,500	2,500	2,500	2,500	14,000
Utilities- Gas & Oil	5%	4,345	4,681	5,138	5,138	-	5,395	257	5,665	5,948	6,245	6,558	34,948
Total Operations		1,502,787	1,529,002	1,735,834	1,732,534	(3,300)	1,762,838	30,304	1,786,974	1,840,024	1,834,582	1,860,749	10,817,700

Notes

1. Plan assumes the following staffing level												
	Actual 2013	Actual 2014	Orig Budget 2015	Revised 2015	Variance	Projected 2016	Variance	Projected 2017	Projected 2018	Projected 2019	Projected 2020	Projected 2020
Transportation Director (8)	0.50	0.50	0.50	0.40	-0.10	0.40	0.00	0.40	0.40	0.40	0.40	0.40
Transit Coordinator (8)	0.25	0.06	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transit Managers (8)	0.55	0.55	0.55	0.50	-0.05	0.50	0.00	0.50	0.50	0.50	0.50	0.50
Shift Supervisors	4.00	4.00	4.00	4.00	0.00	4.00	0.00	4.00	4.00	4.00	4.00	4.00
Senior Operators	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Operators- Full Time / Year Round	14.00	14.00	14.00	13.50	-0.50	13.50	0.00	13.50	13.50	13.50	13.50	13.50
Operators- Seasonal (FTE)	14.00	14.00	14.00	16.00	2.00	16.00	0.00	16.00	16.00	16.00	16.00	16.00
Total Staff	33.30	33.11	33.05	34.40	1.35	34.40	0.00	34.40	34.40	34.40	34.40	34.40

- PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.64%.
- Retirement benefits consists of matching employee 401k contributions from 1% to 9%.
- Projected health care costs in 2016 are \$12,915 annually per FTE and are anticipated to increase at a rate of 2.5% annually. FTE rates are affected by dependent health care options.
- Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.
- Plan assumes ski pass cost to be \$815 per FTE for the 2015-2016 season. Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$795.
- Costs for drug testing of safety sensitive positions.
- The positions of Transportation Director, Transit Coordinator, and Transit Managers are shown in staffing level assumption for informational purposes only and may not reflect actual hours. They are budgeted separately from gondola ops salaries and wages.
- Plan assumes uniforms will be replaced in 2015 in concurrence with Telski.

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
Gondola Fund
Schedule B- Gondola Maintenance Expenditures

	%	Ann. Inc.	Actual		Annual Budgets				Long Term Projections					
			2013	2014	Original Budget 2015	Revised Budget 2015	Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Employee Costs														
Salaries & Wages (1)			569,115	586,997	608,241	599,576	(8,665)	625,900	26,324	625,900	625,900	625,900	625,900	3,729,076
Housing Allowance			9,917	10,798	9,923	10,716	793	10,716	-	10,716	10,930	11,149	11,372	65,599
Health Benefits (4)	0.50%		127,355	137,098	141,972	141,972	-	142,681	710	152,669	163,356	174,791	187,026	962,495
Dependent Health Reimbursement (5)			(10,232)	(10,960)	(9,672)	(9,672)	-	(9,672)	-	(9,672)	(9,672)	(9,672)	(9,672)	(58,035)
Payroll Taxes (2)			86,347	89,629	93,548	91,975	(1,573)	96,263	4,288	96,263	96,263	96,263	96,263	573,292
Retirement Benefits (3)	4.59%		27,708	31,231	27,918	27,521	(398)	28,729	1,208	28,729	28,729	28,729	28,729	171,165
Workers Compensation		5%	43,416	38,707	57,973	54,786	(3,187)	57,525	2,739	60,402	63,422	66,593	69,922	372,650
Other Employee/Wellness Benefits (6)		0%	12,577	16,390	16,494	16,494	-	16,494	-	16,494	16,494	16,494	16,494	98,965
Subtotal, Employee Costs			866,203	899,890	946,397	933,367	(13,029)	968,637	35,269	981,501	995,422	1,010,246	1,026,034	5,915,207
Agency compliance (7)			96	236	1,250	500	(750)	1,000	500	1,000	1,000	1,000	1,000	5,500
Employee Assistance Program			319	246	320	320	-	320	-	320	320	320	320	1,920
Life Insurance			2,335	2,440	2,350	2,500	150	2,500	-	2,500	2,500	2,500	2,500	15,000
Flex Spending Administrative Costs			119	118	178	390	212	400	10	400	400	400	400	2,390
Uniforms			2,396	1,434	3,500	3,000	(500)	3,500	500	8,000	4,000	4,000	8,000	30,500
Payroll/HR Processing Costs			3,947	4,104	4,030	4,500	470	4,500	-	4,500	4,500	4,500	4,500	27,000
Repair & Maintenance- Vehicles & Equipment			7,354	8,082	11,000	11,000	-	11,000	-	11,000	11,000	11,000	11,000	66,000
Trails and Road Maintenance			900	-	10,000	5,000	(5,000)	10,000	5,000	10,000	10,000	10,000	10,000	55,000
Facility Expenses			16,171	26,563	20,000	20,000	-	20,000	-	18,964	18,964	18,964	18,964	115,856
Recruiting			429	51	1,000	-	(1,000)	500	500	500	500	500	500	2,500
Dues, Fees and Licenses			13,273	10,674	14,000	14,000	-	14,000	-	14,000	14,000	14,000	14,000	84,000
Travel, Education & Training			3,085	2,557	7,000	7,500	500	7,500	-	7,500	7,500	7,500	7,500	45,000
Contract Labor			25,603	16,522	25,000	33,000	8,000	25,000	(8,000)	25,000	25,000	25,000	25,000	158,000
Postage & Freight			571	359	550	550	-	550	-	550	550	550	550	3,300
Supplies			36,425	34,956	45,000	40,000	(5,000)	45,000	5,000	45,000	45,000	45,000	45,000	265,000
Parts			127,601	111,879	120,000	120,000	-	120,000	-	120,000	120,000	120,000	120,000	720,000
Business Meals			560	287	1,000	1,000	-	1,000	-	1,000	1,000	1,000	1,000	6,000
Employee Appreciation			686	621	550	550	-	550	-	550	550	550	550	3,300
Utilities: Gas & Oil		5%	1,650	1,501	3,859	3,500	(359)	3,675	175	3,859	4,052	4,254	4,467	23,807
Total Maintenance			1,109,723	1,122,519	1,216,984	1,200,677	(16,306)	1,239,632	38,954	1,256,143	1,266,258	1,281,285	1,301,285	7,545,280

Notes

1. Plan assumes the following staffing level

	Actual 2013	Actual 2014	Orig Budget 2015	Revised 2015	Variance	Proposed 2016	Variance	Projected 2017	Projected 2018	Projected 2019	Projected 2020
Manager	1.00	1.00	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00
Supervisors	4.00	4.00	4.00	4.00	0.00	4.00	0.00	4.00	4.00	4.00	4.00
Senior Mechanics	3.00	3.00	3.00	3.00	0.00	3.00	0.00	3.00	4.00	4.00	4.00
Mechanics (Full Time)	2.00	3.00	3.00	3.00	0.00	3.00	0.00	3.00	2.00	2.00	2.00
Mechanics (Part Time)	0.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Staff	10.80	11.00	11.00	11.00	0.00	11.00	0.00	11.00	11.00	11.00	11.00

- PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.64%.
- Retirement benefits consists of matching employee 401k contributions from 1% to 9%.
- Projected health care costs in 2016 are \$12,915 annually per FTE and are anticipated to increase at a rate of 2.5% annually. FTE rates are affected by dependent health care options.
- Plan assumes dependent health reimbursement to remain at the same rate as current throughout the projection period.
- Plan assumes ski pass cost to be \$815 per FTE for the 2015-2016 season, Seasonal employees are eligible for 1/2 price pass and FTYR employees are eligible for the wellness benefit of \$795.
- Costs for drug testing of safety sensitive positions.
- An additional mechanic may be required as cabins are added.

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
Gondola Fund
Schedule C- Gondola Overhead & Fixed Costs

	Ann. Inc.	Actual		Annual Budgets				Long Term Projections					
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Technical Support		2,037	3,840	6,000	8,000	2,000	6,000	(2,000)	6,000	6,000	6,000	6,000	38,000
Lightning Detection Service		17,492	19,408	18,000	17,200	(800)	18,000	800	18,000	18,000	18,000	18,000	107,200
Janitorial		19,208	23,712	22,040	22,040	-	22,040	-	22,040	22,040	22,040	22,040	132,240
Property and Liability Insurance	2%	41,657	41,421	42,330	32,472	(9,858)	33,121	649	33,784	34,460	35,149	35,852	204,837
Communications (1)	0%	12,673	10,939	15,000	15,000	-	15,000	-	15,000	15,000	15,000	15,000	90,000
Dues, Fees and Licenses		7,265	5,256	9,360	7,500	(1,860)	8,000	500	8,500	8,500	9,000	9,000	50,500
Utilities- Water / Sewer	2%	5,769	6,816	6,242	6,242	-	6,367	125	6,495	6,624	6,757	6,892	39,378
Utilities- Natural Gas	5%	31,384	28,268	34,178	34,178	-	35,886	1,709	37,681	39,565	41,543	43,620	232,472
Utilities-Electricity (3)	5%	277,490	272,245	337,746	290,000	(47,746)	304,500	14,500	319,725	335,711	352,497	370,122	1,972,555
Utilities- Internet		2,208	2,137	2,208	2,208	-	2,500	292	2,500	2,500	2,500	2,500	14,708
Legal - Miscellaneous		4,118	3,203	2,500	3,500	1,000	3,500	-	3,500	3,500	3,500	3,500	21,000
Gondola Employee Shuttle Expense (2)		9,810	23,359	23,769	18,368	(5,400)	25,127	6,759	19,531	31,633	27,872	22,524	145,054
Administrative Services - Town		56,290	44,124	53,000	53,000	-	53,000	-	53,000	53,000	53,000	53,000	318,000
Total Overhead Costs		487,400	484,729	572,372	509,708	(62,664)	533,042	23,334	545,755	576,533	592,857	608,049	3,365,944

Notes:

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

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
Gondola Fund
Schedule D- MARRS Support Expenditures

	Ann. Inc.	Actual		Annual Budgets					Long Term Projections				
		2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	2015-2020
Salaries and Wages (1)		55,570	55,736	48,047	48,047	-	48,047	-	48,047	48,047	48,047	48,047	288,285
Re- Rides (2)		-	-	5,460	5,460	-	5,460	-	5,460	5,460	5,460	5,460	32,760
Training: (3)		-	-	3,375	3,375	-	3,375	-	3,375	3,375	3,375	3,375	20,250
Meetings (4)		-	-	560	560	-	560	-	560	560	560	560	3,360
Practice EVAC (5)		-	-	2,100	2,100	-	2,100	-	2,100	2,100	2,100	2,100	12,600
Total Salaries & Wages		55,570	55,736	59,542	59,542	-	59,542	-	59,542	59,542	59,542	59,542	357,255
Payroll taxes (6)		8,082	8,265	9,134	9,134	-	9,134	-	9,134	9,134	9,134	9,134	54,803
Workers Compensation	3%	1,885	1,206	2,609	2,609	-	2,692	83	2,778	2,866	2,958	3,052	16,955
Payroll Processing Costs		2,050	1,395	1,680	1,680	-	1,680	-	1,680	1,680	1,680	1,680	10,080
General Supplies & Materials (7)		114	688	3,500	3,500	-	500	(3,000)	500	5,500	500	500	11,000
Evacuee Clothing		-	-	500	500	-	500	-	500	500	500	500	3,000
Zip Rescue Bike Lease/Purchase		-	4,000	-	-	-	-	-	2,000	-	-	-	2,000
Total MARRS Employee Costs		67,701	71,291	76,966	76,966	-	74,049	(2,917)	76,134	79,223	74,314	74,408	455,093

Notes:

1. Assumes 14 MARRS riders, to be paid \$1.65 / hour for 40 hours per week, for 52 weeks.
2. Assumes six re-rides at a cost of \$65 per ride for each rider.
3. Assumes four new riders at a cost of \$625 / rider plus 2 trainers at a cost of \$750 / trainer
4. Assumes two meetings at a cost of \$20 per rider for each rider.
5. Assumes two practice evacuations at a cost of \$75 / rider for each rider.
6. PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.64%.
7. Plan assumes rope bags will be replaced in 2015.

Town of Mountain Village
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
Gondola Fund
Schedule E- Gondola Major Repairs & Replacements / Capital Expenditures

	Actual		Annual Budgets					Long Term Projections				
	2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	Total 2015-2020
Major Repairs & Replacements												
Station Entrance Modification	-	-	-	-	-	-	-	-	-	-	-	-
LED Lighting	-	-	30,000	30,012	12	-	(30,012)	-	-	-	-	30,012
Haul Ropes (2)	-	-	-	-	-	-	-	150,000	650,000	-	-	800,000
Guide Rail Repair Sections (1)	-	-	-	55,000	55,000	-	(55,000)	-	-	-	-	55,000
Fire Suppression Conversion	-	-	10,000	10,000	-	-	(10,000)	-	-	-	-	10,000
Conveyor Drives and Gear Motors	-	86,882	-	-	-	-	-	-	-	-	-	-
Bull Wheel Replacement (5)	-	-	40,000	34,310	(5,690)	45,000	10,690	80,000	-	50,000	-	209,310
Gearbox Rebuild (6)	-	-	-	-	-	155,000	155,000	-	-	-	-	155,000
Cabin Window Buffing	-	34,630	-	-	-	20,000	20,000	5,000	20,000	5,000	20,000	70,000
Noise Mitigation Station Parking (3)	-	-	-	5,000	5,000	30,000	25,000	-	-	-	-	35,000
Conveyor Drive and Gearmotor Replacement	-	-	-	-	-	-	-	-	-	-	50,000	50,000
Fiber Optics - Control System (8)	-	-	-	-	-	600,000	600,000	-	-	-	-	600,000
Conveyor Rebuilds (4)	-	151,173	75,000	35,000	(40,000)	115,000	80,000	-	120,000	120,000	-	390,000
Tower and Terminal Painting	-	-	30,000	15,950	(14,050)	100,000	84,050	-	-	-	-	115,950
Lighting Array Repairs	-	-	15,000	-	(15,000)	15,000	15,000	15,000	-	-	-	30,000
Engineering/Economic Impact Study	-	-	-	45,052	45,052	20,000	(25,052)	-	-	-	-	65,052
New Comline	15,892	-	-	-	-	-	-	-	-	-	-	-
Total Major Repairs / Replacements	15,892	272,685	200,000	230,324	30,324	1,100,000	869,676	250,000	790,000	175,000	70,000	2,615,324
Capital Outlay												
Vehicle Replacement (9)	-	49,900	35,000	35,000	-	-	(35,000)	35,000	-	-	-	70,000
Equipment Replacement (10)	8,947	25,735	11,000	11,000	-	17,000	6,000	-	-	28,000	10,000	66,000
Gondola Cabins (3)	-	-	110,000	-	(110,000)	260,000	260,000	150,000	150,000	150,000	150,000	860,000
Grip Replacements (13)	-	-	130,000	140,000	10,000	140,000	-	-	-	-	-	280,000
Angle Station Staircase	-	-	35,000	-	(35,000)	35,000	35,000	-	-	-	-	35,000
Cabin Communications System	675	-	-	-	-	-	-	-	-	-	-	-
AC Drives & Motors (11)	-	-	-	-	-	582,500	582,500	-	-	-	-	582,500
NDT Machine (12)	17,530	-	-	-	-	-	-	-	-	-	-	-
Video Surveillance	-	-	-	-	-	-	-	-	-	-	-	-
Bathrooms	-	43,738	-	-	-	-	-	-	-	-	-	-
Angle Floor Coating - Ramp Replacement	-	-	200,000	175,000	(25,000)	-	(175,000)	-	-	-	-	175,000
Full Time Backup (7)	-	-	-	-	-	1,200,000	1,200,000	-	-	-	-	1,200,000
Tower 11 Remediation	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Outlay	27,151	119,373	521,000	361,000	(160,000)	2,234,500	1,873,500	185,000	150,000	178,000	160,000	3,268,500
Total Major Repairs & Capital Outlay	43,043	392,058	721,000	591,324	(129,676)	3,334,500	2,743,176	435,000	940,000	353,000	230,000	5,883,824

Notes:

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

2015 Revised/2016 Proposed Budget and Long Term Financial Plan
 Schedule A- Chondola Expenditures

	Ann. Inc.	Actual		Annual Budgets					Long Term Projections				
		2013	2014	Original Budget 2015	Revised Budget 2015	Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	2015-2020
Employee Costs													
Salaries & Wages, Operations (1)		37,788	46,645	48,200	48,200	-	48,200	-	48,200	48,200	48,200	48,200	289,200
Salaries & Wages, Maintenance (2)		11,507	10,662	13,500	13,500	-	10,000	(3,500)	15,000	10,000	15,500	10,000	74,000
Seasonal Bonus		2,864	3,837	3,900	1,874	(2,026)	1,874	-	1,874	1,874	1,874	1,874	11,244
Payroll Taxes (3)		7,963	9,426	10,089	9,215	(874)	9,239	24	10,008	9,239	10,085	9,239	57,027
Workers Compensation	5%	1,414	5,137	5,881	5,881	-	6,175	294	6,483	6,807	7,148	7,505	39,999
Subtotal, Employee Costs		61,536	75,706	81,570	78,670	(2,900)	75,488	(3,182)	81,566	76,121	82,807	76,819	471,470
Telski Labor (4)		15,289	15,151	16,310	16,310	-	16,310	-	16,310	16,310	16,310	16,310	97,862
Telski- Parts & Supplies		19,938	20,988	28,000	28,000	-	28,000	-	28,000	28,000	28,000	28,000	168,000
Telski- Dues, Fees, Licenses		1,178	893	1,300	1,300	-	1,300	-	1,300	1,300	1,300	1,300	7,800
Telski- Contract Labor		1,008	5,493	2,500	7,500	5,000	2,500	(5,000)	2,500	2,500	2,500	2,500	20,000
Telski- Utilities	5%	30,236	32,215	39,376	39,376	-	41,344	1,969	43,412	45,582	47,861	50,254	267,829
Subtotal, Chondola Operations		129,186	150,445	169,056	171,156	2,100	164,943	(6,213)	173,087	169,813	178,779	175,183	1,032,961
Chondola Capital													
Extraordinary Repairs (5)		21,327	12,399	1,708,000	55,000	(1,653,000)	307,000	252,000	78,987	80,594	71,334	71,334	664,249
Total Chondola Expenses		150,512	162,843	1,877,056	226,156	(1,650,900)	471,943	245,787	252,074	250,407	250,113	246,517	1,697,210
TMVOA Chondola Funding		150,512	162,843	1,877,056	226,156	(1,650,900)	471,943	245,787	252,074	250,407	250,113	246,517	1,697,210

Notes:

1. Pursuant to current agreement with TSG, TMVOA and Town will staff and operate the Chondola during the hours 5:00pm thru 12 midnight, and reimburse Telski for its pro-rata share for other direct operating, and capital costs.
2. Represents hours required by gondola maintenance staff for ongoing maintenance of Chondola system estimated.
3. PERA contribution rate is capped at the 2010 rate of 13.7% and other applicable taxes are 1.64%.
4. TSG labor is 4 employees for 2.25 hours per day during the morning hours in season.
5. Please see attached schedule.

Town of Mountain Village - Mountain Village Metropolitan District
2015 Revised/2016 Proposed Budget and Long Term Financial Plan
Debt Service Fund
Summary

	Actual		Annual Budgets					Long Term Projections				
	2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	2015-2020
Revenues												
Property Taxes	3,426,649	3,536,181	3,477,157	3,477,157	-	3,481,449	4,292	3,481,567	564,301	568,372	562,890	12,135,736
Specific Ownership Taxes	115,031	142,584	80,651	80,651	-	82,264	1,613	83,910	85,588	87,300	89,046	508,759
Interest Income (2.5%)												
Debt Service Funds (Property Taxes)	8,905	9,877	5,200	1,000	(4,200)	-	(1,000)	100	200	300	400	2,000
Debt Service Liquidity Fund	611	612	600	579	(21)	600	21	600	600	600	600	3,579
2001 Gondola Bonds	78	62	60	35	(25)	35	-	35	35	35	35	210
2006A Capitalized Interest	-	-	-	-	-	-	-	-	-	-	-	-
2006A Reserve Fund	60	31	150	31	(119)	31	-	160	170	180	190	762
Contributions from Private Sources (Note 1)	203,425	204,425	206,215	206,240	25	207,940	1,700	204,490	201,615	203,165	199,565	1,223,015
Total Revenues	3,754,759	3,893,773	3,770,033	3,765,693	(4,340)	3,772,320	6,626	3,770,862	852,509	859,952	852,726	13,874,061
Bonded Debt service												
General & Administrative	11,750	2,553	6,000	6,000	-	6,000	-	6,000	6,000	6,000	6,000	36,000
Audit Fees	-	5,000	9,500	9,500	-	9,500	-	9,500	9,500	9,500	9,500	57,000
Treasurer's Fee (3% of Prop Txs)	103,030	106,291	102,228	102,228	-	102,355	126	102,358	16,590	16,710	16,549	356,791
Bond Issue Costs	-	120,673	-	-	-	-	-	-	-	-	-	-
Interest A	929,875	841,800	673,116	659,911	(13,205)	541,700	(118,211)	402,438	256,225	250,725	245,025	2,356,024
Principal A	2,395,000	3,080,000	2,690,000	2,705,000	15,000	2,820,000	115,000	2,960,000	275,000	285,000	285,000	9,330,000
Total Bonded Debt Service	3,439,655	4,156,317	3,480,844	3,482,639	1,795	3,479,555	(3,085)	3,480,296	563,315	567,935	562,074	12,135,815
Self Supported Debt Service												
TMVOA & TSG Supported Debt Service												
Interest A	103,425	99,425	96,275	96,275	-	92,975	(3,300)	89,525	86,650	83,200	79,600	528,225
Principal A	100,000	105,000	110,000	110,000	-	115,000	5,000	115,000	115,000	120,000	120,000	695,000
General & Administrative Costs	-	-	1,500	1,500	-	1,500	-	1,500	1,500	1,500	1,500	9,000
Total TMVOA & TSG Supported Debt Service	203,425	204,425	207,775	207,775	-	209,475	1,700	206,025	203,150	204,700	201,100	1,232,225
Total Expenditures	3,643,080	4,360,742	3,688,619	3,690,414	1,795	3,689,030	(1,385)	3,686,321	766,465	772,635	763,174	13,368,040
Surplus/(Deficit)	111,679	(466,969)	81,414	75,279	(6,135)	83,290	8,011	84,541	86,043	87,317	89,552	506,022
Other Financing Sources/(Uses)												
Payment to Refunding Bonds Escrow	-	(7,445,847)	-	-	-	-	-	-	-	-	-	-
Bond Premium Proceeds	-	416,396	-	-	-	-	-	-	-	-	-	-
Bond Proceeds	-	7,155,000	-	-	-	-	-	-	-	-	-	-
Transfers From / (To) General Fund	(410,031)	357,416	(81,251)	(81,230)	21	(82,264)	(1,034)	(83,910)	(85,588)	(87,300)	(89,046)	(509,338)
General Fund - Liquidity Reserve	-	-	(600)	(579)	21	-	579	-	-	-	-	(579)
General Fund - Spec. Own. Taxes	(115,031)	(142,584)	(80,651)	(80,651)	-	(82,264)	(1,613)	(83,910)	(85,588)	(87,300)	(89,046)	(508,759)
Transfers From / (To) Other Funds (2)	(295,000)	500,000	-	-	-	-	-	-	-	-	-	-
Total Other Financing Sources/(Uses)	(410,031)	482,965	(81,251)	(81,230)	21	(82,264)	(1,034)	(83,910)	(85,588)	(87,300)	(89,046)	(509,338)
Surplus/(Deficit), after Other Financing Sources/(Uses)	(298,352)	15,995	163	(5,952)	(6,114)	1,025	6,977	631	455	17	506	(3,316)
Beginning Fund Balance	1,033,003	734,651	750,646	750,646	-	744,695	(5,952)	745,720	746,351	746,807	746,824	
Ending Fund Balance	734,651	750,646	750,809	744,695	(6,114)	745,720	1,025	746,351	746,807	746,824	747,330	

Town of Mountain Village - Mountain Village Metropolitan District
 2015 Revised/2016 Proposed Budget and Long Term Financial Plan
 Debt Service Fund
 Summary

	Actual		Annual Budgets					Long Term Projections				
	2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	2015-2020
Total Tax Supported Bonds Outstanding	18,370,000	15,595,000	12,685,000	12,890,000	205,000	10,070,000	(2,820,000)	7,110,000	7,155,000	6,870,000	6,585,000	
Assessed Valuation for prior year	317,578,890	265,514,910	266,407,970	266,407,970	-	294,538,840	28,130,870	301,538,840	321,538,840	328,538,840	348,538,840	
% Increase over previous year	-0.40%	-16.39%	0.34%	0.34%	0.00%	10.56%	10.56%	2.38%	6.63%	2.18%	6.09%	
% of Bonds Outstanding / Assessed Value	5.78%	5.87%	4.76%	4.84%	0.08%	3.42%	-1.42%	2.36%	2.23%	2.09%	1.89%	
Debt Service Mill Levy	10.823	13.325	13.052	13.052	0.000	11.820	-1.232	11.546	1.755	1.730	1.615	

Notes:

1. The debt service costs relating to the 2001 gondola bonds are paid by contributions from TSG (70.44%) and MVOA (29.56%).
2. 2013 transfer to the capital projects fund for the Sunset Plaza settlement.

Town of Mountain Village - Mountain Village Metropolitan District
 2015 Revised/2016 Proposed Budget and Long Term Financial Plan
 Debt Service Fund
 Schedule A- Debt Service Fund- Debt Service Schedule

	Actual		Annual Budgets					Long Term Projections				
	2013	2014	Original Budget 2015	Revised Budget 2015	Revised to Original Variance	Proposed Budget 2016	2016 to 2015 Revised Variance	2017	2018	2019	2020	2015-2020
Bonded Debt Service												
Series 2002 Water/Sewer(77.5%)/Parking(22.5%) (Refunding 1992)												
Interest	-	-	-	-	-	-	-	-	-	-	-	-
Principal	-	-	-	-	-	-	-	-	-	-	-	-
Total Debt Service	-	-	-	-	-	-	-	-	-	-	-	-
Bonds Outstanding @ 12/31	-	-	-	-	-	-	-	-	-	-	-	-
Series 2005 Conference Center (Refunding Portion of 1998)												
Interest	152,050	126,250	97,000	97,000	-	66,250	(30,750)	34,000	-	-	-	197,250
Principal	645,000	585,000	615,000	615,000	-	645,000	30,000	680,000	-	-	-	1,940,000
Total Debt Service	797,050	711,250	712,000	712,000	-	711,250	(750)	714,000	-	-	-	2,137,250
Bonds Outstanding @ 12/31	2,525,000	1,940,000	1,325,000	1,325,000	-	680,000	(645,000)	-	-	-	-	-
Series 2014 Heritage Parking												
Interest	-	-	269,616	256,411	(13,205)	256,825	414	256,525	256,225	250,725	245,025	1,521,736
Principal	-	-	-	15,000	15,000	15,000	-	15,000	275,000	285,000	285,000	890,000
Call Premium	-	-	-	-	-	-	-	-	-	-	-	-
Total Debt Service	-	-	269,616	271,411	1,795	271,825	414	271,525	531,225	535,725	530,025	2,411,736
Bonds Outstanding @ 12/31	-	7,155,000	6,935,000	7,140,000	(205,000)	7,125,000	15,000	7,110,000	7,155,000	6,870,000	6,585,000	6,585,000
Series 2006A Heritage Parking												
Interest	381,788	373,388	28,800	28,800	-	19,600	(9,200)	10,000	-	-	-	58,400
Principal	210,000	720,000	230,000	230,000	-	240,000	10,000	250,000	-	-	-	720,000
Total Debt Service	591,788	1,093,388	258,800	258,800	-	259,600	(800)	260,000	-	-	-	-
Bonds Outstanding @ 12/31	8,290,000	720,000	490,000	490,000	-	250,000	(240,000)	-	-	-	-	-
Series 2007 Water/Sewer (Refunding 1997)												
Interest	346,988	300,863	244,800	244,800	-	174,825	(69,975)	89,513	-	-	-	509,138
Principal	1,230,000	1,495,000	1,555,000	1,555,000	-	1,625,000	70,000	1,705,000	-	-	-	4,885,000
Total Debt Service	1,576,988	1,795,863	1,799,800	1,799,800	-	1,799,825	25	1,794,513	-	-	-	5,394,138
Bonds Outstanding @ 12/31	6,380,000	4,885,000	3,330,000	3,330,000	-	1,705,000	(1,625,000)	-	-	-	-	-
Series 2009 Conference Center (Refunding 1998)												
Interest	49,050	41,300	32,900	32,900	-	24,200	(8,700)	12,400	-	-	-	69,500
Principal	310,000	280,000	290,000	290,000	-	295,000	5,000	310,000	-	-	-	895,000
Total Debt Service	359,050	321,300	322,900	322,900	-	319,200	(3,700)	322,400	-	-	-	964,500
Bonds Outstanding @ 12/31	1,175,000	895,000	605,000	605,000	-	310,000	(295,000)	-	-	-	-	-
Total Bonded Debt Service												
Interest	929,875	841,800	673,116	659,911	(13,205)	541,700	(118,211)	402,438	256,225	250,725	245,025	2,356,024
Principal	2,395,000	3,080,000	2,690,000	2,705,000	15,000	2,820,000	115,000	2,960,000	275,000	285,000	285,000	9,330,000
Call Premium	-	-	-	-	-	-	-	-	-	-	-	-
Total Bonded Debt Service	3,324,875	3,921,800	3,363,116	3,364,911	1,795	3,361,700	(3,211)	3,362,438	531,225	535,725	530,025	11,686,024
Total Outstanding Bonded Debt	18,370,000	15,595,000	12,685,000	12,890,000	205,000	10,070,000	(2,820,000)	7,110,000	7,155,000	6,870,000	6,585,000	
Self Supported Debt Service												
Series 2001/2011 Gondola (MVOA/TSG Supported)												
Interest	103,425	99,425	96,275	96,275	-	92,975	(3,300)	89,525	86,650	83,200	79,600	528,225
Principal	100,000	105,000	110,000	110,000	-	115,000	5,000	115,000	115,000	120,000	120,000	695,000
Total MVOA / TSG Supported Debt Service	203,425	204,425	206,275	206,275	-	207,975	1,700	204,525	201,650	203,200	199,600	1,223,225
Bonds Outstanding @ 12/31	2,700,000	2,595,000	2,485,000	2,485,000	-	2,370,000	(115,000)	2,255,000	2,140,000	2,020,000	1,900,000	
Total Self Supported Debt Service												
Interest	103,425	99,425	96,275	96,275	-	92,975	(3,300)	89,525	86,650	83,200	79,600	528,225
Principal	100,000	105,000	110,000	110,000	-	115,000	5,000	115,000	115,000	120,000	120,000	695,000
Total Self Supported Debt Service	203,425	204,425	206,275	206,275	-	207,975	(1,700)	204,525	201,650	203,200	199,600	1,223,225

TO: MAYOR JANSEN AND TOWN COUNCIL
FROM: DEANNA DREW, DIRECTOR PLAZA SERVICES
SUBJECT: CONSIDERATION OF REINSTATING PLAZA USE COMMITTEE
DATE: DECEMBER 10, 2015

BACKGROUND

The Plaza Use Committee (PUC) was created in January 2010 as an advisory committee to Town Council, to develop and recommend strategies and standards for implementation of plaza use policy.

During the first five years, the PUC accomplished the mission that was assigned, including:

- Development and implementation of Plaza Use license agreements for all long term third party uses of public property such as food and beverage patios, bungee jump, ski valets, etc. (incorporated into Section 17.5.15 of Mountain Village Community Development Code (CDC));
- Development of Plaza Use design standards for tables, chairs, skier services such as ski racks, merchandise displays, sandwich boards, etc. placed on public property. These are an addendum to the CDC ;
- Development of Special Event policies and fees for event use of public property (Chapter 17.6 CDC);
- Development of regulations and fees for vending carts in the plazas (Section 17.5.5 CDC);
- Development of Plaza Vehicle Access Policy, permitting and restrictions of vehicles on pedestrian plazas (TMV Municipal Code Chapter 10.10);
- Development of permitting policies and regulations for use of Motorized Carts on public plazas (TMV Municipal Code Chapter 10.10);
- Development of policies for vehicle deliveries to plaza businesses and establishment of delivery loading zones on plaza periphery (Municipal Code Chapter 10.10);
- Development of use management policies for the public loading dock at Hotel Madeline;

- Review of policies for trash and recycling collection from Plaza businesses and residences including termination of town trash services to private business (Municipal Code Chapter 8);
- Development of roof top snow and ice removal polices for Plaza buildings (Chapter 17.7 CDC).

In June 2015, having achieved its goals and objectives, which are listed above and codified as law, the Town unanimously voted to dissolve the Plaza Use Committee.

In October 2015 the Town Council suggested that staff reinstate the Plaza Use Committee.

Today's work session is to discuss potential mission and goals, projects and policies for a potentially reinstated Plaza Use Committee so that staff can develop an appropriate scope of work and by-laws for council approval.

TOPICS FOR DISCUSSION:

- Overall mission of committee?
- Specific goals and objectives of committee?
- Potential policies, actions to review/consider?
- Name of committee?
- Committee composition (staff, council, merchants?)
- Budget?

If council desires to move forward with the re-creation of this committee, Staff will use this input to develop guiding documents for the committee and bring them back to Council for review and approval.

Thank you

TO: MAYOR JANSEN AND TOWN COUNCIL
FROM: DEANNA DREW, DIRECTOR PLAZ A AND ENVIRONMENTAL SERVICES
SUBJECT: WORK SESSION: RECYCLING IN MOUNTAIN VILLAGE
DATE: DECEMBER 10, 2015

Background: There has been much dialogue on both a local and national level during the last couple of years about the challenges of recycling, specifically the fluctuating market for most recycle materials and the true cost, impact and environmental benefit of collection, processing and transport of those materials. Enough discussion on this topic has recently occurred in our own community that Mayor Jansen has called for this preliminary work session review of the town's current recycling policies and procedures.

General Points to consider:

- TMV currently has a residential trash ordinance that requires recycling of certain items (glass, plastics # 1-7, aluminum, paper, cardboard). These recycle items are agreed upon by both the haulers and the town.
- TMV currently has a commercial trash ordinance that requires recycling of the same certain items.
- Neither San Miguel County nor Town of Telluride requires recycling within their boundaries.
- TMV adopted by resolution a Zero Waste goal to divert 90% or more of our trash from landfill by 2025.
- TMV has a contract with Bruin to provide recycling services to the residential sector through October 2016. This contract incentivizes recycling by offering it at a lower cost than trash disposal. TMV does not have a contract with a hauler for commercial trash and recycling services in the community, that sector is served by the free market.
- The worldwide market for recycle material is volatile and has been trending downward in recent years. Contamination of recycle materials with trash is also a problem.
- It is hard to determine the true environmental benefit of recycling when you take into consideration the cost to collect, process and transport a relatively small amount of materials often over long distances from our remote location. In the west where open land is plentiful, landfill space is abundant, however filling the ground with trash is also detrimental to the environment. To what degree one option is better than the other is difficult to determine.
- Town of Telluride Ecology Commission recently directed staff to: remove the collection of plastics #3-7 from their recycling program, and improve the red-tag program in an attempt to decrease contamination.
- There is some interest in the community for eliminating a town contract for such services altogether and letting the free market for trash and recycling services prevail in both residential and commercial sectors.

History of Recycling in Mountain Village (according to official Town Council minutes):

1996: First TMV trash ordinance adopted making it illegal to store trash and junk on property. Ordinance 1996-29

1997: Ordinance 1997-15 is adopted allowing for trash and recycling services to be provided by Town or a qualified contractor. Recycling at residential or commercial properties is voluntary. Town provides billing services for Bruin.

2008: The newly formed New Community Coalition (now EcoAction Partners) presents TMV with Zero Waste Action Plan (ZWAP) for Mountain Village, Telluride, and San Miguel County (attached), written by Gary Liss and Associates and partially funded by TMV. ZWAP includes a sample resolution endorsing specific Zero Waste trash diversion and recycling goals for local governments to adopt. ZWAP recommends the development of a regional recycling center to reach waste reduction goals.

2008: TNCC is awarded a state grant to purchase a composting machine, to be located at a proposed resource recovery center in the region, eventually called San Miguel Area Resource Recovery Transfer Station (SMARRTS Park) and operated in Ilium Valley by Jonathan Greenspan owner of Sunrise LLC. SMARRTS Park would act as a collection and transfer station for recycling materials in the region.

2008: TMV Town Council (Mayor Delves, Pro-Tem Jonathan Greenspan, David Schroeder, Phil Evans, Dan Garner, Cath Jett) adopts Zero Waste resolution (attached). Councilman Greenspan recuses himself from vote for self-declared conflict of interest. San Miguel County, Town of Telluride do not agree to adopt resolution.

2009: Informal Zero Waste Committee enacted to consider free market community trash/recycling services and review single bid by Bruin Waste Management and Sunrise LLC to provide private trash and recycling services to the community. Committee includes Phil Evans, Nick Ball, Greg Sparks (Town Manager) and Finn Kjome (Public Works). Council consensus was to mandate recycling in community to help achieve Zero Waste goals. Councilman Greenspan recused from discussion and participates from audience.

2009: Town Adopts Residential Trash and Recycling Guidelines including mandatory recycling. Mountain Village Municipal Code Chapter 8.1 (attached).

2010: Town Council formalizes Zero Waste Committee with representatives Greg Sparks, Finn Kjome, TNCC, Phil Evans, Richard Child, Dave Schillaci, and a community member to develop plan to achieve Zero Waste goals and review bids for residential trash/recycling services.

2010: TMV issues new RFP for residential trash/recycling services to be reviewed by the Zero Waste committee and provide a recommendation to Town Council. Two local service providers bid. Bid is awarded to Bruin/Sunrise LLC for three year term. Greenspan abstained from vote. TMV recycling is collected by SUNRISE and taken to Ilium facility for processing.

2011: TMV adopts Commercial Trash and Recycling Guidelines mandating recycling (Mountain Village Municipal Code Chapter 8.2 attached) to match residential guidelines.

2012: SMARRTS Park non-profit resource recovery center opens for business in Ilium Valley to receive and bundle regional recycling items and process some compostable materials.

2012: SMARRTS Park proposes a TMV \$50,000 budget item to help fund SMARRTS Park, citing a declining market for recycling materials and need for government funding. This request was denied after discussion.

2013: TMV issues next RFP for residential trash/recycling services. Bid awarded to Bruin/Sunrise for another 3-year term concluding October 2016.

2014: SMARRTS Park resource recovery center closes its doors citing lack of profit and lack of local funding. SUNRISE and Bruin part ways; Bruin opens new recycling facility in Montrose and continues to provide recycling services to community with no interruption in services.

2015: Recycling market continues to decline while material handling and trucking, as well as contamination of recyclables further increases cost of services. After community input, TMV prepares to review current recycling regulations, Zero Waste Goals, and contract for recycling services.

Comments from local trash/recycling service providers:

Bruin Waste Management: (Bruin holds a town contract for residential trash/recycling services until 10/2016):

- Potential elimination of plastics #3-7 from recycling. (These items were just approved for recycling in 2010)
- Potential elimination of glass from recycling. (Glass is heavy and costly to transport. Bruin is currently stockpiling our glass, with the intention of crushing it to different sizes of sand/aggregate and offering it for a variety of local uses from utility bedding to capping their landfill.)
- Bruin does not recommend moving away from current single stream collection process where all recycling goes into one bucket. Although it is costly and time consuming to separate by hand at their Montrose facility, the reality of re-training customers to separate materials, needing more receptacles at each home, and using multiple trucks to pick up the material is considered more of an impact than separating.

Waste Management :(WM provides trash/recycling services to most of the town's commercial sector, including HOAs).

- WM can still offer recycling but it will cost more. They don't see the markets getting better anytime soon. The costs of recycling are no longer covered by revenues they used to make in the recycling commodities markets; the revenue helped offset those costs. Markets are below average to poor for various reasons; i.e. plastics are suffering due to low oil prices, cheaper to make product from virgin materials than deal with cleaning, sorting, grading of scrap material.
- When it comes to focusing on the contamination levels, we need to get back to basics. People are trying to focus on recycling too many items. We need to focus on educating people recycling the current materials properly and work on everyone recycling the basics instead of a few trying to recycle everything.
- Need to look at the goal of recycling. If it is to reduce landfill volume and the associated capital costs that is viable. If it is to reduce carbon footprint then not as successful because of hauling material long distances.
- WM thinks the Zero Waste Plan and mandatory recycling need to be revisited, because the assumptions that policy was made from assumed a healthier market and did not foresee a drop in the market.
- Key is to really work on reducing contamination levels and looking at which material is more viable. Glass is one that might fall out of the collection program.

Attached:

Zero Waste Resolution; Zero Waste Action Plan; Mountain Village Municipal Code Refuse and Recycling

THANK YOU

RESOLUTION OF THE TOWN COUNCIL
TOWN OF MOUNTAIN VILLAGE, COLORADO
TO ESTABLISH THE GOAL OF ZERO WASTE FOR
THE TOWN MOUNTAIN VILLAGE BY 2025

RESOLUTION NUMBER: 2008-1016-12

WHEREAS, the placement of materials in waste disposal facilities, such as landfills and incinerators, is costly to taxpayers, causes environmental damage, wastes natural resources, and transfers liabilities to future generations; and,

WHEREAS, a resource management-based economy will create and sustain more productive and meaningful jobs; and,

WHEREAS, a Zero Waste Action Plan has been developed for the Town of Mountain Village, Town of Telluride, and San Miguel County, dated August 8, 2008, that details a plan to reduce and eliminate waste and pollution resulting from land filling,


NOW THEREFORE, be it resolved that the Town Council of the Town of Mountain Village, hereby supports the adoption and implementation of Zero Waste Action Plan, dated August 8, 2008 and endorses a Zero Waste or *Darn Close* goal by 2025, with interim goals of 50% diversion of solid waste from landfills and incinerators by 2011, 75% diversion by 2018, and 90% or greater diversion by 2025.

This Resolution adopted by the Town Council of the Town of Mountain Village, Colorado, at a public meeting held on the 16th day of October 2008.

TOWN OF MOUNTAIN VILLAGE


Robert Delves, Mayor

ATTEST:


Kim Montgomery, Town Clerk

jm

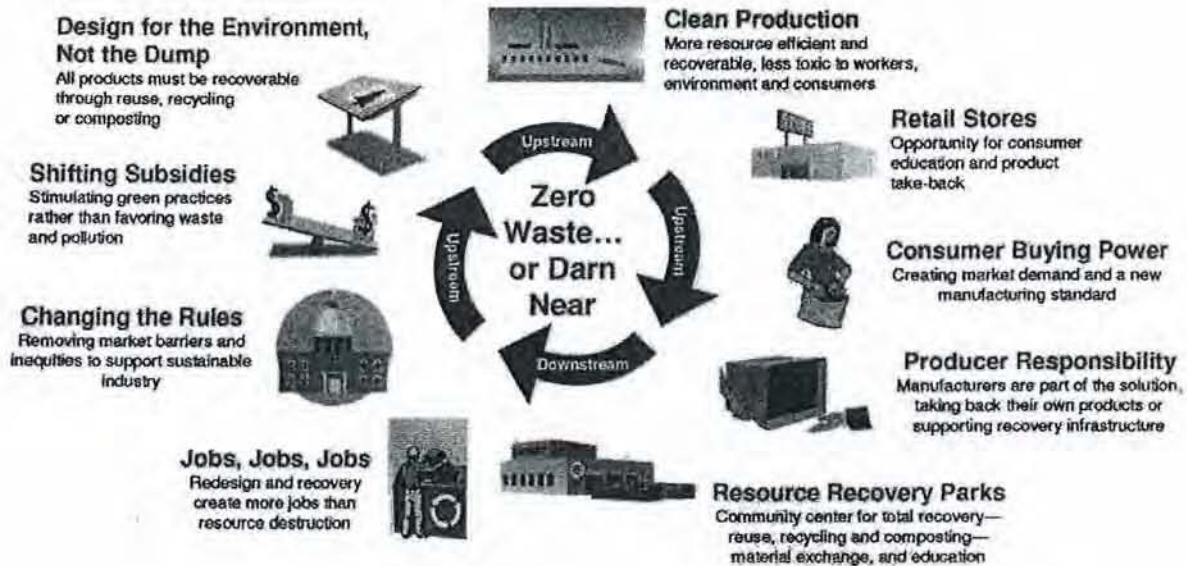


Zero Waste Action Plan

For Mountain Village, Telluride and San Miguel County, CO

The Zero Waste Economy

Designing a Full-Cycle System—Upstream AND Downstream



© Copyright, Eco-Cycle 2005
www.ecocycle.org/zerowaste/zwsystem

August 8, 2008

Prepared by Gary Liss & Associates

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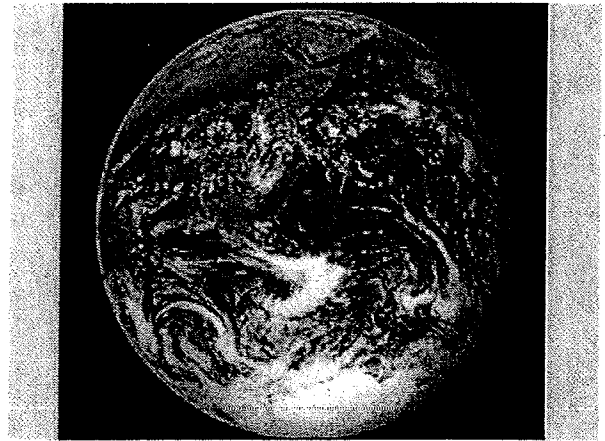
Acknowledgements

Gary Liss & Associates (GLA) wrote this Plan, with funding provided by the Town of Mountain Village and The New Community Coalition. GLA would like to acknowledge the leadership of Kris Holstrom and The New Community Coalition, who recognized the need for this Plan. Kris made all the arrangements to engage our firm, showed us all the existing facilities and services for solid waste, reuse and recycling in the area, and convened meetings with Town Councils of both Telluride and Mountain Village and with the community and stakeholders in the area. Through this extensive engagement process in February 2008, GLA obtained the information needed to develop this Plan. In addition, GLA obtained significant information from the San Miguel County Sustainability Inventory Prepared by ICLEI (Local Governments for Sustainability U.S.A.) in 2006.

Partners for a sustainable future...

The success of this Plan will depend upon effective communication and active engagement with each of the stakeholders to harness their interest and energy to turn local solid waste problems into solutions about pressing problems such as climate change.

The New Community Coalition is committed to identifying, coordinating, and implementing sustainability projects in Telluride, Mountain Village, and San Miguel County. The Coalition recognizes community as the key ingredient in our quest for a positive vision of the future. The quality of interactions among all members of the community — businesses, governments, individuals, and organizations — will define the region's ability to adapt to an energy-constrained future and the unpredictable nature of global climate change. By stimulating interest and dialogue in the pressing issues of our time, the



Coalition hopes to herald a new paradigm of interactions among all members of the community. The Coalition envisions community collaborations to increase our energy efficiency, re-localize our economy and food sources, develop a greener built environment, reduce our carbon footprint, and expand educational resources. For more information, go to: <http://www.newcommunitycoalition.org/index.html>.

1 Executive Summary

In 2007, Telluride, the Town of Mountain Village, and San Miguel County signed an intergovernmental agreement to fund a Sustainability Coordinator that would identify, coordinate and implement projects and ideas that promote regional sustainability. As a result, The New Community Coalition (Coalition), a 501(c)(3) nonprofit, was formed to oversee the Sustainability Coordinator and projects. A Resource Recovery/Recycling Working Group and action plan have since been created with the goal of reducing the amount of waste leaving the community, creating new jobs and business opportunities by using “wastes” as resources, and managing hazardous wastes in a responsible manner.

One of the Resource Recovery/Recycling Working Group’s first tasks was to create a Zero Waste Action Plan for the community. The Coalition and the Town of Mountain Village hired Gary Liss & Associates (GLA), a Zero Waste consultant, to develop this Plan. GLA looked at existing services, garbage rate structures, and services needed for expanding reuse, recycling and composting in the region.

After review of the local solid waste, reuse and recycling system, there are a number of services that stand out as critical to moving forward with the Zero Waste goal in this region:

- ◆ **Composting** - A composting facility is needed to compost all organics, including yard trimmings, food scraps and food-soiled paper
- ◆ **Resource Recovery Park** - More efficient recycling operations are needed to process reusables and recyclables from the region, including recyclables from construction and demolition debris, ideally in a Resource Recovery Park design
- ◆ **Solid Waste System Redesign** - Garbage contracts, rate structures and services provided need to be revised to provide incentives to all involved to move to Zero Waste (as detailed above).

To move forward to implement the Zero Waste Plan, the region needs to address these issues as priorities. The purchase of a baler and composter for the Sunrise Resource Recovery Park would enable the Telluride region to dramatically address two of these key challenges. This would reduce the region’s carbon footprint by not only reducing volumes of waste but by reducing the miles traveled to haul waste to the closest landfills in Montrose County. The third challenge needs to be addressed by leadership provided by TNCC, working with staff at the Towns of Telluride and Mountain Village and San Miguel County. This will require someone full-time at TNCC to work on these and outreach and education functions identified for TNCC in this Plan.

In March 2008, TNCC and Sunrise LLC jointly applied to the State of Colorado for a grant from the Recycling Resources Economic Opportunity Grant Program. In May 2008, the State notified TNCC and Sunrise that they had been awarded the grant. As a result, a majority of the funding to initially implement this Plan has already been arranged by TNCC

Mountain Village, Telluride and San Miguel County Zero Waste Action Plan

Properly designed avoided collection and disposal costs can become the economic engine that drives the system to Zero Waste. Direct disposal cost savings alone at \$50/ton could generate up to \$450,000 each year for the region to offset expanded costs of Zero Waste initiatives, once those savings are factored into economic evaluations. The value of the materials currently disposed is over \$330,000 each year¹. If each of the materials were recovered completely and not thrown away, the benefit to the region would be the combination of the value and avoided disposal costs, or close to \$780,000 each year. This represents the budget for implementing Zero Waste in the region.

If the region could implement all the programs and policies recommended in this ZWAP for less than \$780,000 per year, it would be environmentally and economically much more sustainable.

The policies and programs recommended will make it more economic to eliminate, reuse, recycle or compost waste, than to dispose of it in landfills. This ZWAP has sought to find homes for all materials generated, with a focus on local solutions. As some wastes are more challenging to eliminate, reuse, recycle, or compost than others; options are proposed to work with the producers of those products and packaging for them to assume responsibility for them, or to ban them from sale or disposal in Telluride, Mountain Village and San Miguel County.

By adopting policies as recommended, the Towns of Telluride and Mountain Village and San Miguel County can help everyone benefit that eliminates and recycles waste, and let those who choose to waste pay higher fees for those services. The local governments can have major impacts in defining what is economic, through the policies adopted in Ordinances, contracts, permits, zoning, and rate structures.

This ZWAP also calls upon retailers and producers to assume responsibility to reuse, recycle or compost difficult to recycle products and packaging that they sell in the area. Once the costs of reuse, recycling and/or composting are incorporated within the purchase price of the products, this becomes a self-funding system, and is one of the most powerful opportunities to move towards Zero Waste.

Businesses also need to know that the City is committed to the goal of Zero Waste before they invest substantial resources in their operations. Therefore, the most critical policy of all is for the Towns and County to adopt the Zero Waste goal, and to ask all stakeholders in the community to participate in working towards the goal. This ZWAP proposes that striving for Zero Waste means that The region will work strategically and diligently to get to Zero Waste *or Darn Close*², by 2025. This ZWAP proposes the adoption of interim goals of 50% diversion of solid waste from landfills and incinerators by 2011 and 75% diversion by 2018. These dates were selected to be one year after the Towns of Telluride and Mountain Village and San Miguel County implement their next solid waste and recycling contracts.

With vision and commitment, this region could become a leader of sustainability and enhance the region's ability to attract those who value the environment in this way.

¹ See Table 1.

² Diverting over 90% of the region's waste from landfills and incinerators compared to the base year in which the Plan was adopted.

2 Existing Services

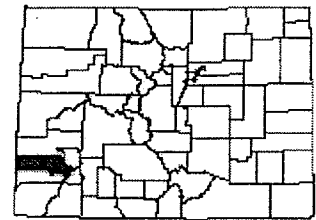
2.1 Background

Established in 1887, Telluride currently is home to approximately 2,200 permanent residents year-round. It is one of only 4 towns in Colorado that has been designated a National Historic Landmark District. The Town of Mountain Village was founded one hundred years later (in 1987) and is now home to approximately 1,250 permanent residents year-round. The total population of San Miguel County is about 7,500. However, the area serves about 550,000 visitors year-round.

Telluride sits at the west end of San Miguel County amid the San Juan Mountains and the Uncompahgre National Forest on the western-most edge of Colorado and the Rocky Mountains. Telluride has a traditional compact downtown of 50 square blocks of mostly mining-era buildings with a rich history. Telluride is in a box canyon that is highlighted by the spectacular 365-foot Bridal Veil Falls, which is Colorado's tallest free-falling waterfall. Telluride is at elevation 8,750 feet and is ringed by 12,000- to 13,000-foot mountain peaks, which attract tourists for both winter and summer recreation activities. At 9,078 feet above sea level, the Telluride Regional Airport is the highest commercial airport in North America. Ski Magazine rates Telluride in the Top 10 ski resorts in North America³.

Telluride hosts a unique event almost every weekend in the summer, which attract thousands of tourists, including: Mountainfilm, Jazz Celebration & Balloon Rally, Bluegrass Festival, Wine Festival, Blue & Brews, Telluride Film Festival, Oktoberfest, Talking Gourds Spoken Word Festival, Wild West Fest, Mushroom Festival and Tech Fest. Telluride and Mountain Village host a continuous stream of festivals during the summer months.

Mountain Village was developed to resemble a European alpine community (like Zermatt), just south of Telluride ski area's 1,700 acres. It was first developed as a Planned Unit Development in San Miguel County, adjacent to Telluride. It was incorporated as its own Town in 1995. The Mountain Village Core is a pedestrian-friendly area, which is linked to Telluride by the only free gondola system in North America serving over 2 million riders per year. The gondola serves as the main transportation vehicle between the communities (an easy 12-minute commute between them), and services all the ski slopes of both communities.



San Miguel County in Colorado

San Miguel County is 1,287 square miles, extending from the San Juan Mountains in the east to the Utah border. The population of the County was 7,222 in 2004, and is projected to increase to 8,693 by 2010⁴. Telluride is the County seat of San Miguel County. The population is primarily located in the Towns of Telluride and Mountain Village. The County also includes the towns of Ophir, Sawpit and Norwood.

³ Source: <http://visittelluride.com/telluride/content/view/149/252/>

⁴ Source: http://www.sanmiguelcounty.org/portal/page?_pageid=117,145130&_dad=portal&_schema=PORTAL

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Other communities in the County are Placerville, Egnar and Slickrock. About two-thirds of the lands in the County are public federal or state lands.

The population of this area greatly expands during the ski season and summer festivals. The Telluride Tourism Board estimates that about 550,000 tourists a year visit the area (both overnight and day visitors).⁵ Skier visits are expected to reach 450,000 during the 2007/2008 winter season, and summer festivals can attract more than 10,000 people per day.

Climate change poses a serious threat to the regional economy as well as to its environment and quality of life. Telluride and Mountain Village are actively working to reduce their carbon footprint and to reverse climate change. In the past few years, Telluride has signed on to The Canary Initiative, The U.S. Mayors Climate Protection Initiative, and the Rocky Mountain Climate Organizations, and worked with ICLEI (Local Governments for Sustainability) to develop a Sustainability Inventory for the region⁶.

Historically, the economy of the region was primarily based on mining and agriculture. The primary economic engines now are recreation and tourism and the associated real estate and construction industries. There has been a surge in second home ownership associated with the expansion of the Telluride Ski Area and the Mountain Village resort development. In San Miguel County, construction jobs comprise seven percent of all jobs, and construction is the top employment sector exceeded only by accommodations, food services and government jobs.

Telluride and Mountain Village host a continuous stream of festivals during the summer months, which attract thousands of tourists. These festivals, although vital to the resort economy, produce an enormous amount of trash and compostable waste. The Town of Telluride, the San Miguel Regional Recycling Task Force and TNCC have been working with festivals to require and facilitate recycling and composting. The Telluride Bluegrass Festival, attracting over 10,000 attendees a day for 4 days, has been able to reduce its trash by 50% as a result of voluntary recycling and compost collection sites staffed by volunteers.

The region has many restaurants, boutiques, recreation stores, heritage hotels, bed and breakfasts and full service resorts. Some of the major attractions that draw people to The region include: hiking, mountain biking, climbing, golf, canoeing, kayaking, fishing, skiing (cross-country and downhill) and snowboarding, along with spectacular mountain views.

Zero Waste could contribute to the region becoming a focus for eco-tourism. In fact, the Telluride Tourism Board has already indicated its support for such an initiative. One of the driving forces for the adoption of Zero Waste in New Zealand was that country's desire to strengthen tourists' perception of New Zealand as dedicated to maintaining the highest environmental standards. Increasingly, conference organizers are asking potential site locations for future conferences about their Green policies and programs. The region has always attracted those who value the environment in this way and could

⁵ Email communication from Scott McQuade, Telluride Tourism Board, April 28, 2008.

⁶ See Appendix C

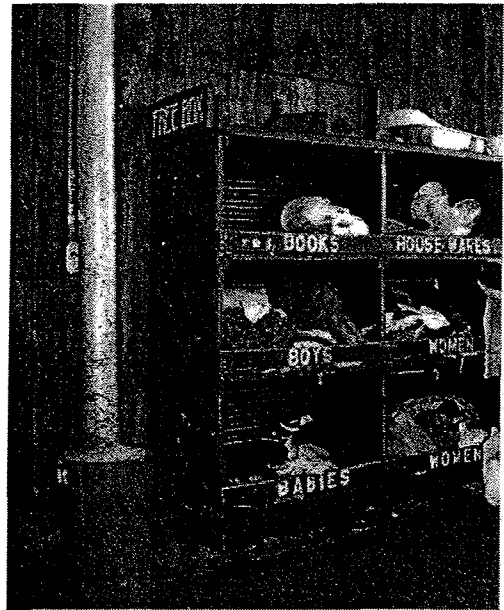
expand upon that, like the Olympics did when they added “Environmental Stewardship” as a core value in organizing the Olympics. With leadership in Zero Waste and other sustainability initiatives, the region could also demonstrate to visitors policies and programs that would be good for them to bring back to their own communities to replicate. This could amplify the region’s impact dramatically in the world.

2.2 Service Opportunity Analysis

In a Zero Waste systems approach, one of the first steps is an inventory of the services that are currently provided to collect or receive materials generated in the area. GLA obtained input from The New Community Coalition on a Service Opportunity Analysis form, and from other stakeholders and service providers through the course of its research. This analysis identified how average residents or businesses would have their products or materials collected, received and/or processed for reuse, repair, recycling and composting. This analysis included products or materials that generators had to self-haul to reuse, recycling or composting facilities, as well as collection services provided by government, private or nonprofit service providers. It also identified products or materials where residents or businesses are able to take those back to where they bought them. The following is a summary of that information.

2.3 Reuse Services

Many reusables are dumped at the “FreeBox,” a unique Telluride tradition. Located downtown along a side street, the “FreeBox” is a set of large shelves on the side of a building where people donate all types of reusables, and they are available for free for anyone to take them away. Unfortunately, the FreeBox attracts too much stuff, that is either unusable, or not taken. As a result, the Town of Telluride is now paying over \$50,000 per year to haul these materials away and to dispose of them properly.



Appliances and “white goods” are collected via spring clean-up activities and once/year with household hazardous wastes. Usable textiles are reused by Pip’s consignment store in Telluride and the Second Chance store in Ridgeway. A limited amount of textiles is placed in the FreeBox. Books are donated to the library for reuse, and placed in the FreeBox. A very limited amount of used building materials are taken to the Construction Depot or the new ReStore (of Habitat for Humanity) in Montrose. These facilities are located within blocks of each other, and attract similar types of donations.

2.4 Recycling Services

Waste Management (WM), which has the current exclusive franchise to provide curbside recycling in the Town of Telluride, hauls recyclables to Grand Junction. WM has a materials recovery facility (MRF) in Grand Junction that can process single-stream recyclables (commingled papers and containers). Bruin

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Waste contracts with Sunrise⁷, LLC for all of its recycling services. Bruin and Sunrise provide recycling services to about 60% of the region (Town of Mountain Village, Ophir, Lawson Hill, Sawpit, Placerville), 95% of Ridgway and 20% of the Town of Telluride.

Bruin (contracting through Sunrise) estimates that it collected 1,420 cubic yards of recyclables (commingled, paper, and cardboard) in 2007. Waste Management estimates that it collected 2,340 cubic yards of recyclables for the Town of Telluride, which is its primary service area for recycling. The total amount of recyclables diverted from landfills is 3,760 cubic yards, or only 8% of total waste produced.⁸ This percentage may be a low estimate; however, it indicates that the region has much room for improvement in the area of recycling. Further, visitors often ask why it is so hard to recycle when they are here as they often come from other locations in the country where recycling services are more prevalent. One of the challenges has been to institute recycling programs with resort lodges.⁹

Both Waste Management, Inc. and Bruin collect recyclables for an extra fee. Curbside recycling services¹⁰ include the following materials:

- ◆ Newspapers
- ◆ Glass bottles and jars
- ◆ #1 and #2 Plastic bottles
- ◆ Aluminum and tin cans
- ◆ Cardboard boxes
- ◆ White and colored paper
- ◆ Magazines
- ◆ Junk mail (including windowless envelopes)
- ◆ Brochures and pamphlets
- ◆ Computer printouts
- ◆ Carbonless receipts

There are generally three categories of recyclables for commercial customers: 1) corrugated cardboard (broken down and stacked neatly next to the rolling carts); 2) white paper and newspaper; 3) aluminum, glass, plastic and steel/tin cans. Bottles and jars must be rinsed; plastics #1 and #2 are acceptable, but do not include lids; papers are not to be bundled or tied. If cardboard is not broken down, this is a fee for its collection. Special pick-ups include metal, wood or plastic crates and other bulky non-compactible materials.



People may also drop off recyclables at the VCA (Village Court Apartments), Montrose Recycling Center, or in convenient recycling containers located throughout the public areas in the downtowns of Telluride and Mountain Village. Most of these public recycling containers are limited to bottles and cans only, with some locations also having public containers clearly labeled for newspapers only.



Telluride Gravel has cement and excavating crushers that could be used for more construction and demolition recycling activities in the future. The State highway spur to Telluride used recycled asphalt in the project's mix. More specification of

⁷ Sunrise = San Juan Uncampaghre Natural Resources and Industrial Services for the Environment

⁸ Source: Recycling Resources Economic Opportunity Grant Program, FY 09 Project Application, pages 4-5.

⁹ Source: Recycling Resources Economic Opportunity Grant Program, FY 09 Project Application, page 3.

¹⁰ This is list from Waste Management. Bruin collects similar materials.

that type of use could stimulate the recycling of concrete and asphalt products in the area.

There are significant costs in hauling materials to recycling centers in Grand Junction and Denver. In Montrose, there is a major metals recycler, Recla Metals that buys recycled metals (including auto bodies) from the region, and has a rail connection for shipping large volumes to major markets. However, they do not handle other recycled materials. There are also two construction and demolition (C&D) recyclers in Montrose – the Construction Depot and the Habitat for Humanity ReStore. Both of these locations specialize in the reuse of C&D products, and don't handle large volumes of C&D materials for recycling by grinding or other processing.

Some businesses indicate that some of the recycling services are provided sporadically and result in overflowing containers. Given the market conditions, it is to the credit of existing recyclers that they collect similar types of materials as accepted by other communities around Colorado. By adjusting some of the costs for wasting as proposed below, the economic viability of recycling could be enhanced considerably.

2.5 Composting Services

Sunrise LLC provides valuable services to reuse dead trees or trees cut for fire mitigation as a resource for building trails, for firewood, for fencing posts, for landscaping chips, as well as selling logs to local mills. Sunrise is now able to provide local resources to substitute for mulches used in local construction projects that were coming from as far away as Montana and Idaho.

Sunrise bought the first wood chipper in San Miguel County and began chipping wood material for use on the trails in addition to using logs for lining trails. Needing a place to stockpile wood products and equipment, Sunrise purchased the site of its proposed Resource Recovery Center in the Ilium Valley Industrial Park.



Tree trimmers now also haul prunings, branches and stumps to either Sunrise or Fennbro Construction for chipping. Landscapers locally often use mulching mowers as well.

However, there is no *collection* system currently for yard trimmings or other organics from residents and businesses on a regular basis. There is also no on-going compostables processing system in the region. There have only been temporary composting operations set up for special events on a very limited basis.

The festivals organized throughout the region produce an enormous amount of trash and compostable waste. The Town of Telluride and The New Community Coalition have been working with festivals to require and facilitate recycling and composting. The Telluride Bluegrass Festival, attracting over 10,000 attendees a day for 4 days, has been able to reduce its trash by 50% as a result of voluntary recycling and compost collection sites staffed by volunteers. Unfortunately, the composting has been done at temporary facilities and cannot be done on a continuous basis this way.

2.6 Solid Waste Services

Currently in San Miguel County, there are two private haulers for collecting solid wastes: Bruin Waste and Waste Management. They are both located in Montrose County and service commercial and residential refuse needs of the region from there. San Miguel County uses Broad Canyon, a private landfill near Naturita (about 50 miles from Telluride and Mountain Village) in west Montrose County, for about 20% of its trash. Both haulers haul the remaining 80% of waste from within San Miguel County to the Montrose County landfill (about 75 miles from Telluride and Mountain Village).

Waste Management estimates commercial and residential trash from the region at 23,500 cubic yards of compacted refuse annually. Bruin estimates 25,300 compacted cubic yards of total waste hauled annually. Therefore, the region currently generates approximately 48,800 compacted cubic yards of waste annually¹¹, or about 9,000 tons per year¹². Waste volumes increase in the summer months with the festivals and active construction season adding significantly to the waste stream.

Unincorporated County and Norwood customers are not required to have trash pick up service. They have the option of taking their refuse to the regional landfill or to the County-owned transfer station west of Norwood. Most of the unincorporated subdivisions in the County have centralized trash enclosures for residents. Ophir residents have a centralized facility for trash and recycling serving the whole community. There is no curbside recycling offered anywhere in unincorporated San Miguel County or in Norwood.¹³

A sample of the typical garbage rate structures in the region is that of Waste Management for Telluride, effective April, 2007:

Table 1 - Telluride Garbage Rates

SERVICE	Bi-Monthly Rate
<u>Residential</u>	
65-gallon trash container with recycling	\$47.38
95-gallon trash container with recycling	\$51.22
18-gallon recycling bin only – 1 bin	\$15.16
18-gallon recycling bin only – 2 bins	\$28.32
<u>Commercial</u>	
95-gallon recycling container – 1	\$36.76
95-gallon recycling container – 2	\$71.52
95-gallon recycling container – 3	\$106.28
3-cubic yard dumpster for cardboard recycling	\$104.00

¹¹ Source: Recycling Resources Economic Opportunity Grant Program, FY 09 Project Application, page 4.

¹² Assuming a density of 370 pounds per compacted cubic yard.

¹³ Source: San Miguel County, Sustainability Inventory, Prepared by ICLEI – Local Governments for Sustainability U.S.A., 2006

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All rates are based on weekly pickups and are billed bi-monthly. Residential trash and recycling pickups are on Thursday and commercial recycling pickups are on Mondays. The Town of Telluride provides billing on the water bills. Waste Management pays Telluride a fee for providing that billing service. In the event that customers do not pay their bill, the Town may stop all their water service.

In Telluride, the City requires all businesses to pay for recycling service, and recycling services are provided as part of the core services. However, businesses are NOT required to actually participate in the recycling programs. Prior to 5 years ago, Bruin Waste did not offer recycling services. As a result, the Town of Telluride has a unique contract structure for its competitive procurement of solid waste services. The Town has selected one hauler to provide the residential solid waste and recycling services, and to have the exclusive contract for recycling services at businesses. The Town allows businesses to select their own waste hauler. The current exclusive contract in Telluride is with Waste Management, which expires in 2010. Five years ago, Bruin began offering recycling services through a subcontract with Sunrise, LLC. If a business wants to use recycling services of Bruin and Sunrise, they are able to do so, but have to pay Waste Management for offering recycling services as well. The Town solicits new contracts for solid waste services every 3 years, as they consider solid waste to be subject to local procurement requirements that no contract exceed 3 years in length.

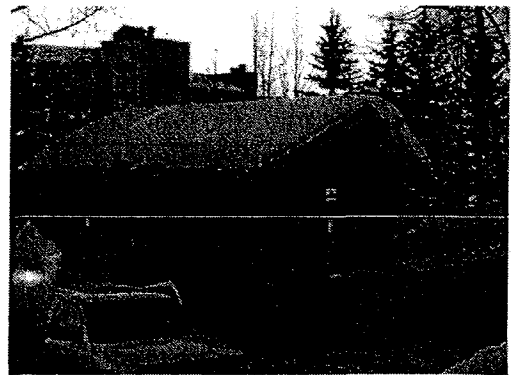
Interestingly, the San Miguel Power Association (SMPA) operates in the same region providing electric services. SMPA is bound by contracts that must be re-negotiated every 10 years under CO law that governs such services.

In Norwood, San Miguel County owns a Transfer Station with a drop-off recycling center. The current 4-year contract for that operation expires in June 2010.

The Town of Telluride Department of Public Works indicated that it hauls wastes from street sweeping and wastes from City construction activities directly to the Broad Canyon Landfill in Montrose. They pay \$8 per cubic yard there, or about \$50 per ton for disposal¹⁴.

The Town of Mountain Villages operates a Transfer Station in their core area (see picture on right). This includes a compactor for corrugated cardboard

Waste Management operates a Transfer Station that is located in the Ilium Valley Industrial Park, down the hill, directly below the Sunrise LLC facility. This Transfer Station primarily serves to compact the Municipal Solid Waste collected in the area into larger vehicles for shipping to landfills 50-75 miles away.



¹⁴ This assumes a density of about 320 pounds per cubic yard. This is the disposal rate that is charged for wastes received from the public at this facility as well, and is the basis for other avoided disposal cost calculations in this Plan.

San Miguel County operates a Transfer Station at Norwood that provides many valuable services. This station is open to all San Miguel County residents. Many Montrose County residents also use the facility, as it is on their way to or from work for those commuting from Montrose County to Telluride or Mountain Village. This Transfer Station recycles aluminum cans, glass and newsprint paper, but not white or glossy paper or plastics.

2.7 Special Wastes and Household Hazardous Wastes

Special Wastes include:

- ◆ Ash
- ◆ Sewage Solids
- ◆ Industrial Sludge
- ◆ Treated Medical Waste
- ◆ Bulky Items
- ◆ Tires
- ◆ Remainder/Composite Special Waste

Sewage solids (also known as sludge or biosolids) are spread on non-food producing agricultural lands in Montrose County. Bulky items and tires are collected as part of Spring and Fall Clean-ups.

Telluride currently accepts Household Hazardous Wastes (HHW) dropped off at designated locations during Spring Cleanups, with support of San Miguel County. In other communities, permanent drop-off locations have become the state-of-the-art so that HHW can be dropped off whenever the need arises, rather than waiting for once a year service. Even with these state-of-the-art drop-off programs, only 1 to 10% of all HHW are collected through these programs. This highlights that the system is broken, and a new system is needed that is more effective and harnesses the forces of the marketplace to collect materials and design wastes out of the system.

3 Service Opportunities

The following list clearly identifies products and materials for which additional reuse, recycling or composting services are needed. The following materials are not accepted in current area recycling programs:

Recyclables

- ◆ Telephone books
- ◆ Books
- ◆ Colored paper (Bruin does not accept; WM does)
- ◆ Pressed cardboard or “chipboard” (like cereal boxes)
- ◆ “Wet-strength” cardboard, like 6-pack or 12-pack beverage container packages
- ◆ Egg or Milk Cartons
- ◆ Carbon Paper
- ◆ Candy wrappers
- ◆ Plastic containers #3-7
- ◆ Plastic bags or stretch wrap (like Saran Wrap)
- ◆ Expanded polystyrene packaging or “peanuts” (EPS, commonly known by proprietary name of Styrofoam)
- ◆ Window glass, drinking glass, ceramics (plates or dishes), Pyrex or light bulbs

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- ◆ Aluminum foil or pie tins
- ◆ Carpet
- ◆ Textiles
- ◆ Batteries
- ◆ Oil
- ◆ Paint
- ◆ Ewaste
- ◆ Containers from oil, pesticides, paints or hazardous materials
- ◆ Ash

Compostables

- ◆ Food or any organic waste
- ◆ Food soiled cardboard or paper (including paper cups, plates, towels)
- ◆ Waxed cardboard (generally used for shipping fruits and vegetables)
- ◆ Wet paper
- ◆ Used tissues
- ◆ Liquids

In addition, there are limited reuse, recycling and composting services provided for:

- ◆ Reusables
- ◆ Construction, remodeling and demolition debris
- ◆ Bulky Goods
- ◆ Tires
- ◆ Medical Wastes
- ◆ Household hazardous wastes

3.1 Know Your Waste and Recyclables

The more specifically Telluride can identify which materials are disposed to landfill, the more clearly it can develop policies and programs to develop waste reduction, reuse, recycling and composting programs to target those materials. To find a relevant point of comparison, GLA used waste composition data for Mammoth Lakes, CA. Mammoth Lakes is a comparable community to Telluride in many respects, and the State of California provides detailed estimates of the waste composition for both residential and commercial accounts in that region (see Appendix B). The data from Mammoth Lakes is adequate for the purposes of this Plan. Estimates of the materials discarded in this region are presented in Table 1.

However, it is clear that one of the priorities for San Miguel County should be to request that the State of Colorado provide similar waste composition analyses for small rural areas on the Western Slope as provided by the State of California. Waste characterization sampling should include both summer and winter data, to identify seasonal variations in the waste stream. Sampling should be conducted from all collection vehicles throughout the service area, (including waste haulers and recyclers), and self-haul vehicles from both businesses and residents to local transfer stations. Such waste composition studies should be conducted every 5 years by the State to track on-going waste reduction progress. This approach would provide an appropriate baseline for comparing results of new programs locally.

Until the State completes this analysis, the region could confirm what are the largest materials being wasted by conducting a visual waste assessment. This could involve a professional studying the contents of a variety of collection vehicles in advance of the waste being disposed at local transfer stations. Based on prior work and their careful review of the wastes, they should be able to estimate the major components of the waste stream. Alternatively, local college students or volunteers from TNCC could be trained by a professional to perform such a visual waste assessment. This would not substitute for hard

quantitative data needed to plan for and evaluate new programs over time. However, this could provide sufficient information to confirm that the recommendations of this ZWAP are on target.

3.2 Commodities Analysis

The two largest categories of materials discarded are organic materials and paper products. Organics represent 48% of the total residential waste stream and 38% of the total commercial waste stream. Paper represents 26% of the total residential waste stream and 35% of the total commercial waste stream. These two categories eclipse the other material categories, and highlight the urgency to develop viable organics recovery programs and expanded paper recovery programs to meet a Zero Waste goal.

The next largest material categories are plastic, metals, glass and construction materials. In Telluride and Mountain Village, construction materials may be somewhat higher than the 3.6% of the total waste stream indicated from Mammoth Lakes data, due to the relatively large amount of remodeling, renovation and construction projects in this region, and the magnitude of each of the projects. In Telluride, the commitment to maintaining heritage buildings also means that there is a significant need for reuse and salvaging services that will carefully dismantle old structures, so that the original materials are maintained in a usable condition. This is generally referred to as “deconstruction”.

GLA added a category of Reusables to Table 2 that was not in the original CIWMB database for Mammoth Lakes. This is based on recent analyses of reusables in: San Luis Obispo, CA; Los Angeles, CA; and Austin, TX. To adjust for that, the total amount estimated for the largest categories of waste (organics) was reduced for both residential and commercial sectors.

The remaining materials in the solid waste stream are: textiles; household hazardous wastes (HHW); tires; bulky goods (e.g. furniture, bicycles and water heaters); white goods (large appliances like washers, dryers and dishwashers); and “E-Waste” (anything with a plug). Although the latter materials are not disposed of in large quantities, some of them are *very* expensive to properly dispose of (particularly the HHW and E-wastes). As a result, these materials need to be the focus of attention in state and federal laws requiring the takeback of these products by the manufacturers, or requiring other financial or physical responsibility being assumed by the manufacturers or retailers that sell such products.

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Table 2 - Commodities Analysis for San Miguel County

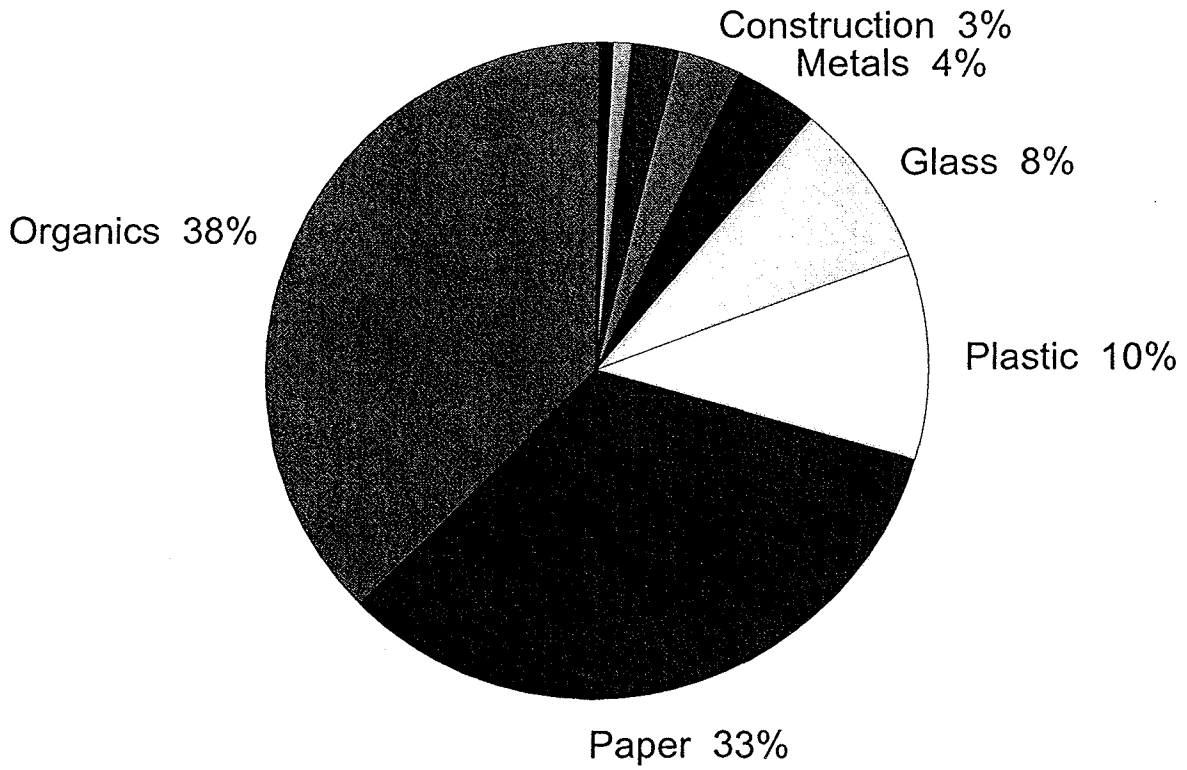
Material	Waste Composition¹⁵	Tons Disposed¹⁶	Value of Materials (\$/ton)	Total Value of Materials Disposed	Avoided Disposal Costs for Recovered Materials
RESIDENTIAL					
◆ Organics	44%	824	\$7	\$5,769	\$41,206
◆ Paper	26%	487	\$50	\$24,349	\$24,349
◆ Plastic	9%	169	\$50	\$8,429	\$8,429
◆ Construction	6%	112	\$4	\$450	\$5,619
◆ Mixed Residue	5%	94	\$0	\$0	\$4,683
◆ Metals	4%	75	\$40	\$2,997	\$3,746
◆ Glass	3%	56	\$10	\$562	\$2,810
◆ Reusables	2%	37	\$550	\$20,603	\$1,873
◆ Special Wastes	0.8%	15	\$0	\$0	\$749
◆ Hazardous	0.3%	6	\$5	\$28	\$281
Totals	100%	1,900		\$63,186	\$93,744
COMMERCIAL					
◆ Organics	36%	2,557	\$7	\$17,902	\$127,872
◆ Paper	35%	2,486	\$50	\$124,320	\$124,320
◆ Plastic	10%	710	\$50	\$35,520	\$35,520
◆ Glass	9%	639	\$10	\$6,394	\$31,968
◆ Metals	4%	284	\$40	\$11,366	\$14,208
◆ Construction	3%	213	\$4	\$852	\$10,656
◆ Reusables	2%	180	\$550	\$78,144	\$7,104
◆ Mixed Residue	0.6%	43	\$0	\$0	\$2,131
◆ Special Wastes	0.5%	36	\$0	\$0	\$1,776
◆ Hazardous	0%	0	\$5	\$0	\$0
Totals	100%	7,104		\$274,499	\$355,555
Grand Totals		8,977		\$337,684	\$449,299

The value of the materials currently disposed is over \$330,000 each year. The cost avoidance identified in Table 2 should be viewed as one of the key sources of revenue that could be the engine of change and investment in equipment and programs needed to move towards Zero Waste.

¹⁵ Based on waste composition data from 1999 from the CA Integrated Waste Management Board for the Town of Mammoth Lakes

¹⁶ Applied total tonnages for Mammoth Lakes times 1.4 (a factor of 7500 population for San Miguel County/5350 population of Mammoth Lakes)

Figure Major Commodities Discarded



4 Recommended Programs, Facilities and Policies

This section of the Plan outlines key elements of the Zero Waste Action Plan: new programs, facilities policies and incentives that the region should adopt to implement its Zero Waste Goal.

Zero Waste focuses on reducing and designing wastes out of the system, reusing discarded materials and products for their highest and best use for their original form and function for as long as possible, then recycling and composting the rest. The Zero Waste International Alliance defines Zero Waste to be:

“A philosophy and visionary goal that emulates natural cycles, where all outputs are simply an input for another process. It means designing and managing materials and products to conserve and recover all resources and not destroy or bury them, and eliminate discharges to land, water or air that do not contribute productively to natural systems or the economy.”¹⁷

For the region, although the intent of this Plan is to strive for Zero Waste, practically **if the region diverts at least 90 percent of the waste generated by all sources** (residential, business, schools, and institutions), **it will be well on the way to Zero Waste and the program will be deemed a success.**

The following criteria were used to evaluate the merits of different policies, programs and facilities needed to meet the challenges identified above:

- Potential for largest impact in diverting waste from landfill
- Potential for most immediate impact in diverting waste from landfill
- Potential for greatest visibility in diverting waste from landfill
- Potential for involving community in diverting waste from landfill
- Potential cost to implement
- Ease of Implementation
- Availability of existing markets or uses
- Ability to create new markets or uses

These were considered in making the recommendations below.

4.1 Programs

This section outlines programs the region should expand or implement to strive for Zero Waste.

4.1.1 Refuse, Return and Design Out Waste

1. Develop a web-based directory of businesses which will takeback products and packaging that are difficult to reuse, recycle or compost locally.

¹⁷ From: <http://www.zwia.org/standards.html>

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2. Encourage businesses by policies and incentives to take back their products and packaging and to reduce the volume and toxicity of wastes by redesigning manufacturing processes.
3. Develop a Shop Smart Program that encourages residents to buy reusables, recycled and durable products.
4. Allow all legal documents to be filed on-line without the use of paper.
5. Support the Sheep Mountain Alliance Plastic Bag Ban unless all major users of such bags voluntarily phase them out by a target date.
6. To reduce the use of paper in the real estate industry, all the realtors should join together to create a single directory for available residential properties for sale, a single directory for available residential properties for rent and a single directory for available commercial properties for sale or rent. This would eliminate a lot of duplication of dueling individual company real estate directories, be more cost effective for realtors, and dramatically decrease the use of paper.
7. To reduce the use of paper in the hospitality industry, there should be a review of what types of papers are produced in which locations, then evaluate whether an electronic transaction could replace the paper transaction. This would also demonstrate the ingenuity of the region to tourists and impress them as to the commitment to operating with a minimum of paper wasted.

4.1.2 Reuse and Repair

In the waste composition charts, reusables appear to be a small percentage of the total waste stream. However, within several of the other categories, there may be a number of reusable items that are prominently made of one material type or another (e.g. ceramics, glass, metals, plastics). In a similar rural area of northern California, reusables comprised 6% of the materials discarded by generators.¹⁸ Reusables often produce the highest value materials and products recovered from discards.¹⁹ Many discarded items may be reused, depending on its condition and function. Nearly everything that is reusable could also be recycled, but usually for a much lower value. Reusable goods are useful to buyers either for their original intended purpose, or for a creative reuse function. For example, used wrought iron gates can be sold individually for hundreds of dollars, but their value is reduced to pennies on the dollar by treating them as scrap. Reuse operators are business people who specialize in attracting, receiving, organizing, and selling discarded reusable goods. Reuse operators vary in the amount of effort they take to upgrade their products by cleaning, sorting, organizing and/or repairing them. The average value of reusables (not including used clothing) could be as much as \$550 per ton.²⁰

One of the most visible reuse programs in the area is the "Free Box" in downtown Telluride. That should be expanded, organized and integrated with other reuse programs recommended in this Plan. Instead of spending up to \$50,000 per year to landfill materials inappropriately placed by the Free Box, some of those funds should be used to improve the maintenance and usability of the Free Box, and to fund the new programs recommended here. Any excess materials collected at the Free Box should be delivered to reuse operations elsewhere (e.g., the Resource Recovery Park or reuse operations in Montrose) to sort out where to distribute these valuable materials and products for their highest and best use.

¹⁸ Del Norte Resource Recovery Park Cluster Analysis, Del Norte Solid Waste Management Authority, prepared by Gary Liss & Associates, February 2001, Page 6.

¹⁹ Ibid, page 4.

²⁰ Source: Richard Anthony Associates, analysis of reusables value in Los Angeles, CA and Austin, TX, 2008.

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There should be a concerted effort to promote reuse and repair in the region with a web-based directory, other internet services (e.g., e-Bay, Craig's List and FreeCycle.org), garbage bill inserts, brochure and cooperative advertisements in tourist literature. Programs and services that should be promoted include:

- ◆ The donation of edible food to food-banks and other discarded food to animal-feed from restaurants and grocers.
- ◆ Local antique and thrift stores, repair shops (e.g. appliances, autos, furniture) and local electronic equipment, furniture and appliance resellers.
- ◆ Deconstruction services and used building materials stores in Montrose.

San Miguel County should adopt a free swap policy for reusables and household hazardous wastes at the County Transfer Station to provide a place for the community to share these goods at no cost.

There are a number of operations that collect and/or sell used clothing in the region (e.g., Pip's Consignment store in Telluride). The City could promote these operations, as well as include the collection of clean, bagged textiles in the residential recycling collection program (perhaps once a month or coinciding with Spring and Fall Cleanups). If the latter is done, the region should encourage the collaboration of existing textile recyclers with residential recyclers proposing services to the City, particularly for marketing of those materials.

One of the needs for existing used clothing retailers is to create more opportunities for sale of such clothing in traditional clothing stores. The TNCC should work with major retailers of clothing in the area to establish "Bargain Basement" sections of their stores where premium used clothes could be sold that would be supplied by existing thrift stores, with the profits from sales split between them. This would provide an expanded way for major retailers to highlight their Green attributes and sensitivity to the current economy, and forge a new partnership that truly provides greater social equity through support of local job-creating thrift businesses and nonprofits. A model for this might be the Nordstrom or Filene's Basement concept, coupled with the "Blue Hangar" of Goodwill stores in Austin, where those clothes that don't sell in the Goodwill stores get sold for pennies on the dollar in "lot" sales that support many local businesses. The latter is actually the most profitable cost center for this major network of Goodwill stores in Austin.

A similar concept should be pursued with other reusable products that are discarded. Used lumber, building materials and compost products should be marketed through major home repair, hardware stores and nurseries in the region. Used furniture should be marketed through furniture stores in the region. Used appliances should be marketed through appliance stores in the region. A whole network of repair and refurbishing businesses or nonprofits could be established to upgrade materials and products that are collected through large-scale reuse programs to attain a higher price in such retail activities. This is the model that Urban Ore uses in Berkeley, CA. Urban Ore specializes in large volume throughput of products through their system. Urban Ore estimates that they supply about 100-200 other local businesses and nonprofits (including many antique stores and specialty stores such as furniture manufacturers from used wood) that sell these products for added value. The other businesses and nonprofits add value

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through the way they polish, repair, manufacture, display and/or advertise items. Urban Ore should be requested to do training for the display and marketing of used building materials and other reuse operations.

One of the major roles that the TNCC should play to promote reuse is working with historic preservation advocates and those seeking to restore and reuse buildings, rather than deconstruct or demolish them. TNCC should work with Towns and the County to include “adaptive reuse” as a priority in City building standards for residential and commercial construction and to not allow the demolition of any building that is still functional.

The TNCC could help form a Reuse Collaborative with businesses and nonprofits throughout the region (including as far as Montrose). The function of the Collaborative should be to help in marketing all the materials and products collected through various reuse networks, and to help develop the above distribution system.

4.1.3 Organics

There are currently no collection programs for organics in the region. As organics represent 38% of all materials currently discarded, this is clearly the largest service gap that needs to be filled for the region to move towards Zero Waste.

A hierarchy for organics use²¹ should be considered that prioritizes the use of discarded food as follows:

- ◆ Prevent food waste
- ◆ Feed people
- ◆ Convert to animal feed and/or rendering
- ◆ Compost

Major generators of food scraps in the region include:

- ◆ Hotels, Lodges and Resorts
- ◆ Bars and Restaurants
- ◆ Groceries
- ◆ Festivals
- ◆ Schools
- ◆ Residents

Using Mammoth Lakes data, about 75% of the commercial food scraps are generated by hotels, lodges and resorts, and 24% by bars and restaurants. These are also the largest generators of paper (82% by hotels, lodges and resorts and 9% by bars and restaurants).

In addition, the Festivals generate a large amount of food scraps and compostable products. According to the above evaluation criteria, all three of these categories are very visible and therefore a high priority for

²¹ Based on recommendations of the CA Integrated Waste Management Board at: www.ciwmb.ca.gov/FoodWaste/

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focused attention. When you add in food-soiled paper to the mix of what could be composted, this needs to be the highest priority for implementation of all Zero Waste programs. As the value of the materials for composting is not as high as for other materials, the implementation of organics programs will require a strong public/private partnership with support from local nonprofits to develop the most cost effective program.

Commercial organics are estimated to be about 3 times as large an amount discarded as residential organics. Therefore, it is appropriate to focus first on implementing organics programs in the commercial sector. There are a number of approaches that should be pursued to accomplish that following the organics hierarchy noted above:

- ◆ Support local purchase of food and beverages to decrease carbon footprint associated with food services and increase local jobs and agriculture. Encourage purchasing of fruits and vegetables in season locally.
- ◆ Promote local food banks to help feed the needy. Encourage all bars, restaurants, grocers and other sources of discarded food to participate. Encourage businesses to highlight the donations they make to patrons.
- ◆ Demonstrate the use of an on-site composting system for lodges, hotels, resorts and ski areas that have sufficient room to dedicate a couple of parking spaces to such operations. By using on-site composters, food generators would reduce their cost of garbage collection and disposal by over 80%, and that avoided cost can be used to purchase the on-site composting system and expertise needed to operate them successfully.
- ◆ Encourage one or more service providers in the region to offer on-site composting systems for lodges, hotels and resorts that have sufficient room on a lease-basis like a garbage or cardboard compactor. The service provider should also provide training on how to use the composter, and maintain the composter in good operating condition. The service provider could also offer to “cure” compost off-site if desired, so that smaller units, or less number of units, are needed to process materials on-site.
- ◆ Encourage one or more service providers in the region to develop a composting program that can accept food scraps and food-soiled paper. To support that composting program, service providers should be able to charge a fee for the service, which should be less than the cost of garbage collection and disposal to provide an incentive for participation by food generating businesses. The start of such a system could be done on a subscription basis, with the service provider starting the service once it has subscribed a minimum number of customers to make it cost effective.
- ◆ Alternatively, the Town of Telluride and/or the Town of Mountain Village could require the participation of all food-generating businesses over a certain size to participate in a food-composting program by Ordinance, to get the program started.
- ◆ The service provider should obtain sufficient size or numbers of composting equipment to provide redundancy and backup to the system, so that reliability will not be a problem.
- ◆ Encourage home and restaurant vermiculture systems as alternatives for composting on-site (as recommended by ICLEI Sustainability Inventory)
- ◆ TNCC and Sunrise LLC applied together to the State of CO, Recycling Resources Economic Opportunity Grant Program for funding to purchase a composter for a Resource Recovery Center in the Industrial Park in Ilium Valley, approximately five miles from Telluride. On April 25, 2008, they

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were notified that this grant proposal would be funded. This will jump start the composting programs noted above with the seed capital needed to quickly implement this program.

- ◆ Provide shared chipping services in one of the following ways that have been offered by other communities:
 - 1) A central location open on Saturdays with a staff person there to chip yard trimmings brought in from residents, with chips provided back to the residents;
 - 2) A central location open for deposits of yard trimmings all the time, with a mobile chipper brought in periodically to chip the materials, and the chips then made available to users of the facility; or
 - 3) A mobile chipper operation, like arborists use, with residents having the option of yard trimmings left on the curb being taken away or left for them to use as mulch.

As the region continues to grow its tourist industry, the amount of discarded food and food-contaminated paper from the hospitality industry is also likely to grow substantially. As a result, there is a need for both residential and commercial organics collection programs that would collect yard trimmings, discarded food, and food-contaminated paper on a regular basis. The region should work to establish a residential program once there are one or more composting processing facilities in the region that can handle materials. The design of the residential collection program could collect

- ◆ Discarded food separately from yard trimmings, as done in Toronto, Italy and the Philippines
- ◆ Combined food and yard trimmings, as done in most locations that have started residential organics collection programs in California.

The weekly separate collection of discarded food from residents would be too costly to implement on its own. However, if rolled out with the proper rate incentives (see below) and a switch to every other week collection of rubbish, it should be economically viable. In Toronto they provide a 14-gallon Norseman locking container for each household to set out discarded food. That food is then taken to an enclosed digestion system, where methane gas is recovered as an energy source, and the “digestate” is then composted. Toronto collects rubbish every other week, as they no longer have to collect it weekly once the putrescibles (Food scraps) are collected at least weekly. Toronto is in the process of retooling its program to automate the collection of these containers with slightly larger containers (about 18-20 gallons). This is due to the large number of worker injuries from bending to get such a small container that is also very heavy. In Italy, they have pioneered collecting discarded food twice a week in smaller buckets. In the Philippines they organized residential separate collection of discarded food by “Barangays” or neighborhoods. Both Italy and the Philippines are using very low technology systems and reporting better efficiencies than the more high technology solutions developed in the U.S.

In the Town of Telluride, the Town was about to implement a new collection system with “Bear-Proof” containers. This is an excellent time for the Town to review its container and collection options more broadly, and to provide new containers that are designed to be *both* Bear-Proof and Green. The sooner the results are in from the commercial pilot organics programs, the quicker the Town may proceed with its new collection system and containers.

4.1.4 Paper

There are a variety of paper recycling programs in Telluride, including residential curbside and commercial recycling, paper recycling bins located sporadically throughout the downtowns of both Telluride and Mountain Village, and at the recycling drop-off at the San Miguel County transfer station in Norwood. However, 33% of the remaining waste is still comprised of recyclable paper products including office paper, newspaper and cardboard. As a result, it is clear that there is still a large gap in both services being provided, and, incentives to recycle more paper.

As a large source of paper is from the hospitality and real estate industries, efforts should be pursued to both reduce the use of paper wherever possible (see above), and to place far more paper or single-stream recycling containers at all points of public use or paper generation.

Every lodge should provide reusable bags to guests at registration with instructions listed on the bag to take single-stream recyclables to the designated common area at the lodge. Guests should be able to purchase extra bags with a Telluride logo at both registration desks and area stores. Guests that do not return their reusable bags at checkout should be charged for those bags (like mini-bars are charged at check-out).

Every public trash bin should also have at least a single-stream recycling container next to it. This is particularly important in areas of high visibility, such as in the downtown or core areas, in the ski areas, in the Gondola areas, at the Airport, and wherever public events and festivals are held.

In areas of high paper generation areas (e.g., where newspapers and real estate literature are on display), paper recycling containers should be placed right next to them. These public containers could be sponsored by the real estate industry, with advertisements on the sides of the containers (like bus shelters or benches are funded in some communities), as an alternative to getting their name out via paper directories.

4.1.5 Construction, Remodeling, Landclearing and Demolition Debris (C&D)

With the commitment of Telluride to its heritage buildings, the deconstruction and reuse of C&D debris could generate a number of business opportunities. Existing reuse operators (e.g., Construction Depot and Habitat for Humanity in Montrose) or others may want to partner with local businesses interested in expanding into this area. This expansion could be facilitated by policies adopted that encourage the deconstruction of buildings and the *reuse* of used building materials.

Similarly, local recyclers may be interested in expanding into more recycling of C&D debris, if policies are adopted that support it (see policies section below). Programs need to expand to provide separate 30 to 40-cy bins for single-stream recyclables, corrugated, gypsum, lumber, stumps and plant debris, concrete, asphalt, bricks, tile and mixed C&D debris at construction sites. Policies to require all projects over a certain size to meet waste diversion requirements should be pursued as recommended below. Education and training needs to be provided for all contractors, homebuilders and property managers to make sure they are aware of the policies and programs.

4.1.6 Other Recyclables

Metal cans are recycled primarily through local curbside recycling programs, and major scrap metal items are recovered primarily from C&D activities. As scrap metal prices have increased dramatically in the past year due to major industrialization of China and India, there may be new opportunities to collect and process metals that will be cost effective in today's markets that were never possible before. The region should request that their contracted waste haulers add scrap metals to the list of materials collected curbside, and from businesses. Policies establishing waste diversion goals for businesses would encourage increased recovery and recycling of metal and other recyclables.

Glass beverage and food containers are collected in curbside recycling programs and through commercial recycling programs. It is likely that a large amount of the remaining glass could be recovered through the implementation of a commercial program targeted to the hospitality industry (e.g. bars, restaurants and lodging).

Local recyclers do not collect all recyclable plastics. As plastics continue to proliferate in their uses, it is incumbent upon the region to either develop programs to recycle these materials, or develop policies that get retailers and producers to takeback the plastics used in their products and packaging.

4.1.7 Education and Outreach

Development and implementation of a public education program, for businesses, residents and visitors is critically important to expanding reuse, recycling and composting programs to achieve Zero Waste. A communications program should be developed after the design of new waste diversion programs and incentives. Implementation of the education program should begin in advance of the implementation of any new programs, policies and incentives. Communications with all aspects of the community is critical to the success of any new program or policy, including multiple languages, lots of signs and lots of graphics (given that people come here from all over the world). Trash and recycling containers throughout county should be color-coded (Blue = recycle, Green = organics, Black/gray = trash). Of great importance will be highlighting the links between Zero Waste and climate change, and to report on the climate change benefits of local Zero Waste actions.

A key target for Zero Waste education should be working with the schools in the area to adopt Zero Waste into curricula and to implement Zero Waste systems at all schools and administrative offices. Campaigns should include incentives and convenient programs that make it simple and easy for students, faculty and staff to participate. Ask students through Student Councils as to what incentives would be of most interest (e.g., first in line on a powder day or a day off from school). Seek celebrities to promote Zero Waste and make it "cool" or "hot" (depending on what generation is targeted). Class contests (as recommended by ICLEI Sustainability Inventory) with prizes could be patterned after Recyclemania, which is being conducted all across the country on college campuses.²² A Recycling or Sustainability Science Fair could be organized at the high school to highlight sustainability principles, challenges and

²² See: <http://www.nrc-recycle.org/recyclemania1.aspx>

opportunities.²³ Art and poster contests could also be used positively to promote Zero Waste. An international program, Odyssey of the Mind, that gives kids a problem to solve could be enlisted to promote Zero Waste, and encourage kids to participate in their contests.

Helping visitors to understand local recycling, which may differ from their hometown, needs to be an additional focus for the reuse, recycling and composting programs education and outreach programs. As part of that, there will be a need for on-going education of cleaning crews, as there is substantial turnover of employees.

4.2 Facilities

Before any new programs can be started, markets need to be identified for all the materials to be collected. The markets could be local businesses or nonprofits, or more distant ones. For products to be processed locally, the businesses or nonprofits may need to expand their existing facilities to handle more materials, or there may be a need to site new facilities. Local governments in the region should build upon the investments and capacity of existing operators before developing new facilities. In the event that existing operators are not interested or able to operate needed new facilities, local governments should actively solicit the participation of other potential operators locally, regionally and nationally.

4.2.1 Composting

The most important facility that is needed to move forward with Zero Waste in the region is an on-going composting facility. There are many ways that the program could be developed (as described above). Before any major new composting program can be started though, an on-going composting facility needs to be built somewhere.

Major progress has been achieved regarding this. The USEPA has awarded a grant to TNCC and Sunrise, LLC for a composter and a baler. Sunrise proposed to get a composter that is mobile, so that it may be moved on-site or to major festivals and events, as needed. Most of the time the composter will be located at the Ilium Valley Industrial Park, on a 3.85-acre site owned by Sunrise, LLC.

4.2.2 C&D Processing

There is a need to expand the C&D processing capacity in the region, particularly for commingled construction and remodeling materials, and mixed demolition materials. There are no available services to recycle pallets, drywall, and wood products, and those materials are currently landfilled.²⁴ Single items should be able to be recycled more readily in the future by those who provide the heavier processing capabilities as well.

²³ See the South Bay Business Environmental Coalition Science Fair as a good example, at: <http://sbbec.org/scifair.htm>. Also, ZERI fables provide great stories of sustainability principles at: <http://www.chelseagreen.com/2006/items/zeriset> or <http://www.zerilearning.org/>

²⁴ Source: Recycling Resources Economic Opportunity Grant Program, FY 09 Project Application, page 1.

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reuse matching services set up around the country, probably the best model is the LA Shares system. LA Shares works with schools and nonprofits throughout the LA City boundaries to identify what needs they have for usable products discarded as excess inventory by companies in the area. Nonprofits and schools give LA Shares their specific needs. When items become available from businesses discarding products, the nonprofits and schools “bid” on getting those items. The computer selects winning nonprofits and schools by a random number calculator. LA Shares then advises the nonprofits and schools who is donating the items, and the business and nonprofit or school make arrangements between the two of them to get the products being donated.

The LA Shares model could be replicated locally in the region. This would decrease the need for lots of warehousing capacity, and would be a great adjunct to one or more of the local reuse or recycling service providers in the region.

4.2.4 Resource Recovery Park

A Resource Recovery Park (RR Park) is a location where reuse, recycling and composting businesses co-locate to gain added efficiencies in operating, marketing and serving the public.²⁵ RR Parks are naturally evolving at many landfills and transfer stations in CA. Instead of just evolving, the concept of Resource Recovery Parks is to actually PLAN for that to happen, and design in price incentives with the way rates and fees are set, and to design in the proper flow of materials to encourage users to stratify their loads to drop reusables and recyclables off first, then compostables and C&D (which may require some tip fee to cover their costs), and then to dump any little amount of trash that they couldn't figure out how to sort out, last (with the highest costs for dumping that).

The Towns of Telluride and Mountain Village and San Miguel County should support the development of one or more Resource Recovery Parks (RR Park) in the region. As noted above, Sunrise LLC has proposed the development of such a facility in the Ilium Valley Industrial Park, less than 4 miles from Mountain Village.

The Towns and San Miguel County should support the development of the Sunrise RR Park (and possibly others that are complementary) by: supporting requests for grants and loans for activities there as promoting the public purposes of pursuing Zero Waste in the region; providing low-cost loans or grants for site improvements if needed to supplement or match grant programs; deferral of property taxes in the first 10 years as would be done in urban renewal areas; adopt the location into official plans for the region, including Solid Waste, Sustainability and General Plans; and generally to endorse, provide technical assistance and promote the Park.

The Sunrise RR Park could co-locate collection and processing for organics, reusables and recyclables not currently processed in the region. The RR Park should aggregate, segregate and distribute reusable products at wholesale prices to supply reuse stores throughout the region. The RR Park could also include retail sales of used building materials, used furniture and appliances, and compost products and a free swap program for appropriate household hazardous wastes (e.g. paint and garden supplies) and

²⁵ See Resource Recovery Park case study written by Gary Liss & Associates at:

<http://www.ciwmb.ca.gov/Publications/LocalAsst/31001011.doc>

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reusable products. The RR Park could also tie in with local schools and nonprofits to donate products needed.

Sunrise has full support from local governments and the local ski area to develop the RR Park at the Ilium Industrial Park. With funding from grants and private investments, Sunrise will be able to divert from landfills: Ferrous and non-ferrous metals; Wood waste (from construction debris, tree debris, pallets, and like products); Drywall; Yard and food waste; and Traditional recyclables (including plastic, tin, aluminum, glass, and paper).

4.2.5 Transfer Stations

The existing recycling bins at the County Transfer Station require more frequent collection or greater capacity so that there is more room for recyclables dropped off by residents on the west side of the County.

Depending on what services are developed by Sunrise, either Waste Management's Transfer Station and/or the San Miguel County Transfer Station could also be expanded to include some attributes of a RR Park. San Miguel County is particularly well placed to assist in the collection of manure from the County Fairgrounds, which is located across the street.

The Towns of Telluride and Mountain Village could also transfer the wastes they collect in Public Works projects at either Waste Management's or the County's Transfer Station. This would decrease their hauling costs, time and environmental impacts considerably from current practices. Once the RR Park is operating, the Towns should recycle as much of the materials they collect from Public Works projects as possible at the RR Park.

4.2.6 Landfills as a Last Resort

Why discuss landfills in a Zero Waste Action Plan? Because the policies and economics that govern landfills will impact on the perceived cost effectiveness of alternatives to landfilling, such as waste reduction, reuse, recycling and composting. In addition, although Zero Waste is the goal, it will not be achieved overnight, and therefore well-designed and operated landfills should be viewed as a scarce resource to be optimized and conserved as much as possible.

Landfills generally are also one of the largest contributors to greenhouse gas emissions in North America, and many landfills have leaked toxics underground to neighboring properties, causing major liabilities for the owners.

As a result, it is critically important for the region to work actively with Montrose County to make sure that all landfills used by residents and businesses in the region meet the highest environmental standards, and reflect their full past, present and reasonably anticipated future costs in their user fees.

Specifically, Montrose County should incorporate into the user fees for its landfills:

- Capital and operating costs (including site acquisition costs)

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- Liability for contamination and cleanup of existing sites
- Current and future gas and leachate collection systems
- Current and future gas and leachate monitoring costs
- Closure and post-closure costs, including a commitment to perpetual maintenance and cleanup of the landfills (like a cemetery), to make sure that those costs are planned for and budgeted over the life of the operating facilities.
- Long-term liabilities from future contamination due to leaks of gas or leachate by setting aside dedicated funds or obtaining insurance to cover the long-term liability of perpetual maintenance and cleanup of all County landfills.

Ideally, Montrose County should also develop new processing capabilities at their landfills that pre-process all wastes before burying them to recover all recyclables remaining in the waste stream and leach out all toxics and gases so that they bury only materials tested to be inert. This is the approach taken in Halifax, Nova Scotia²⁶ and the European Union (in their 1999 Landfill Directive).

If all the above costs were factored into user fees charged today, the total cost to users of the Montrose County landfill system would more appropriately reflect the value of the landfills, its potential impacts on climate change, and provide sufficient funds to ensure that there are no problems with leaking of gas or leachate in the long-term. If Montrose County is concerned about the costs to its residents and businesses, as owner and operator of their landfill, they could charge higher fees on users outside of the County, to at least assure that their County residents don't subsidize the broader region's costs for landfilling. Under recent US Supreme Court decisions, such differential fees are likely to be upheld.

San Miguel County should work through regular intergovernmental meetings with Montrose County to adjust its landfilling costs to reflect these concerns and other opportunities for regional collaboration detailed in this ZWAP. Once a firm estimate is developed by Montrose County of what the landfilling costs should be to reflect all of the above factors, that estimate should be viewed as the basis for the region to evaluate what is "economic" to do with regard to waste management and recycling in the region. That would reflect the current costs and potential liability to the City from past and present practices.

Although this seems counter-intuitive to support the raising of rates, it is one of the key actions needed to adjust the economics locally to reflect the long-term consequences of landfilling wastes. This would also encourage more waste reduction and recycling activities. However, because only 20% of the costs of any solid waste or recycling system is in the disposal costs, the overall rates for the region's solid waste system would not necessarily increase that dramatically. In fact, once these price signals are adjusted correctly, it is quite possible there will be enough of an incentive for residents and businesses to reduce their total amount of materials discarded for landfilling, that their total costs for solid waste and recycling services may not increase that much, because they will be throwing away fewer valuable resources and reinvesting them in the local economy.

4.3 Policies and Incentives

Benefits to businesses from decreasing wasting include:

- ◆ Reducing their liabilities - Every ton buried in a landfill remains the responsibility of the generator, under Federal Superfund law. If there are any problems with the landfills used (e.g., from leaks of gas

²⁶For more info on that, get the videotape made by Paul Connett entitled *Nova Scotia: Community Responsibility in Action*, 2001, 30 minutes. To order copy, go to <http://www.grm.org/Cart/description.php?II=8&UID=20031023202806209.165.52.156>

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or liquids), the attorneys involved will send a bill to everyone who ever used that facility, proportionate to the amount generated.

- ◆ Increasing their efficiency – When sustainability audits are conducted for businesses documenting all the energy, materials and products they buy to create their own products, they find that nationally only 6% is used for producing products, and 94% is wasted.²⁷
- ◆ Improving their Green standing – This is of increasing importance to customers, employees and shareholders for companies. By reducing wasting, businesses find they can increase customer and employee loyalty and demonstrate leadership in the Triple Bottom Line to their shareholders.

Telluride's Ordinance requires businesses to pay for recycling services, whether they use them or not. Although that Ordinance provides a stable revenue stream for the recycling service provider, it has not been successful in getting businesses to recycle. In addition, the Towns of Telluride and Mountain Village need to restructure their garbage rates so that reducing wastes will also reduce total waste management costs for residents and businesses. This can be done by adding fees, surcharges and/or taxes to wasting activities, and in the approval of rates proposed by waste haulers under contract to the Towns.

The Telluride and Mountain Village Ordinances should also obtain reports from all waste and recycling haulers in the region to set a clear baseline and for measuring progress. Haulers already keep detailed records to maintain their billing system. The key is establishing a reporting system to the Towns and County that ensures that proprietary information is not disclosed publicly. The reporting Ordinance need to be clear as to what type of information is required and include an enforceable system of reporting this data on an equal basis for all operators in the system. All haulers of waste and recyclables (including the Towns of Telluride and Mountain Village and San Miguel County) should track every pickup they do. The waste tracking policies should require annual reporting of the volume of materials collected from businesses and the total amount of waste and recyclables collected each day from residential, commercial and institutional generators.

There are many policies and incentives that have been adopted by other communities that could be used to assist the region in achieving Zero Waste. Those include economic incentives and disincentives, challenges to generators of waste to reduce and recycle their wastes, retail product sales and landfill bans, and policies that would hold retailers and/or producers physically or financially responsible for the products and packaging that they produce. In communities that have achieved high rates of waste diversion, these tools are used incrementally to influence the marketplace, with voluntary approaches and partnerships tried first before more challenging policies are adopted. However, businesses also need to know that the City is committed to the goal of Zero Waste before they invest substantial resources in changing their operations. Therefore, the most critical policy of all is for the City to adopt its Zero Waste goal, and ask all stakeholders in the community to participate in working towards the goal, to achieve it, or darn close, by the target deadline.

The following policies and programs complement each other, and provide an integrated system that is logically consistent and makes economic sense. The priority for the region's Zero Waste policies and

²⁷ Source: Gil Friend, Natural Logic, email on May 11, 2008, gfriend@natlogic.com, www.natlogic.com

incentives should be to restructure rates and fees to provide a clear price signal to reward those who waste less and recycle more. The region should also work with neighboring regions to adopt policies that will also keep recyclable materials (e.g. C&D debris) from being landfilled. In the event that significant progress is not made towards the goal of Zero Waste after adoption of the following policy options, the region should further consider other policy options that are available, such as more aggressive bans, mandates and EPR policies.

4.3.1 Adoption of Zero Waste Policies

1. The Town Councils of Telluride and Mountain Village and the County of San Miguel should adopt the Zero Waste Resolution proposed in Appendix A.
2. To ensure that Zero Waste is included in all elements of regional planning, Zero Waste should also be incorporated as a guiding principle of local Town and County General Plans the next time they are updated.
3. Zero Waste goals should also be adopted in zoning law and other regulations to identify appropriate locations for needed facilities and infrastructure.

4.3.2 Policies and Incentives for Waste Generators

1. The structure of the Telluride garbage and recycling contract structure needs to be revised. It reflects the historical availability of services instead of current operations. Now that there are two major waste haulers that offer recycling services in the area, the Towns should **require businesses to subscribe for at least an equal amount of recycling service as garbage service, but not require them to pay their waste hauler for recycling service. Require businesses to source separate all materials designated by the City.** Designate all materials recyclable that are collected by the residential curbside recycling program. **Rates for business recycling services should be offered at a 50% discount (at a minimum) from garbage rates.** All multi-family dwellings and lodging should be provided recycling services as part of their core garbage rates, without an extra charge.
2. The Towns should add the collection of materials from all waste and recycling receptacles to their contract. The Towns should require their contractors to purchase more recycling receptacles (that meet Town specifications for quality signage and compatibility with waste receptacles). Recycling receptacles should be located immediately adjacent to every garbage receptacle throughout the region.
3. Currently local policy limits the length of waste contracts to no more than 3 years. That policy should be adjusted to allow for longer term contracts that enable haulers to fully amortize costs of containers and collection equipment (e.g., Contracts of the local power utility are limited to 10 years). If that can't be done under CO law, then the Towns should agree with contractors on a contract clause that passes the unamortized costs forward for the next contract to cover, regardless of who is selected. That could be as simple as putting a condition in the next Request for Proposals (RFP) that unamortized costs of equipment should be included as part of their proposal, and that the title for that equipment will be transferred at the end of the contract to the new contractor.

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4. Ask businesses to meet a goal of Zero Waste for greater efficiency and sustainability of the local economy. Work to achieve Zero Waste Business Principles adopted by the GrassRoots Recycling Network.²⁸ TNCC provide training in these Zero Waste Business Principles and technical assistance on how to achieve them. TNCC provide other outreach, educational materials and recognition to businesses adopting Zero Waste (e.g., Zero Waste Decals for windows of Zero Waste Businesses diverting over 90% of their waste). TNCC also provide waste audit tools and technical assistance to businesses (including identifying specific recycling options for individual businesses).
5. Garbage rates for residents should include the cost of curbside recycling and organics collection and processing. Where multiple levels of solid waste service are offered, there needs to be a large gap between single-family residential rates for these different service levels to provide the most incentive to recycle. The cost for single-family residential services should be the same for each 30 gallons of garbage service. Once food scraps are able to be collected from residents, an every other week option for rubbish service should be offered to provide a greater incentive to reduce waste. Once expanded recycling and composting services are offered, at a minimum, the Towns should require their solid waste contractors to offer more than just 95-gallon solid waste service. Efforts underway in Telluride to eliminate 65-gallon service options due to difficulty in getting containers out every week while there are heavy snows in winter, should only be implemented as part of an every-other-week RUBBISH service, once food scraps composting is offered weekly (or residents document they are composting on-site).
6. As more processing capabilities are developed in the area, additional materials should be added to the residential curbside recycling service. Contractors should also leave promotional materials, and then warnings to residents to make sure they are aware of what types of materials can be recycled in the residential collection system. Contractors should require residents to pay for additional garbage service if they repeatedly contaminate their recyclables, to make sure the overall system works as planned.
7. One prospect for an environmental mitigation fee would be a transfer tax on the transfer of wood burning permits in the area. If the Towns charged 10% upon the transfer of ownership of such permits, they could generate a significant amount of revenue.

4.3.3 Retailer and Producer Responsibility

1. Be a strong advocate for Extended Producer Responsibility (EPR) legislation and programs regionally and statewide to encourage producers and retailers to takeback their products and packaging and reuse, recycle or compost them. Support the formation of Colorado Product Stewardship Council composed only of representatives of local government to clearly address this “unfunded mandate.”

²⁸ See: <http://www.grrn.org/zerowaste/business/>

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2. Encourage businesses and institutions to take back products & packaging sold in area that are toxic in their manufacture, use, or disposal, and/or are difficult to recycle in the area.²⁹ Develop a web-based directory of all those who will takeback products and promote that widely.
3. Solicit industry-sponsorship of facilities to receive household hazardous wastes and difficult to recycle materials that are not taken back to producers or retailers in the area.³⁰
4. Work to obtain legal authority and regional cooperation to ban problem products and packaging or require businesses and institutions to take back designated products and packaging sold in region.

4.3.4 Policies and Incentives for Recyclers

1. Identify and involve existing businesses and nonprofits that could provide reuse, recycling and composting services. Build on existing private and nonprofit reuse, recycling and composting operations to minimize public investments.
2. Facilitate and/or provide equipment, containers, land, building space and financing support to make reuse, recycling and composting more economic, including help from market partners (e.g., providing balers and containers). Encourage manufacturers of recycled content products to locate in the region. Target such manufacturers as priorities for economic development by the Towns and San Miguel County.
3. Expedite permitting of reuse, recycling and composting facilities by letting project developers to go to the head of the line in the permitting process.
4. The Towns and San Miguel County should adopt environmentally preferable purchasing specifications in public projects and as conditions of land use permits for major new commercial developments. TNCC should develop specifications for the use of compost or mulch in public projects and the Towns and San Miguel County should require all new major developments to use compost or mulch in their landscaping. TNCC should also work with the Farmers Cooperative to develop pilot programs targeting specific crops and demonstrating enhanced yields with less water and chemicals from the use of locally generated compost products.
5. Require all private haulers collecting wastes and recyclables from businesses to track the amount of waste and types of recyclable materials collected from each business, and make that information available upon Town request. Information reported should be readily available, such as volume of materials collected by type (i.e. waste, type of recyclable) and tons sent for processing or disposal. The ICLEI Sustainability Inventory recommended "Adopt a consistent system for tracking landfilled, incinerated, composted, and recycled waste by material type with uniform and frequent reporting by all waste service providers."
6. Require recycling at all Construction, Demolition, Landclearing and Remodeling projects and require deposits be left for major projects over 10,000 square feet in gross floor area.³¹ Require all

²⁹ The City of Ottawa Ontario developed a voluntary takeback program that publicizes businesses that voluntarily accept products they sell from their customers, which engenders customer loyalty and appreciation for their corporate responsibility.

³⁰ like the Center for Hard to Recycle Materials (CHaRM) in Boulder, CO.

private developers, construction and demolition contractors, waste haulers and others handling these materials to report the quantities diverted and disposed to the Towns.

4.3.5 Policy and Incentives for Waste Haulers

1. Develop 7-year contracts with up to 3-year extension for solid waste and recycling services contracted by the Towns of Telluride and Mountain Village to allow for amortization of containers and equipment needed to provide Zero Waste services.
2. Add fees, surcharges or taxes for waste hauling, transfer and disposal to internalize external costs and make it more economic for reuse, recycling and composting. Waste Management already pays the Town of Telluride for billing services. The Town could add additional fees that could be collected as part of that billing process. Although the unit rates for garbage disposal will be higher, increased waste diversion programs will decrease the number of tons requiring such disposal.
3. Work with Montrose County to add landfill surcharges to help fund reuse, recycling and composting programs recommended in this Zero Waste Action Plan and to provide greater incentives and a funding source for alternatives.
4. Adopt a Zero Waste environmental mitigation fee for all solid waste haulers to pay as a percentage of their gross receipts to help fund reuse, recycling and composting programs recommended in this Zero Waste Action Plan and to provide greater incentives and a funding source for alternatives.
5. Adopt a Zero Waste surcharge for all public and private solid waste transfer stations in San Miguel County to help fund reuse, recycling and composting programs recommended in this Zero Waste Action Plan and to provide greater incentives and a funding source for alternatives. Encourage coordination between Waste Management Transfer Station and Sunrise Resource Recovery Park for the public to bring source separated materials to the Resource Recovery Park, and only solid waste to the Transfer Station. At the San Miguel County Transfer Station, provide wider range of boxes for reused and recycled materials once additional processing services are developed in the region. Then receive at no charge or set lower rates for clean, source separated materials at the San Miguel County Transfer Station.
6. Work with Mountain Village to move the Transfer Station in core area to area in front of parking structure (or other more appropriate location). Add one or more on-site composters to that Transfer Station to compost food scraps and food-contaminated paper from restaurants, the Convention Center and lodges in the Mountain Village core area.
7. As recommended by the ICLEI Sustainability Inventory, work with Montrose County to ban the disposal of recyclable materials such as construction & demolition (C&D) debris at landfills, once recycling systems are in place in San Miguel County.

³¹ The towns of Telluride and Mountain Village and San Miguel County have all recently passed, or are in the process of passing, Green Building Codes that will encourage and require reusing and recycling building products. This proposed C&D ordinance would go beyond the requirements of the Green Building Codes to also ensure that the necessary C&D recycling infrastructure is developed.

8. Work with San Miguel and Montrose Counties to ban toxics, recyclables and compostables from transfer stations and landfills as facilities to more appropriately handle those materials are developed.

4.4 Proposed Zero Waste Budget

After review of the local solid waste, reuse and recycling system, there are a number of services that stand out from all the other recommendations as critical to moving forward with the Zero Waste goal in this region:

- ◆ **Composting** - A composting facility is needed to compost all organics, including yard trimmings, food scraps and food-soiled paper
- ◆ **Resource Recovery Park** - More efficient recycling operations are needed to process reusables and recyclables from the region, including recyclables from construction and demolition debris, ideally in a Resource Recovery Park design
- ◆ **Solid Waste System Redesign** - Garbage contracts, rate structures and services provided need to be revised to provide incentives to all involved to move to Zero Waste (as detailed above).

To move forward to implement the Zero Waste Plan, the region needs to address these issues as priorities. The purchase of a baler and composter for the Sunrise Resource Recovery Park would enable the Telluride region to dramatically address two of these key challenges. This would reduce the region's carbon footprint by not only reducing volumes of waste but by reducing the miles traveled to haul waste to the closest landfills in Montrose County. The Resource Recovery Park would divert an estimated 50% of waste currently being hauled to the Broad Canyon Landfill, located in west Montrose County (over 50 miles away) and to the Montrose Landfill (over 75 miles away).

Expanding the capability of the Sunrise Resource Recovery Park with new equipment will likely produce two to three new jobs and an additional three to eight jobs at full build-out of the Center. The baler will allow Sunrise to produce marketable sized bales of recyclables, which will be competitive in the industry, potentially reducing the overall cost of curbside recycling.

The third challenge needs to be addressed by leadership provided by TNCC, working with staff at the Towns of Telluride and Mountain Village and San Miguel County. This will require someone full-time to work on these and outreach and education functions identified for TNCC in this Plan.

In March 2008, TNCC and Sunrise LLC jointly applied to the State of Colorado for a grant from the Recycling Resources Economic Opportunity Grant Program. In May 2008, the State notified TNCC and Sunrise that they had been awarded the grant. As a result, a majority of the funding to initially implement this Plan has already been arranged by TNCC.

The only remaining funding that needs immediate attention is funding of a full-time staff for TNCC. Similar to the recommendations of the ICLEI Sustainability Inventory, staffing is the critical element that will enable all of the different pieces of this Plan to begin to be implemented in a methodical and efficient

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way. It is recommended that the Towns of Telluride and Mountain Village and San Miguel County jointly fund this staffing for TNCC, and incorporate the costs of that staffing into their solid waste budgets or funding from the garbage system (e.g., through one or more of the fees recommended to be charged above).

Properly designed avoided collection and disposal costs can become the economic engine that drives the system to Zero Waste. Direct disposal cost savings alone at \$50/ton³² could generate up to \$450,000 each year for the region to offset expanded costs of Zero Waste initiatives, once those savings are factored into economic evaluations. The value of the materials currently disposed is over \$330,000 each year³³. If each of the materials were recovered completely and not thrown away, the benefit to the region would be the combination of the value and avoided disposal costs, or close to \$780,000 each year. This represents the budget for implementing Zero Waste in the region.

If the region could implement all the programs and policies recommended in this ZWAP for less than \$780,000 per year, it would be environmentally and economically much more sustainable. It would also become a beacon of hope for all those visiting the area as bright as the first electric streetlights in the nation that Telluride pioneered last century.

By adjusting policies as recommended, the Towns of Telluride and Mountain Village and San Miguel County can help everyone benefit that eliminates and recycles waste, and let those who choose to waste pay higher fees for those services. The local governments can have major impacts in defining what is economic, through the policies adopted in Ordinances, contracts, permits, zoning, and rate structures.

Once retailers and/or producers assume responsibility for their difficult to recycle products and packaging, the costs of reuse, recycling and/or composting will be incorporated within the purchase price of the products. This essentially becomes a self-funding system, and is one of the most powerful opportunities that exist to move towards Zero Waste.

As the Zero Waste Plan is implemented, other local business people may like to invest in new ventures outlined in this Plan, or may self-finance the expansion of new reuse, recycling and/or composting services by diversifying existing unrelated businesses.

Socially responsible investors would be interested in investing in projects like the Resource Recovery Park and new reuse, recycling and composting ventures. There is strong interest in investments in sustainable development and Zero Waste certainly qualifies as a tool to achieve a sustainable local economy. Adopting Zero Waste as a goal will also distinguish the region from most other communities at this point in time, which will immediately attract more interest and attention for outside funders to support the region's initiatives, as already demonstrated by the State funding that has been approved.

The Social Venture Network (www.svn.org) is where socially conscious entrepreneurs meet, teach, support and create new ventures. The Business Alliance for Local Living Economies

³² Based on \$8/cubic yard, the current rate paid for disposal of waste from the public in Montrose.

³³ See Table 1.

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(www.livingeconomies.org) was established by the Social Ventures Network to not only help on sustainable development projects, but also to develop programs that encourage the reinvestment in local communities. Other socially responsible investors can be identified through a variety of sources, including:

- ◆ Investors Circle (www.Investorscircle.net)
- ◆ Green Biz Com (www.greenbiz.com)
- ◆ Institute for Local Self-Reliance (www.ilsr.org)
- ◆ Center for New American Dream (www.newdream.org)
- ◆ Business for Social Responsibility (www.bsr.org)
- ◆ CERES (www.ceres.org)

There are many foundations that are particularly interested in funding Sustainable Development. The Environmental Grantmakers Association (www.EGA.org) has a Sustainable Consumption and Production Committee that is composed of many foundations around North America that are funding such initiatives.

Funding is also available from the federal and state governments, as part of environmental protection, pollution prevention, economic development, agriculture, forestry and climate change initiatives.

TNCC's Zero Waste Coordinator should work with the Towns of Telluride and Mountain Village, San Miguel County and other local stakeholders to develop and submit proposals for project funding as one of their priority tasks.

Table 3 highlights the costs that are envisioned initially to implement this Zero Waste Action Plan.

Table 3 - Costs to Initially Implement Zero Waste Action Plan

Costs	RREOF Grant	Other Sources
Composter/Processor	\$65,000	
Baler	\$80,000	
Solid Waste System Redesign		\$45,000 (for TNCC staff, including benefits)
Education/Marketing		\$5,000 (for TNCC materials)
TOTAL	\$145,000	\$50,000

4.4.1 Zero Waste Coordinator

To ensure the effective and efficient delivery of Zero Waste programs, the Towns of Telluride and Mountain Village and San Miguel County should jointly hire a Zero Waste Coordinator in TNCC. This position could be created on a contract basis (one-year term). The Zero Waste Coordinator will be responsible for implementation of the programs outlined in this ZWAP respectively for the region, with the priorities detailed in the position's scope of work. It is recommended that the person hired have at least 3 years experience in the field of waste reduction and recycling, with preference given for local

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experience and knowledge. The position should be filled by someone who is particularly familiar with sustainability initiatives, in addition to their background in waste reduction. In addition, the successful candidate should be familiar with reuse, recycling and composting program implementation, as well as the concept of Resource Recovery Parks. Excellence in communications will also be a key attribute for this important position. Knowledge of grants and solid waste system funding would also be important.

4.5 Implementation Schedule for Priorities

Table 4 details a proposed implementation schedule for the priority tasks detailed in this Plan.

Table 4 - Implementation Schedule for Priorities

Tasks	Completion Date	Deliverable	Person Responsible
1) Sunrise purchase baler	Sept. 1, 2008	Equipment in operation	Sunrise
2) Sunrise purchase composter	Sept. 1, 2008	Equipment in operation	Sunrise
3) Sunrise hire staff and expand its Resource Recovery Park in Ilium Valley	Sept. 1, 2008	<ul style="list-style-type: none"> • Expanded center and site • New jobs 	Sunrise
4) Work with local festivals and food service businesses to join in new compost and recycling programs	On-going	<ul style="list-style-type: none"> • Number of festivals and events participating in recycling/compost program • Festivals to report on amount of trash/compost diverted 	TNCC with support of local governments
5) Work with local landscapers and garden centers to use compost and mulch materials.	May 1, 2009	<ul style="list-style-type: none"> • Quantity of compost available to local landscapers, gardeners 	Sunrise LLC and TNCC
6) Create a drop-off site at Resource Recovery Park targeted to residents in region without curbside recycling.	Jan. 1, 2009	<ul style="list-style-type: none"> • Completion of drop-off site • Drop-off site policies and rate structure, if necessary • Educational materials regarding drop-off site use 	Sunrise and TNCC
7) Solid Waste System Redesign - TNCC will work with local governments to increase reuse, recycling and composting through redesign of rate structures, incentives and other policies	May 1, 2009	<ul style="list-style-type: none"> • New recycling rate structure • Incentives for recycling/composting • Mandatory recycling requirements • Mandatory tracking requirements for trash haulers, recyclers, and Festivals 	Local Governments, TNCC

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<p>8) TNCC will create an education program for community residents, businesses and visitors about reuse, recycling, composting and Zero Waste programs and policies.</p>	<p>May 1, 2009</p>	<ul style="list-style-type: none"> • Educational materials • Press releases • Information on website • Public meetings/educational workshops • Contacts with event/festival organizers • Contacts with food service providers • Contacts with construction businesses 	<p>TNCC</p>
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Appendix A – Model Zero Waste Resolution

WHEREAS, the placement of materials in waste disposal facilities, such as landfills and incinerators, is costly to taxpayers, causes environmental damage, wastes natural resources, and transfers liabilities to future generations; and,

WHEREAS, a resource management-based economy will create and sustain more productive and meaningful jobs; and,

WHEREAS, through the application of innovative policies, programs and facilities, virtually all resources can be recovered; and

WHEREAS, government is ultimately responsible for leading by example and establishing policies needed to eliminate waste, and

WHEREAS, the Telluride, Mountain Village and San Miguel Zero Waste Action Plan dated July, 2008, details how to eliminate waste and pollution resulting from landfilling our resources.

THEREFORE, be it resolved that the Council of the _____ [Town of Telluride, Town of Mountain Village or County of San Miguel] supports the adoption and implementation of the Zero Waste Action Plan, dated July, 2008 and endorses a Zero Waste *or Darn Close* ³⁴Goal by 2025, with interim goals of 50% diversion of solid waste from landfills and incinerators by 2011 ³⁵ and 75% diversion by 2018³⁶.

³⁴ “Darn Close” means diverting over 90% of the region’s waste from landfills and incinerators compared to the base year in which the Plan was adopted.

³⁵ Assuming that is 1 year after the start of the next solid waste and recycling contract

³⁶ Assuming that is 1 year after the start of the following solid waste and recycling contract

Newspaper	5.2%	-57	10.1%	245	6.5%	87
White Ledger	0.6%	-7	0.5%	11	0.6%	8
Color Ledger	0.1%	-1	0.1%	1	0.1%	1
Computer Paper	0.0%	-0	0.0%	0	0.0%	0
Other Office Paper	1.3%	-14	0.5%	13	1.1%	14
Magazines and Catalogs	2.0%	-22	1.8%	45	2.0%	27
Phone Books and Directory	0.3%	-3	0.8%	19	0.4%	6
Other Miscellaneous Paper	4.6%	-50	5.2%	126	4.8%	64
Remainder/Composite Paper	8.2%	-89	7.7%	186	8.1%	108
Glass	3.1%	-34	6.5%	158	4.0%	54
Clear Glass Bottles and Containers	1.6%	-17	3.2%	78	2.0%	27
Green Glass Bottles and Containers	0.5%	-5	1.3%	31	0.7%	9
Brown Glass Bottles and Containers	0.7%	-7	1.3%	31	0.8%	11
Other Colored Glass Bottles and Containers	0.0%	-0	0.0%	0	0.0%	0
Flat Glass	0.0%	-0	0.1%	1	0.0%	0
Remainder/Composite Glass	0.4%	-4	0.7%	16	0.4%	6
Metal	4.3%	-47	5.5%	134	4.6%	62
Tin/Steel Cans	1.4%	-15	1.3%	32	1.4%	18
Major Appliances	0.0%	0	0.0%	0	0.0%	0
Other Ferrous	1.0%	-11	1.5%	35	1.1%	15
Aluminum Cans	0.4%	-4	0.4%	10	0.4%	5
Other Non-Ferrous	0.3%	-3	0.3%	8	0.3%	4
Remainder/Composite Metal	1.3%	-14	2.0%	48	1.5%	20
Plastic	8.7%	-95	9.1%	221	8.8%	118
HDPE Containers	1.0%	-10	1.5%	36	1.1%	15
PETE Containers	0.6%	-6	0.8%	18	0.6%	8
Miscellaneous Plastic Containers	0.8%	-9	0.8%	19	0.8%	11
Film Plastic	4.2%	-46	4.3%	103	4.2%	56
Durable Plastic Items	1.0%	-11	0.8%	21	1.0%	13

Remainder/Composite Plastic	1.2%	-13	1.0%	24	1.1%	15
Other Organic	45.7%	-497	43.1%	1,045	45.0%	602
Food	17.4%	-189	27.2%	660	20.0%	268
Leaves and Grass	12.7%	-139	4.2%	101	10.5%	140
Prunings and Trimmings	3.3%	-36	0.3%	8	2.5%	34
Branches and Stumps	0.1%	-1	0.0%	0	0.1%	1
Agricultural Crop Residues	0.0%	0	0.0%	0	0.0%	0
Manures	0.0%	0	0.0%	0	0.0%	0
Textiles	2.6%	-29	2.0%	48	2.4%	33
Remainder/Composite Organic	9.5%	-103	9.4%	229	9.5%	127
Construction and Demolition	5.5%	-60	1.5%	37	4.5%	60
Concrete	0.3%	-3	0.0%	0	0.2%	3
Asphalt Paving	0.0%	-0	0.0%	0	0.0%	0
Asphalt Roofing	0.0%	-0	0.0%	0	0.0%	0
Lumber	1.7%	-19	0.6%	15	1.4%	19
Gypsum Board	0.8%	-8	0.1%	1	0.6%	8
Rock, Soil and Fines	1.7%	-18	0.2%	4	1.3%	17
Remainder/Composite Construction and Demolition	1.0%	-11	0.7%	17	0.9%	12
Household Hazardous Waste	0.3%	-3	0.4%	9	0.3%	4
Paint	0.2%	-2	0.3%	6	0.2%	3
Vehicle and Equipment Fluids	0.0%	-0	0.0%	0	0.0%	0
Used Oil	0.0%	-0	0.0%	0	0.0%	0
Batteries	0.1%	-1	0.1%	2	0.1%	1
Remainder/Composite Household Hazardous	0.0%	-0	0.0%	0	0.0%	0
Special Waste	0.8%	-9	2.4%	58	1.2%	17
Ash	0.0%	-0	0.1%	3	0.1%	1
Sewage Solids	0.0%	0	0.0%	0	0.0%	0
Industrial Sludge	0.0%	0	0.0%	0	0.0%	0

Treated Medical Waste	0.0%	-0	0.0%	0	0.0%	0
Bulky Items	0.5%	-5	0.2%	5	0.4%	5
Tires	0.1%	-1	0.8%	19	0.3%	4
Remainder/Composite Special Waste	0.2%	-2	1.3%	32	0.5%	7
Mixed Residue	5.1%	-56	0.8%	20	4.0%	54
Mixed Residue	5.1%	-56	0.8%	20	4.0%	54

MAMMOTH LAKES: 1999 Overall Commercial Waste Stream Sorted by Percent of Waste Stream for MAMMOTH LAKES ³⁹

Material Type	Annual Tonnage	Disposal	Percent of Stream	Commercial
<u>Food</u>		1,518		29.8%
<u>Newspaper</u>		539		10.6%
<u>Remainder/Composite Paper</u>		471		9.2%
<u>Uncoated Corrugated Cardboard</u>		301		5.9%
<u>Film Plastic</u>		238		4.7%
<u>Other Miscellaneous Paper</u>		212		4.2%
<u>Clear Glass Bottles and Containers</u>		187		3.7%
<u>Brown Glass Bottles and Containers</u>		143		2.8%
<u>Remainder/Composite Organic</u>		139		2.7%
<u>Leaves and Grass</u>		126		2.5%
<u>Textiles</u>		98		1.9%
<u>Remainder/Composite Plastic</u>		84		1.6%
<u>Magazines and Catalogs</u>		77		1.5%
<u>Other Ferrous</u>		75		1.5%
<u>Remainder/Composite Construction and Demolition</u>		72		1.4%
<u>Prunings and Trimmings</u>		71		1.4%
<u>Green Glass Bottles and Containers</u>		69		1.4%

³⁹ Source for this solid waste data: <http://www.ci.wmb.ca.gov/wastechar/wcabscm.asp>

<u>Durable Plastic Items</u>	62	1.2%
	49	1.0%
<u>HDPE Containers</u>	46	0.9%
<u>Lumber</u>	44	0.9%
<u>Phone Books and Directory</u>	43	0.8%
<u>Tin/Steel Cans</u>	43	0.8%
<u>PETE Containers</u>	39	0.8%
<u>Paper Bags</u>	37	0.7%
<u>Remainder/Composite Metal</u>	33	0.6%
<u>Mixed Residue</u>	32	0.6%
<u>Computer Paper</u>	31	0.6%
<u>Miscellaneous Plastic Containers</u>	28	0.6%
<u>Other Office Paper</u>	27	0.5%
<u>Remainder/Composite Glass</u>	23	0.5%
<u>Aluminum Cans</u>	21	0.4%
<u>Rock, Soil and Fines</u>	17	0.3%
<u>Tires</u>	16	0.3%
<u>Other Non-Ferrous</u>	11	0.2%
<u>Bulky Items</u>	10	0.2%
<u>Gypsum Board</u>	10	0.2%
<u>Manures</u>	8	0.1%
<u>Concrete</u>	6	0.1%
<u>Asphalt Paving</u>	5	0.1%
<u>Color Ledger</u>	5	0.1%
<u>Flat Glass</u>	3	0.1%
<u>Remainder/Composite Special Waste</u>	2	0.0%
<u>Batteries</u>	1	0.0%
<u>Other Colored Glass Bottles and Containers</u>	1	0.0%
<u>Major Appliances</u>	1	0.0%
<u>Paint</u>	0	0.0%

<u>Remainder/Composite Household Hazardous</u>	0	0.0%
	0	0.0%
<u>Vehicle and Equipment Fluids</u>	0	0.0%
<u>Branches and Stumps</u>	0	0.0%
<u>Asphalt Roofing</u>	0	0.0%
<u>Used Oil</u>	0	0.0%
<u>Sewage Solids</u>	0	0.0%
<u>Industrial Sludge</u>	0	0.0%
<u>Treated Medical Waste</u>	0	0.0%
<u>Agricultural Crop Residues</u>	0	0.0%

Appendix C – Excerpts from ICLEI Sustainability Inventory 2006 regarding Waste⁴⁰

"In 2003 the [San Miguel Regional Recycling] Task Force developed guidelines for summer festival promoters. Several of the major festivals have adopted these guidelines and in several cases gone farther in this effort. The Telluride Bluegrass Festival, and the Blues and Brews Festival are the two largest to adopt the guidelines. With attendance numbering between 8,000 to 12,000 daily, this has significant potential toward reducing waste. The goal is to persuade more festival and event organizers to adopt the guidelines. The guidelines are outlined below:

Green Festival Guidelines

Goal: To reduce the consumption of virgin materials.

To reduce the amount of waste generated.

To get the highest environmental return for our dollar.

Festivals which wish to promote their festivals as "green" will try to adhere to the following guidelines.

- Do not offer for sale or give away bottled water – provide a stand where festival goer can fill up their own containers.
- Use post consumer waste to produce programs.
- Provide bins where festival programs can be recycled.
- Include in all programs "green" festival guidelines.
- Any festival with a "beer booth" will use mugs with post consumer recycled content, mugs that are recyclable, or mugs that will be reused by the festival organizers at future events. Discarding of mugs will be discouraged through a required deposit.
- Do not put festival specific information on mugs so that they can be used at future events.
- Increase education of festivalgoer regarding waste reduction and recycling.
- Provide recycling of glass, aluminum, and #1 and #2 plastics at all campgrounds.
- Food booths use biodegradable serving items.
- Publish an "approved green" list for all supplies that vendors use.
- Provide a manned recycling area inside the festival grounds.
- Use biodiesel whenever possible to run generators.
- Purchase "green" power for the event."...

⁴⁰ From:

<http://www.sanmiguelcounty.org/pls/portal/docs/PAGE/SMCWEBSITE/TABNEWS/SMC%20FINAL%20SUSTAINABILITY%20INVENTORY.PDF>

“RECOMMENDATIONS

- Set a community goal to reduce solid waste generation by a certain percentage. Stimulate participation through a contest created by youth in schools.
- Create a contest for re-use of disposable materials.
- Encourage home and restaurant business vermiculture composting systems. Hold a community workshop teaching citizens “how-to”. Sell vermiculture kits as a fundraiser.
- More easily accessed recycling services region-wide.
- Consistent tracking of recycling statistics between the county and town agencies to work on goals.
- With the help of local governments, continue to explore locations for a regional composting center; considering the possibility of two locations, one on the West end of the County and one closer to Telluride.
- Improve county-wide recycling by improving participation and finding more resourceful market destinations for materials.
- Research composting technology in similar climates in Europe.
- Investigate the benefits of instituting a plastic bag ban. Although no data is directly provided on this issue, nationally plastic bags are a significant and growing part of the waste stream and a significant source of litter.
- Adopt a consistent system for tracking landfilled, incinerated, composted, and recycled waste by material type with uniform and frequent reporting by all waste service providers.
- Increase opportunities for community recycling by implementing curbside recycling where feasible throughout the county, increasing the number of community recycling drop-off locations and material types collected.
- Develop a local recycling transfer station to collect recyclables and improve the economic viability of shipping them out of the community.
- Follow Seattle’s lead and ban the inclusion of recyclables in waste sent to landfill or incineration.
- Establish a goal for reducing total community and municipal solid waste sent to landfill as well as target diversion rates.
- Create strict disposal guidelines and salvage/re-use requirements for commercial and residential construction.
- Utilizing the San Miguel Regional Recycling Task Force, develop a newsletter to provide regular communication with residential and commercial recyclers on changes in regional recycling programs, reminders on how, when, and where to recycle, and other news worthy information such as special hazardous waste and electronics disposal events.”

See full Sustainability Inventory at: <http://www.telluridevision.org/DocumentView.asp?DID=14>.

Mountain Village, Telluride and San Miguel County Zero Waste Action Plan

To expand the C&D processing infrastructure, there needs to be a larger demand for the services. In many communities they are adopting C&D ordinances to stimulate that demand. Assuming the policies recommended below are implemented, then the existing recycling operators should be able to justify investment in new equipment to process more commingled and mixed materials. These should be operated in properly zoned areas, preferably heavy industrial, to be compatible with their neighbors.

Sorting, grinding, and baling equipment are needed at one or more recycling facilities in the area, especially for the commingled and mixed materials. Mobile or portable sorting lines can be obtained for \$200,000 - \$500,000, depending on whether new or used, and the amounts and types of materials targeted for sorting. Grinding equipment is more expensive, but initially could be found used for several hundred thousand dollars to get facilities off the ground. Baling equipment can be obtained for \$50,000 - \$500,000, again depending on whether new or used, and the amounts and types of materials targeted for sorting.

C&D processing facilities also need to handle all types of used building materials identified in the programs discussion. The used building materials reuse and recycling could be located at the C&D processing facilities, adjacent to existing home repair and hardware stores, or as standalone locations like the Construction Depot and Habitat for Humanity ReStore in Montrose.

A way to move forward most easily in the region would be to build on the existing facilities in Montrose, and encourage people who commute for jobs in Telluride or Mountain Village that live in Montrose to haul reusable products to Montrose for marketing through the existing infrastructure that has been set up. That would jump start the flow of materials, provide immediate outlets for those materials in the San Miguel County region, and help Montrose commuters offset their increasingly costly commute costs by adding a new service in backhauling these products to markets.

Similarly, the region has not been a major supplier of used metals to Recla Metals in Montrose in the past. One or more of the region's recyclers should develop a stronger relationship to recycle metals with Recla Metals, as one of the largest recyclers in the area.

4.2.3 Reuse

Probably the biggest needs for **facilities** for reuse are warehousing functions that could help absorb the ebb and flow of products that are collected prior to distribution. The extent of the warehousing needs depends on how many players get involved in the reuse and recycling of products. If the decentralized ideas suggested above take hold, then there may be only a small need for a general warehouse function that could be leased out on a spot basis as needed to help in the ups and downs of market conditions. This could be done at the Resource Recovery Park proposed below, or another location.

In addition, the amount of warehousing needs could be decreased dramatically by an effective computerized matching service for materials reuse or resale. Although there have been many materials

**CHAPTER 8.01
RESIDENTIAL REFUSE and RECYCLING**

Sections:

- 8.01.005 Purpose
- 8.01.010 Definitions
- 8.01.020 Removal Generally
- 8.01.030 Construction Sites
- 8.01.040 Recyclables
- 8.01.050 Handling and Collection Requirements
- 8.01.051 Residential Refuse and Recycling Materials Responsibility
- 8.01.052 Residential Refuse Collection Services
- 8.01.053 Residential Recycling Collection Services
- 8.01.054 Residential Premises Excluded from Service
- 8.01.060 Collection Charges
- 8.01.070 Delinquent Payment
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- 8.01.100 Accumulation and Failure to Remove
- 8.01.110 Tree Trimmings and Yard Clippings
- 8.01.120 Special Refuse
- 8.01.130 Burning Refuse
- 8.01.140 Containers Required
- 8.01.150 Wildlife-Resistant Containers

CHAPTER 8.01

GARBAGE AND REFUSE (CONT.)

Sections:

8.01.170 Dumpsters

8.01.180 Penalties

8.01.005 Purpose

On October 16, 2008, the Mountain Village Town Council adopted a resolution of meeting the goals of Zero Waste by 2025. The resolution established the Town Council's goal of reducing the placement of materials in landfills, encouraging a resource management-based economy, and to have government lead by example and establishing policies needed to eliminate waste.

An important component of meeting the goal of Zero Waste is to establish volume-based pricing for refuse disposal that encourages residents and businesses to reduce waste through increased recycling of paper products, glass, metal, plastics, and other materials as local markets develop in the future.

The Mountain Village Town Council mandates that town approved recycled materials shall not be placed in residential refuse containers.

8.01.010 Definitions

The definitions set out herein apply throughout this Section 8.01.

- A. Aluminum. Aluminum cans used to hold beverages, foil, and containers for prepared foods.
- B. Commercial Premises. Property whereon there is a building, or part thereof, which is used for purposes other than as a dwelling or a home occupation incidental to a dwelling. Including commercial buildings or commercial establishments therein, whether for profit or non profit, including but not limited to, buildings or establishments used for retail, wholesale, industrial manufacturing, dining, offices, professional services, automobile services, hotel and motels, restaurants, shipping and receiving areas, and notwithstanding the foregoing, premises whereon any single structure contains four (4) or more dwelling units. "Compost" means what would be garbage and any other decaying substance, whatever the source, but which, due to the compost owners intent to use for horticulture the residue from the decaying process, cannot be called waste.
- C. Corrugated Cardboard. Paper in which a portion has been made to have a wavy surface (alternating ridges and grooves) and is placed between two (2) flat surfaces and which is commonly used to form cartons.
- D. Dwelling. A permanent building, or portion thereof, which is used as the private residence or sleeping place of one (1) or more persons, but not including hotels, motels, tourist resorts, resort cabins, clubs or hospitals.
- E. Garbage. Refuse from decay able animal or vegetable wastes resulting from the handling of food.
- F. Glass. Includes all glass products, bottles and jars.

- G. Homeowners' Association. Any covenant-controlled community containing (3) or more residential property owners, which includes a lawfully constituted and operational board or other similar entity which is empowered to enforce the community' s recorded covenants and which has the power to impose assessment for its services which, if unpaid, may be made a lien on the property.
- H. Newspaper. Newsprint-grade paper, inexpensive machine-finished paper, which is printed and distributed to the public, not including magazines, slick paper or telephone books.
- I. Nonprofit Organization. An established organization or foundation dedicated to public service or culture including, but not limited to, religious, educational and health care functions. Federal, state and local governmental establishments are considered non profit organizations for the purposes of this Chapter. This term shall include civic clubs, youth groups and extra-curricular school organizations.
- J. Non-recyclable Material. Garbage rubbish and any other materials which are not designated as recyclable materials by the Town.
- K. Poly Cart. A generic term meaning a large-volume rectangular plastic refuse container which has metal handles and wheels.
- L. Recycling Materials. Those materials, goods, and items deemed as recyclable by the Town of Mountain Village through administrative rules approved by the Town Council.
- M. Recycling. All forms of materials, goods and items that are approved for recycling by the Town of Mountain Village.
- N. Recycling Collection Services. The collection of recycling materials in a town provided recycling container(s). The collection, transport, and deposit of the recycling materials at the town' s designated recycling facility will be provided by the town, its contractor or town licensed operator.
- O. Recycling Collection Services. The collection of recycling materials in a town provided recycling container(s). The collection, transport, and deposit of the recycling materials at the town' s designated recycling facility will be provided by the town, its contractor or town licensed operator.
- P. Recycling Container. A Town of Mountain Village owned container(s) provided for residential recycling services.
- Q. Recycling Materials. Those materials, goods and items deemed as recyclable by the Town of Mountain Village through administrative rules approved by the Town Council. Residents will receive written notice of any changes in materials to be recycled.

- R. Refuse. Any form of waste material, junk, garbage, rubbish, trash, or foreign substance.
- S. Refuse Container. For those persons subject to the Town' s residential refuse collection service, a wheeled cart suitable for mechanical lifting with a lid for containing and setting out refuse for collection in sizes of approximately 32-gallons, 64-gallons, and/or 96gallons. Containers will be owned and provided by the Town of Mountain Village. For all other persons, refuse container means a metal or other non-absorbent container equipped with a tightly fitting metal or non-absorbent lid. Refuse containers shall meet industry standards for "Bear Proof".
- T. Residential Premises. Premises whereon all structures are used only for dwelling purposes and any home occupations incidental thereto.
- U. Residential Refuse Collection Services. The collection and transportation of refuse from sources other than industrial or commercial establishments, multifamily residences of three 3) or more units, or homeowners' associations which provide their residents curbside refuse and single-stream recycling collection services.
- V. Senior Citizen. Any human being who is sixty- five (65) years of age or older.
- W. Special Event. An outdoor gathering such as a concert, conference, or festival.
- X Special Refuse. The following kinds of refuse: refuse that is explosive, combustible or hazardous; refuse which is contagious; dead animals; automobiles, tires, grease, oil, hydraulic fluid; grease from a commercial restaurant; refrigerators, freezers; and wet paint.
- Y Wildlife. Any non-domestic mammal indigenous to the San Miguel Region, including but not limited to black bear, mule deer, elk, raccoon, coyote, beaver, skunk, badger, bobcat, mountain lion, porcupine and fox.
- Z. Wildlife-Resistant Enclosure. A fully-enclosed structure of sufficient design and strength to prevent access by wildlife. The enclosure shall be erected only after receiving approval from the Town Design Review Board (DRB)
- AA. Wildlife-Resistant Container. A heavy duty, animal-resistant Poly Cart with an attached lid or fully-enclosed metal container (dumpster) with a metal or cage lid. The lid must have a locking mechanism that prevents access to the contents by wildlife. Containers must be approved by the Town Manager or his or her designee. (Ord. 01-07 § A(1-22), 09-06 § 2)

8.01.020 Removal Generally

Every person who produces or accumulates any refuse and the owner or any premises whereon there is refuse and or recyclable material shall remove it from the Town within a reasonable time after its production. A "reasonable time" shall not exceed two (2) weeks. (Ord. No. 01-07 § B(1))

8.01.030 Construction Sites

- A. Whenever work which requires a Building Permit is being performed on any premises, the owner of the premises and the person performing the work shall remove from the Town within seven (7) days all the refuse which is produced. Within seven (7) days after the completion of the work, the owner of the premises and the person who performed the work shall remove from the Town all refuse on the premises. "Refuse," as used in this Section includes plaster, cement or concrete, bricks, cinder blocks, stones, wood, roofing material, wire, and metal binding, sacks, or any other construction material which is not used in the construction work.
- B. The Building Department may, from time to time inspect premises whereon work is being performed pursuant to a Building Permit. If the Building Department reasonably believes that any refuse on such premises would be an unpleasant sight to a reasonable observer viewing it from any place not on the premises, or constitutes a hazard to the health or safety of any person, the Building Department shall notify, in writing, the owner and/or person generating or accumulating the refuse to remove the refuse from the Town within seven (7) days. No person so notified shall fail to remove such refuse within the time provided. Each day of such failure constitutes a separate offense. Moreover, such refuse, if not remove within seven (7) days of the receipt of the written notice, constitutes a public nuisance and will be dealt with under applicable law. (Ord. No. 01-07 § B(2), 01-07 § E(8))

8.01.040 Recyclables

- A. Town approved recycled materials shall not be placed in residential refuse containers.
- B. No refuse, compost or garbage shall be placed in any recycling receptacle provided by the Town or its designated recyclable material collection agent.
- C. Recyclable materials placed at a designated location for collection in any recycling receptacle provided by the Town are the property of the Town or its designated recyclable material collection agent.
- D. Nothing in this Section is intended to prevent any person from donating or selling recyclable materials from his or her refuse.
- E. It shall be unlawful for any person to place, locate, establish, maintain, leave or otherwise make available any recycling receptacle which is in public view in the Town for the purpose of collecting discarded recyclable materials; provided, however, that in the case of charitable undertakings by a bona-fide nonprofit organization, the Town shall be authorized to approve the temporary location and use of recycling receptacles. (Ord. Nos. 01-07 § C(11), 09-06 § 1)

8.01.050 Handling and Collection Requirements

- A. The Town may after posting notice according to the Charter, declare that the Town will provide refuse and/or recyclable material collection service commencing no sooner than fifteen (15) days from the date of notice. The Town may declare that such collection service will be provided for commercial premises only, for residential premises only or for both commercial and residential premises. The Town may proclaim, in writing, any reasonable collection regulations. The regulations shall have the force of law. The Town may after giving fifteen (15) days notice, declare a cessation of the Town's refuse and/or recyclable material collection.
- B. The Town may negotiate a refuse and/or recyclable material collection and disposal contract with any qualified person or entity so long as the contract does not give that person or entity the right to exclude other qualified persons or entities from also providing refuse and/or recyclable material collection service within the Town. Such a contract shall not become effective until ratified by the Town Council.
- C. Nothing in this Chapter shall prohibit any person from contracting for or hauling their own refuse and recycling materials provided such refuse and materials are collected and disposed of in conformity with all applicable town rules and regulations.
- D. The Town, upon seven (7) days notice, posted in accordance with the Town's Home Rule Charter, may announce the establishment of changing of refuse collection days and the number of collections per week. The Town may announce different days and numbers of collection days per week for different classes of refuse and or recyclable material collection customers (such as commercial or residential).
- E. Special Event: Outdoor Special Event sites shall be kept free from the accumulation of refuse edible by wildlife. Refuse must be collected from the grounds at the close of each day's activities and shall be deposited in wildlife-resistant containers or enclosures or be removed to an appropriate disposal site.
- F. Residential Refuse Handling and Collection
 - 1. Prior to being deposited for collection, all refuse shall be drained of liquid and be wrapped tightly and sealed in paper or plastic to prevent spillage. Refuse containers shall be maintained in a clean, sanitary manner.
 - 2. Refuse containers for those subject to the towns residential refuse collection services, shall be provided by the town or its contractor as described in Section 6 Town residential refuse collection services.
 - 3. Refuse containers shall be kept off the driveway, access drive, street, curb, sidewalk and all other public ways, except **for the period beginning 12:00 noon on the day prior to collection and ending 9:00 p.m. on the day of collection.** Refuse container lids shall be closed and locked when placed for collection. The town limits the time period for refuse to be placed out for collection due to the attraction of bears and other animals. (Ord. 2011-02 § 3C)
 - 4. No person shall place, leave, deposit or dispose of any refuse on any street, alley or other public place, or on any private property, unless the refuse is wholly

contained within a proper refuse container for collection. Any accumulation of refuse in violation of the ordinance is declared a nuisance and is prohibited.

5. Household hazardous waste and electronics shall be disposed of as set forth in the San Miguel County disposal guidelines.
6. It shall be unlawful for any person to bury, or burn refuse anywhere within the town.

G. Residential Refuse and Recycling Collection Services Program Supervision, Accounting and Budgeting

1. The department of public works shall be responsible for supervision of the Town's refuse and recycling program.
2. The finance director shall segregate residential refuse and recycling service expenditures and revenues from the general fund expenditures and revenues and provide a general accounting for the expenditures and revenues. For each budget cycle, a projection of residential refuse and recycling collection services expenditures and revenues shall be made as part of the town budget process.

H. Residential Recycling Handling and Collection

1. All recycling materials shall be drained of liquid before being deposited for collection.
2. Recycling containers for those subject to the towns recycling services shall be provided by the town or its contractor as described in Section 7 Town residential recycling collection services.
3. No person shall place, leave, deposit or dispose of any recycling materials on any street, alley or other public place, or on any private property, unless the recycling materials are wholly contained within a recycling container. Any accumulation of recycling materials in violation of the ordinance is declared a nuisance and is prohibited. (Ord. Nos. 01-07 § B(3-5), C(4,8,10), 09-06 § 3, 4, 9, 11)
4. Refuse containers shall be kept off the driveway, access drive, street, curb, sidewalk and all other public ways, except **for the period beginning 12:00 noon on the day prior to collection and ending 9:00 p.m. on the day of collection.** Refuse container lids shall be closed and locked when placed for collection. The town limits the time period for refuse to be placed out for collection due to the attraction of bears and other animals. (Ord. 2011-02 § 4D)

8.01.051 Residential Refuse and Recycling Materials Responsibility

- A. Refuse and recycling materials shall be gathered, deposited, disposed of, and placed in the manner provided for in this Chapter by the owner, tenant, or occupant of the property, or the agent or contractor of any of the foregoing, and each of the foregoing persons may be held jointly and severally liable for any violation of this Chapter.
- B. It shall be unlawful for any person to set out or allow to be set out, deposited, or stored for collection any refuse or recycling materials other than that which has accumulated from the regular residential use of the premises upon which such refuse or recycling materials are set out, deposited, or stored for collection. (Ord. No. 09-06 § 5)

8.01.52 Residential Refuse Collection Services

- A. The town, its contractors, or town licenses operators shall furnish residential refuse collection services as provided in this Section for all residents within the town, except those specifically excluded in Section 8.01.054.
- B. All refuse shall be placed in refuse containers as provided in Section 8.01.050 by the owners, tenant or occupant of each residence. Containers shall be placed in the driveway, access drive adjacent to the street of each residence on a schedule established by the town. For residents selecting a garage side pickup, the containers shall be placed next to the garage in a location approved by the hauler and town.
- C. Bulk refuse material not collected as part of the town's collection services, as designated by the town, shall be removed by arrangement with town's residential refuse collection services provider, another town licensed operator, or the resident in accordance with Section 8.01.050. Neither the town, or its contractors or licensed operators shall have any obligation to collect or transport any refuse not in a proper container or any containers not properly placed for collection. (Ord. No. 09-06 § 6)

8.01.53 Residential Recycling Collection Services

- A. The town or its contractors shall furnish residential recycling collection services as provided herein for all residents within the town, except those specifically excluded by Section 8.01.054.
- B. All recycling shall be placed in recycling containers as provided in Section 8.01.050 by the owner, tenant or occupant of each residence. Containers shall be placed in the driveway or access drive adjacent to the street of each residence on a schedule established by the town. For residents selecting a garage side pickup, the containers shall be placed next to the garage in a location approved by the hauler and town. (Ord. No. 09-06 § 7)

8.01.054 Residential Premises Excluded from Service

- A. Except as otherwise provided in this Ordinance, the Town shall not provide residential refuse or recycling collection services to the following sources:
 - 1. Premises requiring special equipment or containers;
 - 2. Homeowners' associations that provide their residents curbside refuse and recycling collection services. However, homeowners' associations may participate in the Town's residential refuse and recycling collection program, subject to the requirements set forth in this Ordinance. (Ord. No. 2010-23 § 8)

8.01.060 Collection Charges

- A. When the Town is providing refuse and/or recyclable material collection service pursuant to Section 8.01.050, the provisions set out in this Section are in effect.

- B. The owner of record of the premises is primarily liable to the Town for refuse and/or recyclable material collection charges. The occupant of the premises, if different from the owner, is also liable.
- C. Town Council shall, by resolution, establish the fees to be imposed for residential refuse and recycling collection services. The fees may be combined into one fee and shall be imposed on all town residents receiving town water service not excluded from this provision pursuant to Section 8.01.080 regardless of whether the town's residential refuse and recycling collection services are actually utilized by such resident. The fees shall be billed in conjunction with the charge for town water service and such fees shall be due and payable at the same time and place as the charge for water.
- D. The fees for residential refuse and recycling collection services and the charge for water service are hereby declared to be parts of one debt to the town insofar as the same affect any one owners, tenant or occupant, and the refusal or failure to pay any part of such debt for any period of service shall be sufficient cause for the town to avail itself of any or all remedies as set forth and in accordance with the provisions of Section 8.01.070 of this Chapter; provided however, that water service shall not be disconnected for nonpayment of the collection services fees, and delinquent collection services fees shall not be recorded or certified as a lien against the property except in the manner allowed to judgment creditors generally for civil judgments entered upon a civil action for collection of debt.
- E. Basic refuse and recyclable material collection charges shall be billed for a one (1) month period in advance. Any special pickups shall be billed for in the month following the special pickup. Bills are payable not more than twenty (20) days from the statement date which appears on the bill.
- F. Past due amounts shall accrue interest, compounded daily at a rate of eighteen percent (18%) Per year, beginning with the thirty-first day, the date appearing on the bill being counted as the first day. The Town Treasurers Office shall, not less than once a year, evaluate the interest rate set in this section and shall recommend to the Town council an increase or decrease in the rate. The Town Council may from time to time by resolution, alter that interest rate.(Ord. Nos. 01-07 § D(1-6), 09-06 § 10)

8.01.070 Delinquent Payments

- A. If the bill for collection services has not been paid by the due date, the Town may elect any one (1) or more of the remedies set out in this Section, as well as any others that are available under the law. The Town declares that the remedy set out in Section 8.01.070(D) below is the least desirable due to administrative costs and the potential health hazards and the detriments to aesthetics from possible accumulation of uncollected refuse.

- B. Personal Collection. The Town may proceed against the owner and or occupant of the premises, in person, for the unpaid balance plus ten percent (10%) for administrative costs plus interest.
- C. Property Lien. Unpaid delinquent charges shall constitute a lien on the real property to which collection service was made available. If ownership of the property changes the new owner shall be deemed to have had notice of the lien for all unpaid collection charges. The lien shall survive the transfer of ownership. The Town may enforce the lien by collecting those charges against the real property of the new owner. If the Town chooses to enforce the lien, it may foreclose its lien in the manner provided by Colorado law for the foreclosure of liens against real property. The lien in this Section is a first and prior lien taking priority over all other liens except pre-existing government tax liens.
- D. Service Termination. If the Town believes that termination of service will result in the prompt payment of delinquent charges and the resumption of service, the Town may proceed to terminate service as set out in this Section. The Town shall by mail or personally, give notice of termination of services to both the owner and occupant of the premises. The notice shall state:
1. The amount due (plus an additional Twenty Dollars (\$20) for collection costs);
 2. The date of termination, which shall be fifteen (15) days from the issuance of the notice of termination; and
 3. That a Twenty Five Dollar (\$25) fee will be added for terminating service, and another Twenty Five Dollar (\$25) fee for recommencing service.

If by the date set for termination, the Town has not received the complete payment of amounts due, the Town may then terminate services and add the fees and surcharge mentioned above, to the outstanding bill. Refuse collection service charges shall continue to accrue during such discontinuation of service for delinquency. The Town shall promptly reinstate collection service upon the complete payment of the delinquent bill, fees, collection costs and accrued interest. (Ord. No. 01-07 § D(7-10))

8.01.080 Exemption from Charges

- A. Any person who contracts to have the refuse on specified premises collected by a professional refuse hauler other than the person providing refuse collection service under contract with the Town under Section 8.01.050, may apply to exempt the premises from refuse collection charges which would otherwise accrue by complying completely with the following requirements:
1. The person shall file a notarized copy of the contract with the Town Treasurer's Office;
 2. The contract shall contain a full and adequate description of the premises to which the hauler will be providing refuse collection service;
 3. The contract shall require the hauler to collect and dispose of all refuse on the premises no less frequently than one (1) time per week;
 4. The contract shall contain a provision mandating notification by the applicant or hauler to the Town of the cancellation or expiration of the contract.

- B. If the Town Treasurer's Office finds that all of the requirements of Section 8.01.080(A) are fulfilled, an exemption from any Town refuse collection service charges will be issued to the premises.
- C. If for any reason the privately contracted professional refuse hauler ceases to provide collection services or commences to provide fewer than one (1) refuse collection per week to any premises having an exemption under this Section, the person who applied for the exemption, and the owner and occupant of the premises, shall immediately notify the Town Treasurer's Office of this fact. If the Town has at any time reasonable grounds, including such notice to the Town Treasurer's Office, to believe that any premises with an exemption are receiving fewer than one (1) refuse collection per week by a professional hauler, or that refuse collection from the premises is insufficient to fulfill the premises owner's responsibilities under this Chapter, the Town shall revoke the exemption by mailing notice of revocation to the owner of the premises. Such revocation shall be without prejudice to a new application for exemption. Upon such revocation, the Town Treasurer's Office shall commence billing the premises for any Town refuse collection service charges accruing. Such charges shall commence as of the first week when inadequate or no privately contracted professional refuse collection service was provided to the premises.
- D. A senior citizen, as defined in this Chapter, who has filed a notarized affidavit with the Town Treasurer's office attesting that his or her income is less than Twenty Thousand Dollars (\$20,000) per year for a single person or less than Twenty-Five Thousand Dollars (\$25,000) per year for a married couple is exempt from collection charges.
- E. There shall be no exemption option for recyclable material collection services, except as set forth in Section 8.01.080(D). (Ord. No. 01-07 § B(6))

8.01.090 Uncontained Garbage and Compost

- A. Any accumulation of garbage which is not enclosed in such a refuse container as described in Sections 8.01.130 and 8.01.140, shall be considered a public nuisance if:
 - 1. Such an accumulation is visible or can be smelled from any place not on the immediate premises, and the sight or smell of such accumulation would be disagreeable, displeasing or sickening to a reasonable observer; or
 - 2. Such an accumulation, by attracting animals, insects or vermin, or by providing conditions favorable to the propagation of disease, constitutes a hazard to the health or safety of the community.
- B. Any aggrieved citizen of the Town may commence an action to abate such a public nuisance under applicable law.
- C. No owner or occupant of any premises shall permit thereon any accumulation of garbage which constitutes a public nuisance. Each day such an accumulation is permitted constitutes a separate offense.

- D. Nothing in this section prohibits compost accumulations. If however, from any place outside of the immediate premises, the smell or sight of any decaying matter in compost would offend a reasonable person, that compost shall be deemed garbage and hence refuse under this Chapter. Any compost which is deemed to be garbage is subject to the provisions of this Chapter. (Ord. No. 01-07 § E(1,2))

8.01.0100 Accumulation and Failure to Remove

- A. No person shall cause or permit the accumulation of any refuse or any recyclable materials on any commercial or residential premises except if that refuse or recyclable material is enclosed in such a refuse container or recycling receptacle as described in this Chapter or bundled as described in this Chapter. Each day of such accumulation constitutes a separate offense. The owner of any commercial or residential premises shall be deemed to have permitted the accumulation of all refuse or recyclable material which is found thereon.
- B. No person who owns or occupies any commercial or residential premises whereon there is any refuse or recyclable material, and no actual producer of any refuse or recyclable material, shall fail to remove the refuse or recyclable material from the Town, as required by this Chapter. It is not a defense to a prosecution under this section that the refuse or recyclable material was enclosed in refuse container. (Ord. No. 01-07 § E(3,4))

8.01.110 Tree Trimmings and Yard Clippings

Persons desiring the pickup of tree trimmings or yard clippings shall place the clippings inside the refuse containers on pickup days. Residents are encouraged to compost tree trimmings and yard waste, and not dispose of them as refuse. (Ord. No. 97-15 § C(9))

8.01.120 Special Refuse

No person shall place any special refuse, as defined in Section 8.01.010, or hot ashes, in any refuse container or recycling receptacle which is placed for pickup by any refuse or recyclable material collection service. (Ord. No. 01-07 § E(6))

8.01.130 Burning Refuse

No person shall burn any refuse within the Town limits, unless the refuse is paper or wood product and is burned in a woodstove or the person has a permit from the Town to burn refuse. (Ord. No. 01-07 § E(7))

8.01.140 Containers Required

- A. When the Town is providing refuse collection service pursuant to this Chapter, the provisions set out in this Section and Sections 8.01.150 and 8.01.160 apply.

- B. Containers shall be provided by the owner or occupant of all premises on which refuse and recyclable materials are produced, unless containers are provided by the Town or its authorized collection agent.
- C. Except for the period beginning 6:00 a.m. on the day of collection and ending 9:00 p.m. on the day of collection, no refuse container or recycling receptacle which the person uses or owns shall be located on a sidewalk or within a public right of way. Violation of this section will be dealt with under applicable law.
- D. No person, other than the user or authorized collector, shall molest, remove, handle, pilfer or otherwise disturb any refuse container or recycling receptacle or any contents thereof. Each person who is provided a recycling receptacle by the Town or its authorized collector shall use due care not to damage such receptacle, and shall not remove such receptacle from the premises.
- F. No person shall fail to provide, load and maintain refuse containers as specified within this Chapter, or fail to keep them closed. (Ord. No. 01-07 § C(1-2), E(5,9-10), 09-06 § 3)

8.01.150 Wildlife-Resistant Containers

- A. Any refuse container, regardless of size, that receives refuse which is edible by bears or other wildlife, shall be either (1) an approved wildlife-resistant refuse container or (2) a refuse container that is stored within a building, house, garage, or approved wildlife resistant enclosure, either of which shall be secured with a locking mechanism except when refuse and garbage are being deposited.
- B. The Town Manager may exempt non-complying containers if he or she approves, in the alternative, a refuse removal plan which prevents the accumulation of refuse edible by wildlife.
- C. The owner and/or occupant of any premises or business shall be personally liable for any unpaid balance due for wildlife-resistant containers which may be placed in service at the premises or business by the Town, in the case of non-compliance with this Section. Any unpaid violation of this Chapter by the owner and/or occupant, and the Town may proceed against such owner and/or occupant under Section 8.01.170. (Ord. No. 01-07 § C(3))

8.01.170 Dumpsters

- A. Dumpster Standards. Every dumpster shall be:
 1. Made of metal;
 2. Tightly closeable and kept closed;
 3. Maintained in clean condition and good repair;
 4. Freely maneuverable so that the collector can empty it without unreasonable effort; and

5. Placed and kept on a concrete pad or paved refuse pad as required by Section 8.01.160(B).
- B. Every person who owns a dumpster, and every person who owns, occupies or has control over any premises whereon a dumpster is located, shall place and keep the dumpster on a refuse pad which is located as required in this Section. The refuse pad shall be a concrete or paved level surface which is large enough so that the dumpster rests entirely within its circumference.
1. Location. The refuse pad required in this Section shall be located entirely on private property, easily accessible to the nearest roadway, such that the Town's contracted refuse collector, following a collection route, can without unreasonable effort collect the refuse from the dumpster placed thereon. No such refuse pad shall be located such that any dumpster placed thereon might obstruct a passageway.
 2. Enforcement. If the Building Department or Police Department finds that any dumpster is either located so as not to be entirely on a refuse pad or so as to be on a refuse pad which is unlawfully located, that department shall affix to the dumpster a written notice requiring that the violation be corrected within forty-eight (48) hours. If the violation has not been corrected within said forty-eight (48) hours, the Town shall order removal of the dumpster from wherever it is located and to relocate it in any place specified by the Town for storage of impounded dumpsters. For every dumpster impounded under this Section a fee of Twenty-Five Dollars (\$25) shall be charged for the removal of the dumpster, and a fee of Five Dollars (\$5) shall be charged for each day or part thereof during which the dumpster remains impounded or in the Town's custody. No dumpster impounded under this Subsection shall be released from impoundment or the Town's custody until the fees set out in this Subsection have been paid in full. (Ord. No. 01-07 § C (6-7))

8.01.180 Penalties

In addition to any other fees, penalties or charges set forth otherwise in this Chapter any person that violates the provisions of this Chapter shall be punished by a fine of not less than one hundred dollars (\$100.00) nor more than five hundred dollars (\$500.00) and up to ten (10) days in jail. (Ord. No. 09-06 § 15)

CHAPTER 8.02

COMMERCIAL RECYCLING AND REFUSE

Sections :

8.020.010 Purpose

8.020.020 Definitions

8.020.030 Refuse- handling and collection requirements

8.020.040 Recycling – handling and collection requirements

8.020.050 Refuse and recycling materials responsibility

8.020.060 Commercial refuse collection services

8.020.070 Commercial recycling collection services

8.020.080 Premises excluded from service

8.020.090 Refuse and recycling materials hauling requirements

8.020.100 Audits and Violations

8.020.110 Supervision, accounting and budgeting

8.020.010 Purpose

The purpose of this Chapter is to establish standards including volume based pricing for refuse disposal and encourage businesses to reduce waste through increased recycling of paper products, glass, metal, plastics, and other materials as local markets develop in the future while mandating that Town approved recycled materials not be placed in refuse containers. This purpose is an important component of meeting the Zero Waste goal.

8.020.020 Definitions

For the purposes of this Chapter, unless the context clearly indicates otherwise, the following words and terms shall have the following meanings:

- A. *Commercial Customer* (“Customer”) shall mean any premises utilizing collection services where an industrial or commercial enterprise is carried on, multifamily residences of seven (7) or more units, and homeowners’ associations.
- B. *Commercial Refuse Collection* shall mean the collection and transportation of refuse from industrial or commercial establishments, multifamily residences of seven (7) or more units, or homeowners’ associations.
- C. *Commercial Recycling Collection* shall mean the collection and transportation of recycling materials from industrial or commercial establishments, multifamily residences of seven (7) or more units, or homeowners’ associations.
- D. *Homeowners’ Association* shall mean any covenant-controlled community containing seven (7) or more residential property owners, which includes a lawfully constituted and operational board or other similar entity which is empowered to enforce the community’s recorded covenants and which has the power to impose assessment for its services which, if unpaid, may be made a lien on the property.
- E. *Notice card* shall mean a card that Providers give to customers who have included banned materials in their refuse containers or who have failed to properly sort their Recycling Materials.
- F. *Recycling Materials* shall mean all forms of materials, goods and items that are approved for recycling by local refuse and recycling collections service providers and the Town of Mountain Village and included in the Town “Recyclable Materials List”.
- G. *Recycling Collection Services* shall mean the collection and transport of recycling materials.
- H. *Recycling Container and Recycling Dumpster* shall mean a wheeled cart suitable for mechanical lifting with a lid for containing and setting out recycling for collection, or a metal or other non-absorbent and fly-tight container equipped with a tightly fitting metal or non-absorbent lid, or a specially-designed container to handle cardboard.

- I. *Recycling Materials* shall mean those materials, goods, and items deemed as recyclable by the local refuse and recycling collection service providers and the Town of Mountain Village through administrative rules approved by the Town Council. Commercial customers will receive written notice of any changes in materials to be recycled.
- J. *Refuse* shall mean any form of waste material, junk, garbage, rubbish, trash, or foreign substance.
- K. *Refuse Container and Refuse Dumpster* shall mean a wheeled cart suitable for mechanical lifting with a lid for containing and setting out refuse for collection, or a metal or other non-absorbent, bear-proof and fly-tight container equipped with a tightly fitting metal or non-absorbent lid.
- L. *Refuse and Recycling Enclosure* shall mean a Town-approved, covered area with walls to block from the public view, for storage and collection of refuse and recycling containers. Refuse enclosures shall be “animal proof” and kept closed and/or locked at all times to prevent animals and unauthorized users from entering.
- M. *Refuse Collection Services* shall mean the collection and transporting of refuse materials.
- N. *Refuse and Recycling Collection Services Provider* (“Provider”) shall mean a business that provides Commercial Refuse and Recycling Services to the Mountain Village community.
- O. *Town Plazas* shall mean Town-owned public property.

8.020.030 Refuse- handling and collection requirements.

- A. All Commercial refuse must be placed in a Refuse Container and/or a town-approved Refuse Enclosure for proper collection and transport by a Provider.
- B. Prior to being deposited for collection, all refuse shall be drained of liquid to prevent spillage. Refuse Containers and Refuse Enclosures including the area 10 feet around all such enclosures shall be maintained in a clean, sanitary manner satisfactory to Town.
- C. Transport of refuse across any Town property to the Refuse Enclosure must take place using a hard-sided container to prevent leakage onto Town surfaces.
- D. Transport and collection of refuse across pedestrian-only Town Plazas shall take place without the use of vehicles. Motorized carts or other material handling devices may be used for transport and collection of refuse across Town Plazas only if approved by the Town per the Town’s Municipal Code.
- E. Providers will provide the Commercial Customer with Refuse Containers or Dumpsters to be used for refuse disposal, and shall be responsible for emptying the contents of such

containers on a regular basis, or more frequently if needed upon timely request by the Customer to prevent a public health danger, fire danger, or inhibition of right-of-way access. Providers will repair or replace the Refuse Containers or Dumpsters as needed upon timely request of the Customer. Additional Refuse Containers or Dumpsters will be provided to Customer by Providers if determined necessary by Provider and the Fee adjusted accordingly.

- F. In the event the volume of refuse generated by the Customer is greater than the capacity of the Refuse Container, the Customer shall immediately notify Provider that pickup of excess refuse is necessary prior to overflowing the container. In the event the Town sees any Refuse Container with excess volume, the Town may notify both the Customer and Provider of such excess volume. If the Town or Provider determines that refuse pickup is needed on a more frequent basis, either temporary or permanent in nature, the Provider shall be responsible for notifying Customer if more containers are needed to accommodate the volume of refuse being generated by the Customer. The Customer shall place refuse only in the Refuse Container(s) provided by the Provider.
- G. GREASE. If the Customer is an eating and/or drinking establishment whose business involves the production of food grease, the grease must be stored in a separate container that will adequately contain the grease therein. The grease container may be stored within the enclosure. The Customer shall provide Town proof of a contract or other arrangement by which the Customer shall contract a separate party or the Customer shall pick up and dispose of the grease in a timely manner. Any agreement the Customer shall enter into to facilitate the proper disposal of grease shall be adequate to prevent the accumulation of contained grease within the enclosure for more than one week. The Customer must follow the San Miguel County Environmental Health Department Standard Operating Procedure for storage and disposal of Fats, Oils and Grease Generated at Retail Food Establishments, including BMPS, when applicable.
- H. FLOURESCENT LIGHTS. Florescent lights contain mercury vapors and can not be placed in a refuse container or recycled through a normal recycling process. Proper storage and disposal of florescent lights is the responsibility of the Customer. The Customer shall provide Town proof of a contract or other arrangement by which the Customer shall contract a separate party or the Customer shall pick up and dispose of the florescent lights in a timely manner. Any agreement the Customer shall enter into to facilitate the proper disposal of florescent lights shall be adequate to prevent the accumulation of florescent lights within the enclosure for more than one week.
- I. No Customer shall place, leave, deposit or dispose of any refuse on any street, alley or other public place, or on any private property, unless the refuse is wholly contained within a proper refuse enclosure for collection. Any accumulation of refuse in violation of the Chapter is declared a nuisance and is prohibited.
- J. Household hazardous waste and electronics shall be disposed of as set forth in the San Miguel County disposal guidelines.

- K. It shall be unlawful for any person to bury, or burn refuse anywhere within the town.
- L. No person transporting refuse within the Town shall allow any to fall or be blown from the container or vehicle.
- M. It shall be unlawful for a Customer to place Refuse in a Recycling Container. All Refuse must be properly separated and placed in a Refuse Container for collection.

8.020.040: Recycling – handling and collection requirements.

- A. All commercial recycling must be placed in a Recycling Container and/or a Town-approved Refuse Enclosure for proper collection and transport by a Provider.
- B. All recycling materials shall be drained of liquid and properly prepared before being deposited for collection. Recycling Containers and Enclosures including the area 10 feet around the enclosure shall be maintained in a clean, sanitary manner satisfactory to Town.
- C. Transport of recycling across any Town property to any Recycling Enclosure must take place using a hard-sided container to prevent leakage onto Town surfaces.
- D. Transport and collection of recycling across pedestrian-only Town Plazas shall take place without the use of vehicles. Motorized carts or other material handling devices may be used for transport and collection of recycling across Town Plazas only if approved by the town per the Town's Municipal Code.
- E. Providers will provide the Commercial Customer with Recycling Containers or Dumpsters to be used for recycling disposal, and shall be responsible for emptying the contents of the containers on a regular basis, or more frequently if needed upon timely request by the Customer, to prevent a public health danger, fire danger, or inhibition of right-of-way access. Providers will repair or replace the recycling containers or dumpsters as needed upon timely request of the Customer. Additional containers or dumpsters will be provided to Customer by Providers if determined necessary by Provider and the Fee adjusted accordingly.
- F. In the event the volume of recycling generated by the Customer is greater than the capacity of the Recycling Container, the Customer shall immediately notify Provider that pickup of excess recycling is necessary prior to overflowing the container. If the Customer determines that recycling pickup is needed on a more frequent basis, either temporary or permanent in nature, the Customer shall be responsible for notifying Provider if more containers are needed to accommodate the volume of recycling being generated by the Customer. The Customer shall place recycling materials only in the containers provided by the Provider.
- G. No Customer shall place, leave, deposit or dispose of any recycling on any street, alley or other public place, or on any private property, unless the recycling is wholly contained

within a Recycling Enclosure for collection. Any accumulation of recycling in violation of the Chapter is declared a nuisance and is prohibited.

- H. It shall be unlawful for any person to bury, or burn Recycling Materials anywhere within the town.
- I. No person transporting recycling within the Town shall allow any to fall or be blown from the container or vehicle.
- J. It shall be unlawful for a Customer to place Recycling Materials in a Refuse Container. All Recycling Materials must be properly separated and placed in a Recycling Container for collection.
- K. Incentives to increase the amount of recycling materials collected (such as lower fees, rebates, etc.) by the Customer shall be offered from the Provider when possible.

8.020.050 Refuse and recycling materials responsibility.

- A. Refuse and recycling materials shall be gathered, deposited, disposed of, and placed in the manner provided for in the Chapter by the Commercial Customer, or the agent, operator or contractor of any of the foregoing, and each of the foregoing Customers may be held jointly and severally liable for any violation of this Chapter.
- B. It shall be unlawful for any Commercial Customer to set out or allow to be set out, deposited, or stored for collection any refuse or Recycling Materials other than that which has accumulated from the regular commercial use of the premises upon which such refuse or Recycling Materials are set out, deposited, or stored for collection.

8.020.060 Commercial refuse collection services.

- A. Providers shall furnish Commercial Refuse Collection Services as provided in this Chapter for all Commercial Customers within the Town, except those specifically excluded in Section 8 Premises excluded from service.
- B. All refuse shall be placed in Refuse Containers and/or Refuse Enclosures as provided in Section 3 hereof. All Refuse Enclosures must be pre-approved by Town and locked or secured in a bear-proof manner at all times to prevent entry by animals or unauthorized users.
- C. Bulk refuse material not collected as part of the Regular Refuse Collection services shall be removed by arrangement with a Provider or another Town license operator, in accordance with Section 9 hereof. Neither the Town nor Provider shall have any obligation to collect or transport any refuse not in a proper container or enclosure not properly placed for collection.

- D. All charges for Refuse shall be based upon units of specific units of volume; the charge for the second unit shall be no less than the charge for the first unit of volume, the charge for each subsequent unit of volume shall be no less than the charge for the first unit of volume.

8.020.070 Commercial recycling collection services.

- A. A Provider shall furnish Commercial Recycling Collection services as provided in this section for all Commercial Customers within the Town, except those specifically excluded in Section 8 Premises excluded from service.
- B. All recycling shall be placed in Recycling Containers and/or within Recycling Enclosures as provided in Section 4 hereof. All Recycling Enclosures must be pre-approved by Town and locked or secured in a bear-proof manner, at all times to prevent entry by animals or unauthorized users.
- C. Bulk Recycling Material not collected as part of the regular Recycling Collection Services shall be removed by arrangement with a Provider or another town-licensed operator, in accordance with Section 9 hereof. Neither the Town or Provider shall have any obligation to collect or transport any Recycling Materials not in a proper container or enclosure not properly placed for collection.
- D. All charges for Recycling shall be based upon units of specific units of volume; the charge for the second unit shall be no more than the charge for the first unit of volume, the charge for each subsequent unit of volume shall be no more than the charge for the first unit of volume. Incentives to increase the amount of recycling materials collected (such as lower fees, rebates, etc.) by the Customer shall be offered from the Provider when possible.

8.020.080. Premises excluded from service.

Except as otherwise provided in this Chapter, the town shall not mandate Commercial Refuse and Recycling Services for the following sources:

- A. Any Commercial Customer or agent thereof who transports refuse or recycling directly to the landfill or recycling station, provided he or she proves he or she transports his or her refuse and recycling to a local facility. Such exemption shall be granted upon satisfactory demonstration to the Town that the said Customer is not allowing Recycle Materials to be placed in Refuse Containers.
- B. Any Commercial Customer who proves that complying with the requirements of this Chapter would be unduly burdensome to the Customer. Financial burdens alone shall not be considered in considering whether a Customer has been unduly burdened by complying with this Chapter. The Town reserves the right to make the determination under this provision in its sole and absolute discretion.

8.020.090 Refuse and recycling materials hauling requirements.

Nothing in this Chapter shall prohibit Commercial Customer from hauling their own Refuse and Recycling Materials provided such refuse and materials are collected and disposed of in conformity with all applicable town, county, state and federal rules and regulations.

- A. No person shall operate as a Provider within the town without first obtaining a business license from the Town. In order to receive a Town business license, a Provider must comply with the requirements of this Chapter.
- B. Except for customers exempt from the provision pursuant to Section 8 above, Providers providing Refuse and Recycling Collection Services in the Town shall include in the base rate for refuse pickup service the pickup of Recycle Materials as designated by the Town Manager in the Recyclable Materials List. It shall be unlawful for Providers to provide a separate line item for the cost of Recycling Services on any invoice, contract or other document that is delivered to the customer, or to deduct any amount from a customer's rate if the Recycling Services are not used unless the customer has received an exemption from the Town.
- C. Providers shall provide collection of refuse and Recyclable Materials for Commercial Customers as often as necessary to prevent the overflow of the Refuse and Recycling Containers and to permit the Customer to use the Refuse and Recycling Containers without causing an overflow.
- D. Any person licensed to operate as a Provider within the Town shall charge all Commercial Customers on the basis of volume of refuse and recycling collected, which shall be measured by the volume capacity of the container used by the Customer. All charges for Refuse shall be based upon units of specific units of volume; the charge for the second unit shall be no less than the charge for the first unit of volume, the charge for each subsequent unit of volume shall be no less than the charge for the first unit of volume. Incentives to increase the amount of recycling materials collected (such as lower fees, rebates, etc.) by the Customer shall be offered from the Provider when possible.
- E. In offering or arranging for services, a Provider shall provide reasonable notice of the full range of container sizes or levels of service offered by the Provider, and shall provide to each Customer that Customer's requested container size or level of service.
- F. Each Provider shall submit a bi-annual report to the Town, which shall include a list of all Commercial Customers within Town and the weight of Refuse and Recyclable Materials (as determined by Town in the Recyclable Materials List) collected from those Commercial Customers within the Town. For loads that contain refuse and recycling originating in part from within the limits of the Town, and in part from outside the limits of the Town, the reported quantity may be estimated by the Provider but must use a standardized formula approved by Town which shall include the use of both the scale tickets and customer route sheets, and reported as an estimate.

Quarterly reports shall be submitted by January 31, April 31 and July 31, and October 31 using a form or forms approved by the Town. Included in this form shall be a standardized formula for volume estimations, a description of the approved data collection methods and a section for the Provider to describe any assumptions used in the data collection process. All reports shall be treated as confidential commercial documents under the provisions of the Colorado Open Records Act.

- G. Nothing in this Section shall be construed as prohibiting any Provider from providing separate pricing for special collection of bulky items, compostables, yard waste, contaminated recyclables, unscheduled pick-up of refuse, extra volumes of refuse, such as bags, boxes or bundles or more than what was subscribed with a Provider for refuse.
- H. Except for materials that customers have not properly prepared for recycling and so are grossly contaminated as to jeopardize the ability to recycle such materials, Providers may not dispose of Recyclable Materials set out by recycling customers by any means other than at a recycling facility that sorts, packages and otherwise prepares Recyclable Materials for sale.
 - 1. Providers must notify Customers and Town of any grossly contaminated Recyclable Material or of improper separation of Refuse and Recycling using a Notice Card with wording approved by the Town. During Noticing, the Provider will determine if Recyclable Material may be separated and picked up as recycling, or is determined to be trash, which the Provider may refuse to pick up until properly separated or choose to pick up at the next scheduled pickup and which may incur a charge for an extra trash pickup. Provider may refuse to pick up Recycling or Refuse that has not been properly separated. Provider will inform the Customer of refusal to pick up Refuse or Recycling until properly separated on the Notice card.
- I. Providers shall notify customers of the provisions of this Chapter by a letter reasonably acceptable by the Town of Mountain Village upon the initial provision of refuse and recycling collection services to new customer,

Providers will also provide within the above reference letter information on the materials designated for recycling collection pursuant to this Chapter and such rules and regulations as established by the Provider for the orderly collection of Recyclable Materials as authorized pursuant to this Chapter. Such notice shall further include for Commercial Customers the notification of the variable rate system employed by the Provider, and shall be in a form reasonable acceptable to the Town to ensure that customers are fully informed of the availability of recycling and level of service options.

For group accounts, the notices required herein may be sent to the group representative for said account, provided that such notice shall further notify said representative of its obligation to notify all individual customers or users of the service within the group of the availability of refuse and recycling services.

- J. A hauler that exclusively hauls compostable material, no refuse or recycling, that has been prepared by the generator for the purpose of separate collection and that is collected in a separate vehicle or compartment of a vehicle than that used for trash collection, is exempt from the above provisions of this Chapter, except that all compost providers shall comply with the Town Municipal Code regarding the hauling of compostable material.
- K. The Recyclable Materials that Providers are required to pick up shall be set forth in the Town's Recyclable Materials List, which shall be amended from time to time by the Town. The Recyclable Materials List shall be developed after consultation with the local Recycling Collection Services Providers, as well as the public, and shall be available for review on the Town's website.
- L. Providers will produce an educational piece regarding recycling, not to exceed one (1) sheet of paper in length, for distribution at least once a year to Town and all their customers. The Town will consult with the Providers about the educational flyer prior to distribution.

8.020.100 Audits and Violations.

- A. Each Provider shall maintain accurate and complete records of the services provided to all customers, the charges to such customers and payments received, the form and recipients of any notice required pursuant to this Chapter, and any underlying records, including any books, accounts, contracts for services, written records of individual level of service requests, invoices, route sheets or other records necessary to verify the accuracy and completeness of such records. It shall be the duty of each Provider to keep and preserve all such documents and records, including any electronic information, for a period of three (3) years from the end of the calendar year of such records, except for paper records of route sheets, which may be discarded one (1) year after the end of the calendar year of such route sheets.
- B. If requested, each Provider shall make its records available for audit by Town during regular business hours in order for the Town to verify Provider and Customer compliance with the provisions of this Chapter. All such information shall be treated as confidential commercial documents under the provisions of the Colorado Open Records Act.
- C. Violation of any provision of this Chapter by any person, firm or corporation, whether as Provider or Customer, shall be unlawful and subject to the penalty provisions of this Chapter

8.020.110. Supervision, accounting and budgeting.

- A. The Town building department and property maintenance department shall be responsible for supervising the Town's Commercial Refuse and Recycling Collection Services program.

8.020.120 Penalty: Any person that violates the provisions of this chapter shall be punished by a fine of not less than one hundred dollars (\$100.00) not more than five hundred dollars (\$500.00) per occurrence.

Town Council Meeting December 10, 2015 Agenda Item 15

**RESOLUTION OF THE TOWN COUNCIL
TOWN OF MOUNTAIN VILLAGE, COLORADO
TO APPOINT CHIEF CHRIS BROADY TO THE WESTERN COLORADO REGIONAL
DISPATCH CENTER BOARD OF DIRECTORS FOR THE TOWN OF MOUNTAIN
VILLAGE**

Resolution No. 2015 –

RECITALS

- A. On September 16, 2015, the Town of Mountain Village (the “Town”) approved and entered into an *INTERGOVERNMENTAL AGREEMENT CONCERNING THE ESTABLISHMENT OF THE WESTERN COLORADO REGIONAL DISPATCH CENTER PROVIDING EMERGENCY DISPATCH SERVICES THROUGHOUT WESTERN COLORADO, INCLUDING OURAY, SAN MIGUEL, AND MONTROSE COUNTIES* (the “IGA”), wherein the Western Colorado Regional Dispatch Center (“WestCO”) agreed to provide a consolidated 9-1-1 Public Safety Answering Point to the Town and other regional municipalities or special districts.
- B. In accordance with the IGA, the Town, as one of six members, is entitled to a seat on the WestCO Board of Directors.
- C. The IGA requires that the governing body for each member appoint their representative to the Board of Directors by formal action or resolution.

NOW THEREFORE, BE IT RESOLVED, that the Town Council of the Town of Mountain Village, Colorado, hereby appoints Chris Broady, Chief of Police for the Town of Mountain Village, as the Town’s representative on the WestCO Board of Directors.

This Resolution adopted by the Town Council of the Town of Mountain Village, Colorado, at a public meeting held on the 10th day of December, 2015.

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

DAN JANSEN, Mayor

ATTEST:

Jackie Kennefick, Town Clerk

APPROVED AS TO FORM:

J. DAVID REED, P.C.

By: _____
BO JAMES NERLIN, Assistant Town Attorney #40397



MARKETING & BUSINESS DEVELOPMENT BIENNIAL REPORT — Agenda Item 17a

January 2015 to November 2015

Prepared by Nichole Zangara Riley, Marketing & Business Development Director

ADVERTISEMENT, PRINT & DIGITAL

1. Design Review Board Open Seats, January & February, Planet & Watch
2. Watch Live TAB Gala Fashion Show, February, Planet & Telluride Gay Ski Week Insert
3. Mountain Village Website, February, TIO
4. The Lofts At Mountain Village Charrette Sessions, February, Planet
5. Relight Mountain Village, March & April, Planet & TIO
6. Mountain Village 20th Anniversary, March, Planet
7. New Medical Center Charrette Sessions, March & April, Planet
8. Town Council Candidates, March-May, Planet
9. Green Gondola Project, Summer, Visitor Guide
10. Register to Vote, May, Planet
11. New Cable Channel Lineup, May, Planet
12. Noxious Weeds Seminar, May & June, Planet
13. Internet Outage, May & June, July, Planet
14. Town Council Candidate Forum, June, Planet
15. FirstGrass Concert, June, Planet
16. Business at Elevation, June, Planet
17. Market on the Plaza, June-August, Planet
18. Touch-A-Truck, June, Planet
19. The Ride Festival Concert, July, Planet
20. National Night Out, July, Planet
21. Mountain Munchkins Preschool Enrollment, August & September, Planet
22. Bearproof Your Home, August & September, Planet & The Watch
23. Sunset Blues Concert, September, Planet
24. Oktoberfest, September, Planet
25. Western Colorado Startup Weekend, October, Planet
26. Holiday Prelude, November, Planet

EMAIL

1. January Calendar, January
2. Town Council Meeting, January
3. Design Review Board Open Seats, January
4. February Calendar, February
5. Relight Mountain Village, February-September
6. Town Council Meeting, February
7. Watch Live TAB Gala Fashion Show, February
8. Meadows Resident Parking Due to Snow Storm, February
9. Ethics Commission Open Seats, February
10. The Lofts At Mountain Village Charrette Session, February-April
11. March Calendar, March
12. Mountain Village 20th Anniversary, March
13. Robert Baer Presentation, March
14. Town Council Meeting, March
15. New Medical Center Design Charrette Sessions, March & April
16. Mountain Town Get Down, March
17. Town Council Candidates, March & May
18. The Village Skinny Spring 2015, Relight Mountain Village, New Medical Center, Town Council Candidates, Springtime Irrigation, Market on the Plaza Vendors, Hibernation Season, March
19. April Calendar, April
20. Springtime Construction Projects, April

MARKETING & BUSINESS DEVELOPMENT BIENNIAL REPORT — Agenda Item 17a

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21. Market on the Plaza Vendors, April & June
22. Town Council Meeting, April
23. Water Conservation, April
24. May Calendar, April
25. Town Council Meeting, May
26. Voter Registration, May
27. New Cable Channel Lineup, May
28. Solar Rebate Program, May
29. Noxious Weeds Seminar, May
30. Internet Outage, June
31. June Calendar, June
32. Meet the Candidates, June
33. Mountain Village Ballot Questions, June
34. Community Weed Control Rebate Program, June & August
35. Business at Elevation, June
36. Cyber-Crime & Fraud Prevention for Small Business, June
37. Market on the Plaza, June
38. FirstGrass Concert, June
39. Town Council Meeting, June
40. Residential Trash & Recycling Rules & Guidelines, June
41. Election Day, June
42. The Village Skinny Summer 2015, Medical Center Conversation & Cocktails, Waterline Installation, Water Restrictions Lifted, Community Weed Control Rebate Program, Solar Energy Rebate Program, June
43. Election Results, June
44. July Calendar, July
45. Internet Outage, July
46. The Ride Festival Concert, July
47. Town Council Meeting, July
48. Tech Tour, July
49. Conversation & Cocktails, July
50. Sweet Summertime, July
51. August Calendar, July
52. National Night Out, August
53. Bearproof Your Home, August
54. Town Council Meeting, August
55. Mayor's Minute, August
56. September Calendar, August
57. Sunset Blues Concert, September
58. Source Water Notice, September
59. Town Council Meeting, September
60. October Calendar, September
61. The Village Skinny Fall 2015, Meadows Improvement Project, Mountain Munchkins Preschool Enrollment, New Medical Center Public Forum, TVA Application Process, 2016 Proposed Budget, Keep Bears Wild
62. Town Council Meetings, October
63. Mayor's Minute, October
64. TRAA Open Seats, October
65. Pile Burning, October & November
66. November Calendar, November
67. Town Council Meeting, November
68. Mayor's Minute, November
69. Holiday Prelude, November
70. December Calendar, November

MARKETING & BUSINESS DEVELOPMENT BIENNIAL REPORT — Agenda Item 17a

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LIVE VIDEO STREAMING & VOD PROGRAMMING

1. Town Council Meeting Live & VOD, January
2. Uptown Episode 17 VOD, EDDI, February
3. Town Council Meeting Live & VOD, February
4. Uptown Episode 18 VOD, New Medical Center, February
5. TAB Gala Fashion Show Live & VOD, February
6. The Lofts At Mountain Village Charrette Sessions Live & VOD, March
7. Town Council Meeting Live & VOD, March
8. New Medical Center Charrette Sessions Live & VOD, April
9. Town Council Meeting Live & VOD, April
10. Town Council Meeting Live & VOD, May
11. Market on the Plaza VOD, June
12. Weeds PSA VOD, June
13. Noxious Weeds Seminar Live & VOD, June
14. Mountain Village Town Council Candidate Forum Live & VOD, June
15. Town Council Meeting Live & VOD, June
16. Business at Elevation Live & VOD, June
17. Town Council Meeting Live & VOD, July
18. Town Council Meeting Live & VOD, August
19. Town Council Meeting Live & VOD, September
20. Town Council Meeting Live & VOD, October
21. Town Council Meeting Live & VOD, November

PRESS RELEASE

1. Watch Live TAB Gala Fashion Show, February
2. Relight Mountain Village, February & June
3. The Lofts At Mountain Village Charrette Sessions, February
4. Mountain Village 20th Anniversary, March
5. New Medical Center Charrette Sessions, March
6. Small Business Development Center Expansion, March & May
7. Energy Use Down, April
8. Noxious Weeds Seminar, June
9. Solar Rebates, June
10. Mountain Village Election, June
11. Market on the Plaza, June
12. FirstGrass Concert, June
13. Business at Elevation, June
14. Waterline Installation, June
15. Touch-A-Truck, June
16. Mountain Village Election Results, June
17. The Ride Festival Concert, July
18. Green Gondola with LED Lighting, July
19. National Night Out, July
20. Sunset Blues Concert, September
21. Source Water Notice, September
22. Holiday Prelude, November

OTHER MARKETING

Banners

1. Market on the Plaza, June
2. Sunset Blues Concert, September

3. Holiday Prelude, November

Direct Mailers

1. Relight Mountain Village Bill Insert, March

E-Newsletters

1. The Village Skinny, Spring 2015, March
2. The Village Skinny, Summer 2015, June
3. The Village Skinny, Fall 2015, September

Flyers

1. National Night Out, July

Maps

1. Mountain Village Trails Pocket-Size, June
2. Mountain Village Bike Park Pocket-Size, June
3. Mountain Village Double Cabin Disc Golf Course Pocket-Size, June

Other Marketing Collateral

1. Postcard Watch Live TAB Gala Fashion Show, February
2. Rack Card Market on the Plaza, March
3. Parking Permit Bluegrass Festival, June
4. Door Hanger Solar Power Rebate Program, August
5. Welcome Telluride Festival of Cars & Colors, September
6. Winter Window Wrap Just A Gondola Ride Away, November

Posters

1. Watch Live Telluride AIDS Benefit Gala Fashion Show, February
2. Relight Mountain Village, March
3. The Lofts at Mountain Village Charrette Sessions, March
4. Mountain Village 20th Anniversary, March
5. Robert Baer Presentation, March
6. New Medical Center Charrette Sessions, March
7. Mountain Village Town Council Candidate Forum, June
8. FirstGrass Concert, June
9. Market on the Plaza, June
10. Business at Elevation, June
11. The Ride Festival Concert, July
12. National Night Out, July
13. Sunset Blues Concert, September
14. Oktoberfest, September
15. Holiday Prelude, November

Signage

1. Sunset Plaza Businesses, January
2. Mountain Village Center & Town Hall Plaza Directory Winter, November

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Surveys

1. Market on the Plaza Vendors, August

PRINT MEDIA COVERAGE

- Total: 86 articles
 - ✓ Telluride Daily Planet: 60 articles
 - ✓ Telluride Inside ... And Out & Others: 26 articles

Please note that many of the projects listed above are also included in our social media strategy using Facebook and Twitter.

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GOAL	MEASUREMENT	COMMENT
<p>1. Develop, create and execute an on-demand email delivery network to cross-promote town amenities, events and programs in order to market directly to Wi-Fi users in Telluride</p>	<p>On-demand email delivery content is received within one minute of request submittal</p>	<p>Once the Wi-Fi unit was installed in Oak Street Plaza, anyone using Wi-Fi had to supply their email address and in turn they were sent an email immediately with the subject line "It's all just a gondola ride away" promoting town amenities, events and programs. In terms of numbers, the average open rate for this email is 32% with an average click rate of almost 10%, both well above industry standards.</p>
<p>2. Provide website users with opportunities to receive additional information in their inbox regarding topics they are interested in</p>	<p>Provide a minimum of 10 new lead generation impact areas</p>	<p>This is still a work in progress though I anticipate that I will be able to provide 20 new lead generation impact areas. As an example, when someone spends x amount of time on the careers page, a popup will appear asking them if they would like to be notified when a new job is posted. If they say yes and provide their email address, then their address will be captured and as soon as a new position is posted they will get an emailing saying so.</p>
<p>3. Install free Wi-Fi at Oak Street Plaza</p>	<p>Have installation completed by the second quarter</p>	<p>As a pilot test, a Wi-Fi unit was installed at Oak Street Plaza in June. It is performing well based on industry standards.</p>
<p>4. Research online project management solutions to help the Marketing and Business Development team track projects, tasks, progress and accomplishments</p>	<p>Begin using the project management solution in the second quarter</p>	<p>All projects were migrated to Asana in early April.</p>
<p>5. Develop, create and execute digital and print marketing campaigns to promote town-related amenities, events, programs and policies; distribution will likely involve the use of most, if not all, of the communication tools available to the town</p>	<p>A list of tools used to promote town-related amenities, events, programs and policies are outlined in this biannual report (pages 1-5)</p>	<p>This was completed on time and within budget.</p>

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<p>6. Develop and execute a responsive online presence to match the changing ways people consume information via mobile devices. This includes converting existing website content and videos to a mobile-ready presentation</p>	<p>Have a responsive website up and running with 90 to 100 percent of the content live</p>	<p>The town's new website went live October 16 with about 98% of the content accessible.</p>
<p>7. Oversee the Telluride Conference Center Agreement</p>	<p>When deliverables are not received per the management agreement, remind TSG via email, phone or in person; remind TSG of expectations and review any shortcomings. Telluride Conference Center operator does not spend more than what is budgeted</p>	<p>This year was a unique year as the town renegotiated its contract with TSG, operators of the TCC. With the renegotiation, the total amount budgeted for marketing - \$100,000 - was spent and \$9,563 remains in the major repairs and maintenance budget. In addition, all required deliverables were received in a timely manner.</p>
<p>8. Prepare and stay within the Marketing and Business Development Department's approved budget amount</p>	<p>Marketing and Business Development Director stays within the 2015 budgeted amount of \$285,412</p>	<p>On target; \$69,000 is the remaining balance as of November 30, 2015, this translates to a 24% savings, though I do expect at year's end for it to be more like 15-20% after payroll and any outstanding invoices are processed.</p>

After a discussion with Town Manager Kim Montgomery, we decided it would be helpful to give regular updates to Town Council regarding business development efforts. After broaching the subject with Town Council at the November meeting everyone agreed that quarterly reports would suffice. This is the first quarterly report though it covers efforts since April, when the department expansion was approved. As a part of that expansion, my new areas of primary focus are business retention, business networking, business ombudsman, business growth incentives, and marketing.

ENTERPRISE FUNDS

1. My department is the middle of a total rebrand and relaunch of the Mountain Village Cable and Broadband Enterprise Fund. With that, Director of Cable and Broadband Steve LeHane is implementing a new software system that will provide a better user experience for customers and staff. This software launch will be part of the rebranding efforts.
2. Earlier this year the town signed a new management agreement with the Telluride Conference Center after several meetings between town staff and TSG representatives.
3. In May Shirley Diaz, SMRHA executive director, and I worked together on a regional housing website RFP. That RFP was noticed December 2.

REGIONAL ORGANIZATIONS

1. Mountain Village is now part of Club 20, a non-partisan membership organization that exists to promote the interests of Western Colorado's 22 counties regarding state and national public matters. I currently sit on the following Club 20 committees: Business Affairs, Health Care, Education, Telecom and Tourism.
2. Town Council recently appointed me to serve on the Region 10 Board of Directors. The first meeting for 2016 is scheduled in February, and subsequent meetings are in May, August and November.
3. I met with Kate Jones, executive director of the Telluride Arts District, in order to brainstorm ways she and her team can be more involved with the arts in Mountain Village in order to help carry out some of the visions per the Comprehensive Plan.

SMALL BUSINESS DEVELOPMENT

1. The West Central Small Business Development Center (SBDC) program has been building slowly over the past year with robust programs in Montrose and Delta counties. After receiving requests from the Town of Mountain Village and others to expand its program to include San Miguel County, Region 10's Small Business Resource Director Vince Fandel contacted the state's SBDC office and the SBDC's host, Western State Colorado University, requesting a full satellite expansion. The request was granted. Today, Mountain Village (and Telluride) funds the SBDC at \$2,500 annually, and a popular and invaluable service offered by the SBDC is free access to one-on-one business consulting and no to low-cost business training. As of November, we have three consultants in San Miguel County. Three Mountain Village businesses have used the service with varying requests (marketing support, financial analysis and support, business growth options, business expansion options, succession planning and more). And since the program began in mid-May, the SBDC has worked with 15 San Miguel County business owners resulting in 90 hours of consulting (or \$3,159 in expenses). Any remaining funds in the \$5,000 budget will roll over to 2016.
2. The SBDC is always looking for new, qualified consultants. If you would like to become one or know someone who may be interested, please contact me.
3. I toured all TSG-owned retail space with TSG Executive Vice President Robert Stenhammer in September in order to familiarize myself with the company's commercial vacant space inventory. Moving forward, I intend to work closely with realtors to create a commercial space inventory webpage (or utilize a site that already exists) which will list units for rent and sale in Mountain Village.
4. I have worked directly with five current Mountain Village business owners who have asked for town assistance and support. Requests have varied. To respect their privacy, I chose not to provide details in this report.

NEW BUSINESS DEVELOPMENT

1. I have and will continue to meet with entrepreneurs located in or near the Front Range that are interested in doing business in this region.
2. I have and will continue to meet with regional business owners and entrepreneurs to learn what is happening in neighboring communities like Montrose, Grand Junction and Durango. My regional network is growing quickly.

BUSINESS DEVELOPMENT MARKETING

1. My team had a Wi-Fi unit installed at Oak Street Plaza in order to capture email addresses and in turn send direct messages promoting Mountain Village to all Wi-Fi users. To piggy-back on these efforts, my department is developing a system where businesses may add their specials and deals of the day/week by way of a form that will then populate into an email marketing template. This email will be sent to any Mountain Village Wi-Fi user in real-time.
2. The Mountain Village Center Directory was updated and installed in November and includes a business directory with 125 businesses listed. For comparison sake, in the winter of 2009 the same business directory included 86 businesses.
3. The Telluride.me website is the “digital front door” for the local business community. More so, the goal is for this site to be the number one place to send anyone new to town or the entrepreneurship community (thanks to Marc Nager) to find what they need to get plugged in. I will be working closely with a small group of locals to create and manage content for this site and I will promote it through the town’s website townofmountainvillage.com.

BUSINESS DEVELOPMENT INITIATIVES

1. The summer of 2015 marked the beginning of the town’s guest service program. With most of the heavy lifting done by Marketing Telluride Inc. (MTI), the town funded one full-time guest service person who was located on the Gondola Plaza to help direct people into Mountain Village Center and answer any questions. In conjunction, the town also entered into a lease agreement with MTI to house the information booth at Oak Street Plaza as a means to direct people over the mountain and into Mountain Village. Both programs proved to be successful, and will continue next summer.
2. Through the EDDI process, creating a “soft landing package” was identified as something that is needed for new companies who would like to establish their business in Mountain Village, but could use a little assistance from the town. Though the package isn’t fully developed it could include free Internet for a specific period of time, inexpensive office space, etc.
3. Co-working space: please refer to Agenda Item 6.
4. TVA sponsorship: please refer to Agenda Item 6.

BUSINESS DEVELOPMENT EVENTS & MEETINGS

1. I attend monthly merchant meetings, hosted by TMVOA, where I often provide town updates and listen to merchant requests.
2. I attended the Telluride Peloton, May 21-24, specifically events centered on creating a start-up community in Mountain Village.
3. In partnership with the U.S. Secret Service and local and regional law enforcement, Mountain Village hosted the Cyber-Crime and Fraud Prevention for Small Business meeting in June. I was unable to attend this meeting, though we did market the event to Mountain Village business owners, and 17 people were in attendance.

MARKETING & BUSINESS DEVELOPMENT BIENNIAL REPORT — Agenda Item 17a

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4. The town hosted Business at Elevation in June with the SBDC, Region 10 and TVA. About 20 people attended the event to learn more about free small business consulting, small business loans, and Enterprise Zone tax credits.
5. I attend TVA's Demo Day July 1. The event was truly inspiring, and provided me with an opportunity to network and share Mountain Village's business development vision with others.
6. The inaugural Colorado Tech Tour made a stop in Mountain Village July 20. Representatives from the Governor's Office of Information Technology, Colorado Innovation Network, Colorado Office of Economic Development and International Trade, and Go Code Colorado were in attendance in order to learn how they can best support our local tech sector.
7. The first official Telluride Entrepreneurs Meetup occurred August 25 with a great turnout. Since then, local entrepreneurs have hosted six other meetups, of which I have attended five of them. The group is 77 strong.
8. Mountain Village sponsored the first Western Colorado Startup Weekend event that took place October 9-11 at Proximity Space in Montrose. All told, 53 people registered for the event with six teams in total: Snag Hub (first place), Stamp Labs (second place), Axis Binding (third place), The Pantry Project, Kipster and Stratus. I participated as a mentor throughout the weekend and as a judge on Pitch Day, and was amazed at how much could be accomplished in just one weekend and with people you've never met.
9. I attended a Go Code Colorado meeting in November to discuss the possibility of being one of five sites selected for this event scheduled to take place in early April. Go Code Colorado is a state-wide challenge to develop technology/solutions to some of the State's issues as it relates to data sets. It is managed by the Secretary of State's Office.
10. Startup Next, scheduled for January 27-March 2 in Mountain Village, prepares startups for accelerators and seed investment by providing high quality mentorship and leveraging a global network of investors, mentors and founders. Application deadline is January 8, 2016.
11. Other event ideas that are floating out there are Startup Week, Dent the Future, a speaker series, a residency program, and educational programming in partnership with Wilkinson Public Library.

TOWN OF MOUNTAIN VILLAGE
Town Council Regular Meeting
December 10, 2015
8:30 a.m.

During Mountain Village government meetings and forums, there will be an opportunity for the public to speak. If you would like to address the board(s), we ask that you approach the podium, state your name and affiliation, and speak into the microphone. Meetings are filmed and archived and the audio is recorded, so it is necessary to speak loud and clear for the listening audience. If you provide your email address below, we will add you to our distribution list ensuring you will receive timely and important news and information about the Town of Mountain Village. Thank you for your cooperation.

NAME: (PLEASE PRINT!!)

Kim Montgomery	EMAIL:
BO Nerlin	EMAIL:
Laila Benitez	EMAIL:
Cath Jett	EMAIL:
Dan Caton	EMAIL:
Dan Jansen	EMAIL:
Michelle Sherry	EMAIL:
Marty McKinley	EMAIL:
Bruce MacIntire	EMAIL:
Jackie Kennefick	EMAIL:
Susan Johnston	EMAIL:
Christina Meilander	EMAIL:
Aurelie S	EMAIL:
Nichole Zangara	EMAIL:
Dennis Lankas	EMAIL:
BOB KUHN	EMAIL:
R. STEINHAMMER	EMAIL:
Jolana Vanes	EMAIL:
PAUC MAJOR	EMAIL:
Jesse Johnson	EMAIL:
Anton Benitez	EMAIL:
Chris Broady	EMAIL:
Kevin Swain	EMAIL:
Julie Vergari	EMAIL:
DeAnna Drew	EMAIL:
Chris Colter	EMAIL:



To: Mayor and Town Council

From: Nichole Zangara Riley, director of marketing and business development

For: December 10, 2015 Town Council Meeting

Date: December 9, 2015

Re: Business Development Funding Requests

Town Council will consider two separate funding requests at the December 10 Town Council meeting. The first request is for \$50,000 and would support Telluride Venture Accelerator's (TVA) event operations in 2016. The second request is for \$30,000 and would support the creation of a shared office space in Mountain Village. This funding request, if approved, would be part of the 2015 budget.

The reason for the funding requests is two-fold. First, both requests are in line with the town's mission as it relates to business retention, recruitment, growth, networking and incentives (soft landing). Second, as the director of marketing and business development, it is my responsibility to bring before Town Council entrepreneurial opportunities that the town can capitalize on in order to influence and create desired outcomes as well as strengthen its position as a business-friendly government.

Of course funding one or both of these programs would translate to a formal partnership with TVA and/or Telluride Adaptive Sports Program/Telluride Foundation, organizations that not only share the town's vision for creating a year-round, diversified economy, but could, if given the opportunity, help set Mountain Village apart from other resort towns as a place to launch and grow a business.

If Town Council chooses to partner with either of these community organizations, Mountain Village staff would work collaboratively with each individually to identify businesses interested in staying in the region and developing individualized plans to assist with their location and employment needs. In addition, Mountain Village would have the opportunity to respond to requests by people moving into the area to start and grow companies and retain and grow existing businesses. Last, Mountain Village would be able to create a more comprehensive soft landing package that would include affordable office space for new businesses wanting to stay or re-locate here. Again, this all relates back to the town's mission and its role in business development.

To end, Mountain Village has great potential. And if Town Council is comfortable taking the opportunity presented here by partnering with these reputable organizations, knowing that we might not have all the answers and details sorted out but aiming for the fence with good intentions, something great may happen.

TVA major event budget / MV proposal		
Kick off event		
food	3,000	(80 people)
space	500	
promotion	800	
keynote: travel & lodging	950	(1 night lodging, travel)
printed materials	750	
	6,000	
evening gathering before demo day		
keynote travel & lodging	1,500	(2 nights plus travel)
food	3,000	(90 people)
venue	500	
promotion	1,000	
	6,000	
Flagship event / Demo Day		
space	1,000	
food	3,000	(150 people)
promotion	3,000	
keynote	1,500	(2 nights plus travel)
live streaming of event	1,000	
HAM awards	500	
printed materials	2,500	programs, sponsor boards, graphic design
	12,500	
Entrepreneurship in Residence / Business at Elevation		
travel	6,400	(\$800 x 8)
lodging	6,400	(4 nights x 8 people x \$200 night)
food	3,200	(8 events x \$400 per event)
promotion	1,500	
	17,500	
Entrepreneurial event / new		
space	1,000	
promotion	1,700	
keynote: travel & lodging	1,300	(3 nights x \$150 / night) + travel
food	2,000	
printed materials	2,000	
	8,000	
total	50,000	

Susan Johnston

Subject: FW: TVA and Co-working space

From: Richard Child [<mailto:richard@childmail.net>]
Sent: Wednesday, December 09, 2015 6:32 PM
To: Laila-old Benitez
Subject: TVA and Co-working space

Dear Laila:

Set forth below please find our analysis of the proposed \$50,000 grant to TVA and the proposed \$30,000 initial funding of the co-working space.

We truly appreciate your diligence and service.

Best,

Richard Child
Suse Connolly

TVA \$50,000 Event and Program Funding

As taxpayers we strongly feel that giving TVA twice as much as any other grant recipient (the next highest grant recipient received \$25,000) is not necessarily a good use of public funds. especially as apparently TVA is a non-profit in name only. Unlike the other grant recipients, TVA does not provide any direct charitable, environmental or other community benefits. It is nearly impossible to separate TVA from the extreme for-profit function of Telluride Venture Fund especially in light of the fact that TVA and TVF have the exact same general partners. By funding TVA, the Town of Mountain Village is indirectly funding TVF and no matter how the funding is structured, the Town of Mountain Village will be providing indirect corporate welfare to TVF. If the Town Council moves forward and funds TVA, the Town of Mountain Village should receive an ownership interest in TVA/TVF enterprise as the Town of Mountain Village will be funding \$50,000 of TVA's \$413,000 budget. If Town Council is going to indirectly invest public funds in a for-profit venture, it is only reasonable that the Town of Mountain Village receive an ownership interest in the TVA/TVF funded companies.

As anticipated at the last Town Council meeting, TVA has asked Town Council to fund its private social events for the total amount of the initially proposed grant of \$50,000 (the original grant proposal was going to fund operating costs) even though the cost of events in TVA's initial 2015 budget was \$30,337. TVA amended their budget in the last week to increase the event and program costs to \$50,000. As stated at the last Town Council meeting, funding social events as opposed to funding operating costs does not change the essential nature of the funding as money is fungible. In no event should Town Council fund more than \$30,337 for social events as it would appear that TVA has artificially increased the social events and programs solely to obtain as much funding as possible from the residents of Mountain Village unless the town receives equity in return.

Mr. Johnson stated at the last Town Council meeting that TVA's operations would not be affected if Town Council did not fund TVA. This statement must be factored into any decision made by Town Council as it is likely that the other grant recipients are much more reliant on TMV grants in order to survive. It is also important to note that TVA's 2 biggest donors are extremely well-endowed foundations. Telluride Foundation has assets of approximately \$9 million and Johnson Family Foundation has an endowment of approximately \$83 million.

Co-Working Space

In the exact words of Josh Freed, Managing Partner of Abrams Strategic Group (the proposed operator of the co-working space), "Rural co-working is a loss leader" (Town Council November 19th meeting at 3:07:45). Additionally, TMV staff was unsure if the co-working space would lose or make money. If the proposed operator of the co-working space states that the co-working space will not be profitable, we do not see how Town Council could possibly (or would want to) analyze whether the proposed MV co-working space is a viable business model. We do not think the assumed nature of the proposed benefits of entrepreneurs meeting other entrepreneurs outweighs the fact that this is an unprofitable business proposal. Does it make sense for the Town to invest in a non profitable business?

Additionally, while Town Council apparently does not need any further information to make its decision on this grant, the proposed co-working venture has still failed to provide even the most basic financial information regarding the proposed transaction. The \$30,000 is to cover unstated shared co-working start-up costs and marketing costs. There is no way for Town Council to even know at this juncture what the initial \$30,000 grant for 2015 would pay for and what the P&L is going forward.

The applicant has failed to provide any information regarding the proposed lease with TASP. The only leasing information provided is the address and proposed square footage. TASP and the co-working venture could easily have reached agreement on a term sheet in the last 3 weeks. The following leasing information is missing: (i) rent per square foot, (ii) term of lease, (iii) an estimate of the cost of the build-out and who will pay for the build out, (iv) the free rent period if tenant is responsible for the initial build-out, (iv) will landlord require a cash deposit or letter of credit (TASP will likely require some type of security deposit if the co-working venture has minimal assets), (v) what are the costs for using the shared media and presentation space and (vi) what are the real estate taxes and building operating expenses.

With respect to the actual operations of the co-working space, there is no financial information whatsoever. At a minimum, the following questions need to be answered:

1. What are the daily, monthly and yearly rates?
2. What are the annual operating costs? Co-working space will have above average electric usage. Who is going to buy printers and photocopiers? Who is going to pay for office furniture?
3. What is the operator fee for Abrams Strategic Group?

We think, based on the information available, there are truly minimal benefits to having reciprocal benefits to co-working space in Denver and especially, Montrose. We do see however how it would be highly beneficial to Abrams Strategic Group and Galvanize LLC to have access to the Mountain Village co-working space.

As the proposed users of the space appear to be TVA start-up companies, it makes no financial sense for the co-working space to have (and pay for) prime real estate. Why should the taxpayers subsidize a ski-in/ski-out location.

The information provided to Town Council states that there will be 5 TVA start-up companies/10 workers at the co-working space, which in essence equals expanding TVA's available office space. If there are only going to be 10 workers at the space, taxpayers will be paying \$3,000 per worker at the co-working space for 2015 and an unknown amount in 2016. This is a very high per person investment for a government to make to fund for profit businesses.

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Susan Johnston

Subject: FW: Mayoral Conflicts-of-Interest

Importance: Low

-----Original Message-----

From: bingo.eaton@cox.net [mailto:bingo.eaton@cox.net]

Sent: Tuesday, December 08, 2015 10:47 AM

To: Jackie Kennefick; Laila Benitez; Michelle Sherry; Marty McKinley; Bruce MacIntire; Cath Jett; Dan Caton

Subject: Mayoral Conflicts-of-Interest

Importance: Low

Council Members,

Please look into these very troubling issues. The ethics of our entire town are at stake.

Mayor Jansen is trying to get Town Council to give Telluride Venture Accelerator ("TVA") \$80,000 in business development grants. This is problematic for many reasons. First, TVA did not ask for the money but, rather, Mayor Jansen and Nicole Zangara Riley (a TMV employee) contacted TVA asking if they wanted an \$80,000 grant. Second, TVA is a partner in Next Law Labs. Mayor Jansen is the CEO of Next Law Labs so there is a huge conflict of interest. I conflicted Mayor Jansen out of discussions at the last Town Council meeting. Third, TVA is receiving more than 3 times as much as the next grant recipient (the next biggest grant is \$25,000). TVA will be using \$50,000 of the grant to pay for private TVA social events. The other \$30,000 will be used to pay for co-working space to be used primarily by TVA entrepreneurs.

There was no advertisement of the proposed sponsorships, no grant proposals required, no review of the proposed recipient's financial statements/budgets and no public process whatsoever. The entire grant and sponsorship program was conducted in secrecy and there was no methodology utilized in choosing TVA as the beneficiary of the sponsorships and grants.

The reason I am asking for your assistance is that we need to send a strong message to Mayor Jansen and Town Council that we will not tolerate giving taxpayer money to fund special interest groups.

Brian Eaton
104 Gold Hill Ct

Susan Johnston

Subject: FW: Town Council Vote / Grants

From: Amber Renauld <amber.renauld@gmail.com>

Date: December 7, 2015 at 15:51:04 MST

To: <Cjett@mtnvillage.org>

Subject: Town Council Vote / Grants

I believe there will be a vote on Thursday regarding a grant that Mayor Jansen has been pushing. I strongly oppose Town Council giving \$50,000 to TVA to fund private TVA social events and giving a grant of \$30,000 to fund co-working space that will be used by TVA entrepreneurs. I believe this is a huge conflict of interest, solely benefiting Mayer Jansen. Town Council should have an open, publicly advertised system for awarding grants. I am opposed to awarding grants to special interest groups.

Thank you,

Amber Renauld



To: Town Council
From: Chris Colter
Date: December 8, 2015
Re: Pond as an alternative winter rink venue

At the October Town Council meeting, Council requested that the Recreation Dept look into the feasibility of developing the pond adjacent to the Conference Ctr Plaza into a winter ice venue for ice-play activities.

The Recreation Dept reported back at the October TC Budget meeting that it would be possible to do so and would cost approximately \$10,000 primarily for labor to develop and maintain the venue. Boot Doctors also responded favorably to the concept of developing the venue.

At a subsequent Merchants Meeting (prior to the November TC meeting), representatives of the Hotel Madeline commented that the development of the pond as an ice rink would act as direct competition to the Reflection Plaza ice rink into which they were investing significant monies to refurbish the Skate Center. Town Council at the November meeting then directed staff to try to get the Hotel Madeline and Boot Doctors to reach common ground with the development of the pond venue.

Staff met with representatives of the Hotel Madeline and Boot Doctors the following Monday, November 23, and the following consensus was reached:

- The purpose and need for developing the pond venue is to increase vitality in the northern half of the Village Center.
- Boot Doctors needs another week to better understand what his capital investment into broom ball equipment would be and whether or not he needs to provide footwear as well as brooms and balls; we anticipate hearing back from Boot Doctors before 12/5/15.
- The pond venue should be oriented towards alternative activities such as broom ball and not be operated as a competing ice skating venue to the Reflection Plaza ice rink.
- Signage at the pond venue would be installed directing ice skaters to the Reflection Plaza Rink which offers a free hour of ice skating daily from 12:00 – 1:00 pm.
- The pond venue would be open for play during the afternoon daylight hours during the winter season 2015/16; night lighting could be installed as an improvement during summer 2016 if the venue is successful and there was a desire to expand playing time into the early evening hours (8 pm).
- The pond venue would be signed as a Town venue on a USE AT OWN RISK basis.

Boot Doctors recently responded that they were not inclined to provide broomball equipment at the venue citing the following rationale:

After looking at the details of broomball gear, I don't think it makes sense for us. We don't have room to house another quiver of gear. After researching a bit, there is a lot of specialized gear; sticks, balls, shoes, pads, gloves, and more. At the likely times that people would want the gear are the busy hours in ski rental. Thanks for energy in ideas for liveliness on our end of the village.

The Rec Dept staff has completed initial snow removal from the pond and the ice is getting closer to being of adequate thickness to support group activities.

Susan Johnston

Subject: FW: Pond skating

From: John Gerona [<mailto:johngerona@gmail.com>]
Sent: Wednesday, December 09, 2015 1:05 PM
To: Jackie Kennefick; Nichole Zangara
Subject: Pond skating

Hello Nichole and Jackie, please have the following letter of support read at tomorrows meeting, Thank you Johnny Gerona owner of the Village Table restaurant.

To whom it may concern,

I am in full support of reopening the pond for skating the winter of 2015/16

I do not believe it will have a negative impact on the rink in the core. It will be completely different experience to the skater and a rare "free "activity. Anything that will bring folks over to this part of town would be greatly appreciated by my whole staff at the Village Table Restaurant. I hope you continue the plan to open the pond up for public skating.

Thank you John Gerona, Owner the Village Table Restaurant

**Town of Mountain Village
Potential Council Retreat Plan**

We have not done this recently, so we can structure it how we wish.

Goal: to raise our gaze and think through what we want to achieve together during this term for our community...and some team building.

Approach: avoid day-to-day tactical issues and try to think strategically. We can employ a 'parking lot' and brainstorm around four fundamental questions:

Vision: what do we want the TMV to **be**; what is our highest-level goal?

Mission: at the highest level, what will we **do** achieve this vision?

Strategies: what strategies should we pursue to **achieve** this mission?

Initiatives: specific initiatives we should sponsor to **implement** these strategies?

A muse: to paraphrase Ben Franklin: I wanted to write you a short note but didn't have time and instead have sent you a long letter. Can we get our work product down to one page? Or is it perhaps more Eisenhower...plans are useless but planning is critical.

Open discussion: each Councilor brings a topic of particular interest to them that they could drive, and leads a discussion around it. It could be anything from a new event, a workforce housing idea, a different way of doing something, etc.

Logistics: find an off-site location in the area where we can take the above approach; begin early in the afternoon. Work for 3-4 hours and then evolve into a happy hour and break bread together. Windows for a Doodle?

Thoughts?

Next steps: incorporate input and if agreed that a path forward makes sense:

- Refine participation e.g. how much staff to include?
- Revise this sheet and send a doodle poll to set a date, time and location



Draft— as Discussed with the Previous Council

A VIBRANT, ENGAGED AND SUSTAINABLE TOWN

GOALS

VITALITY

- Activities & economics

ENGAGEMENT

- Constituents & regions

STEWARDSHIP

- Fiscal & environmental

STRATEGIES

Optimize bed base
Expand recreation

Build infrastructure
Protect environment

Smooth economy
Grow access

INITIATIVES

Attract flag hotel
Re-vitalize conference ctr
Develop regional transit
Optimize workforce housing
Grow air seats
Entrepreneurial eco-system

Intensify branding
Regional coordination
Survey, listen and learn
Business friendly Gov't
Promote TMV

Long term gondola strategy
Enhance look/feel (roads)
Great BB and free WiFi
Healthy forest mgmt
Green energy efficiency
Score, measure, manage

Pursue this vision within the overarching goal of supporting property values and preserving the setting that attracted us here