

**TOWN OF MOUNTAIN VILLAGE
SPECIAL TOWN COUNCIL MEETING
THURSDAY, MAY 7, 2020, 8.30 AM
TO BE HELD REMOTELY VIA ZOOM WEBINAR
AGENDA**

https://zoom.us/webinar/register/WN_qhmGld-BS2OsUDaAdj_fg
(see login details below)

	Time	Min	Presenter	Type	
1.	8:30				Call to Order
2.	8:30	90	Swain	Informational	Budget Discussions Including Revenue and Expenditure Models
3.	10:00	5			Other Business
4.	10:05				Adjourn

To join the Zoom Webinar Meeting from Computer or Mobile Device download the Zoom App in the Appstore or go to the link below.

You are invited to a Zoom webinar.
When: May 7, 2020 08:30 AM Mountain Time (US and Canada)
Topic: Special Town Council Meeting

Register in advance for this webinar:
https://zoom.us/webinar/register/WN_qhmGld-BS2OsUDaAdj_fg

After registering, you will receive a confirmation email containing information about joining the webinar.

Please note that times are approximate and subject to change.

SJ
5/05/20

Public Comment Policy:

- The Town Council will take your comments during all virtual Town Council meetings through the zoom conference app for items proper to receive public comment via the written comment feature on zoom.
- Please do not comment until the presiding officer opens the agenda item to public comment. Public comments submitted outside of the proper time may not be considered.
- All those wishing to give public comment must identify their full name and affiliation, if any, to the Town of Mountain Village.
- Please keep your comments as brief and succinct as possible as they will be read aloud at the meeting. Please refrain from repeating what has already been said by others in the interest of time. You may simply state that you agree with a previous speaker's comments.
- Commenters shall refrain from personal attacks and maintain a civil tone while giving public comment.

TO: Mayor Benitez and the Town of Mountain Village Town Council

FROM: Kevin Swain, Finance Director

RE: A re-forecasting of the 2020 revenue budget in light of the COVID – 19 pandemic emergency

Staff continues to monitor and apply actual results to the re-forecasting of the revenue budget model as data becomes available. Those updated tables from the model are attached. The current modeling is now nearly finalized for April. The only loose end being sales tax. For April the forecast is now \$18,400 and any adjustment to that will not move the category of impact one way or the other.

Recommendations from Finance staff and the Budget and Finance Committee for revenue forecasting for the remainder of the year follow and those recommendations have been implemented in the modeling. A color coding was also added to enhance the analytical presentation.

- The model is now presented as being negatively impacted through year end.
- The Sales Tax collection rate was reduced from 30% to 20% through the end of the year.
- Parking revenues have been eliminated for the remainder of the year.
- VCA rents were improved a bit and are now estimated at 80% of budget for June and beyond.
- Investment earnings were recalibrated to the current portfolio holdings and book yield.

Following is a table comparing the shortfall analytics originally established for the model and where those analytics are now.

Shortfall Analytic

	Original	Current	Difference	* Emergency Levels:	
January	12.07%	12.24%	0.16%	Minus 0% - 12%	Normal
February	-9.53%	-7.67%	1.86%	Minus 13% - 18%	Significant
March	-13.78%	-22.47%	-8.69%	Minus 19% - 25%	Major
April	-13.96%	-21.15%	-7.19%	Minus 26%+	Critical
May	-18.98%	-12.99%	5.98%		
June	-28.73%	-27.77%	0.96%		
July	-32.57%	-32.51%	0.06%		
August	-34.05%	-31.44%	2.61%		
September	-34.17%	-31.61%	2.57%		
October	0.25%	-24.64%	-24.89%		
November	0.23%	-16.95%	-17.18%		
December	-0.69%	-41.07%	-40.38%		
Total	-14.07%	-21.01%	-6.94%		

TMV Revenue Assumptions and Projections

Outlook	1	January	February	March	April	May	June	July	August	September	October	November	December	Total
Increase/Shortfall Percentage of Budgeted Revenue		12.24%	-7.67%	-22.47%	-21.15%	-12.99%	-27.77%	-32.51%	-31.44%	-31.61%	-24.64%	-16.95%	-41.07%	-20.47%
Expected Percentage of Budgeted Revenue		112.24%	92.33%	77.53%	78.85%	87.01%	72.23%	67.49%	68.56%	68.39%	75.36%	83.05%	58.93%	79.53%
	2020 Adopted Budget													
Actual (Jan & Feb) / Budget														
Property Taxes	4,338,491	93,953	1,322,806	397,711	1,483,535	265,713	467,572	191,016	37,418	40,193	5,198	33,376	-	4,338,491
Sales Tax	5,115,836	696,739	708,941	917,059	91,803	90,905	344,746	486,893	383,448	388,605	157,851	109,571	739,275	5,115,836
Other Taxes	639,400	53,283	53,283	53,283	53,283	53,283	53,283	53,283	53,283	53,283	53,283	53,283	53,283	639,400
Licenses & Permits	339,828	28,319	28,319	28,319	28,319	28,319	28,319	28,319	28,319	28,319	28,319	28,319	28,319	339,828
Intergovernmental	565,671	47,139	47,139	47,139	47,139	47,139	47,139	47,139	47,139	47,139	47,139	47,139	47,139	565,671
Charges for Services	250,458	20,872	20,872	20,872	20,872	20,872	20,872	20,872	20,872	20,872	20,872	20,872	20,872	250,458
Fines & Forfeits	11,841	987	987	987	987	987	987	987	987	987	987	987	987	11,841
Investment Income	100,001	19,579	17,242	6,318	6,318	6,318	6,318	6,318	6,318	6,318	6,318	6,318	6,318	100,001
Miscellaneous Revenues	63,618	5,302	5,302	5,302	5,302	5,302	5,302	5,302	5,302	5,302	5,302	5,302	5,302	63,618
Contributions	43,438	2,194	16,160	2,508	2,508	2,508	2,508	2,508	2,508	2,508	2,508	2,508	2,508	43,438
Parking Revenues	468,118	41,644	43,454	47,075	16,295	7,242	142,212	54,318	28,969	28,969	14,485	1,811	41,644	468,118
VCA Rent Revenues	2,262,740	188,562	188,562	188,562	188,562	188,562	188,562	188,562	188,562	188,562	188,562	188,562	188,562	2,262,740
VCA Other Revenues	93,850	7,821	7,821	7,821	7,821	7,821	7,821	7,821	7,821	7,821	7,821	7,821	7,821	93,850
Child Development Fund	584,563	94,130	44,130	61,630	39,130	39,130	39,130	39,130	39,130	39,130	71,630	39,130	39,130	584,563
Water & Sewer	3,188,661	269,888	244,888	244,888	244,888	244,888	244,888	244,888	244,888	244,888	244,888	394,888	319,888	3,188,661
Broadband	2,080,778	189,351	183,108	181,028	168,543	162,301	168,543	178,947	178,947	174,785	164,381	160,220	170,624	2,080,778
Historical & Tourism	3,032,854	252,738	252,738	252,738	252,738	252,738	252,738	252,738	252,738	252,738	252,738	252,738	252,738	3,032,854
Total Budgeted Revenues	23,180,146	2,012,500	3,185,752	2,463,240	2,658,043	1,424,028	2,020,940	1,809,040	1,526,649	1,530,420	1,272,282	1,352,844	1,924,409	23,180,146
Property Taxes	4,338,491	341,132	1,064,494	359,643	1,394,772	265,713	467,572	191,016	37,418	40,193	5,198	33,376	-	4,200,527
Sales Tax	5,115,836	742,373	748,007	499,991	18,361	18,181	68,949	97,379	76,690	77,721	31,570	21,914	147,855	2,548,990
Other Taxes	639,400	4,352	6,765	7,325	(432)	26,642	26,642	26,642	26,642	26,642	26,642	26,642	26,642	231,143
Licenses & Permits	339,828	10,342	11,102	10,600	2,065	14,160	14,160	14,160	14,160	14,160	14,160	14,160	14,160	147,385
Intergovernmental	565,671	28,752	81,744	34,376	4,869	47,139	47,139	47,139	47,139	47,139	47,139	47,139	30,641	510,356
Charges for Services	250,458	1,221	5,157	7,457	4,426	10,436	10,436	10,436	10,436	10,436	10,436	10,436	10,436	101,747
Fines & Forfeits	11,841	-	560	1,225	245	493	493	493	493	493	493	493	493	5,977
Investment Income	100,001	19,579	17,242	27,186	24,868	12,704	12,704	12,704	12,704	12,704	12,704	12,704	12,704	190,509
Miscellaneous Revenues	63,618	8,093	10,139	11,474	2,651	2,651	2,651	2,651	2,651	2,651	5,302	5,302	5,302	61,515
Contributions	43,438	2,194	16,160	1,464	-	2,508	2,508	2,508	2,508	2,508	2,508	2,508	2,508	39,885
Parking Revenues	468,118	64,044	45,647	21,634	-	-	-	-	-	-	-	-	-	131,325
VCA Rent Revenues	2,262,740	191,426	191,792	194,824	-	190,750	150,849	150,849	150,849	150,849	150,849	150,849	150,849	1,824,737
VCA Other Revenues	93,850	19,313	13,154	7,096	3,672	3,910	6,257	6,257	6,257	6,257	6,257	6,257	6,257	90,942
Child Development Fund	584,563	91,489	50,205	60,338	2,000	-	-	-	-	-	-	-	-	204,032
Water & Sewer	3,188,661	290,066	230,950	226,137	217,843	244,888	244,888	244,888	244,888	244,888	244,888	394,888	319,888	3,149,103
Broadband	2,080,778	191,653	195,442	186,294	167,725	146,071	151,689	161,052	161,052	157,307	147,943	144,198	153,561	1,963,987
Historical & Tourism	3,032,854	252,738	252,738	252,738	252,738	252,738	252,738	252,738	252,738	252,738	252,738	252,738	252,738	3,032,856
Total Projected/Actual Revenues	23,180,146	2,258,768	2,941,297	1,909,802	2,095,802	1,238,984	1,459,675	1,220,912	1,046,625	1,046,686	958,828	1,123,604	1,134,034	18,435,018

TMV Revenue Assumptions and Projections

Outlook	1	January	February	March	April	May	June	July	August	September	October	November	December	Total
Increase/Shortfall Percentage of Budgeted Revenue		12.24%	-7.67%	-22.47%	-21.15%	-12.99%	-27.77%	-32.51%	-31.44%	-31.61%	-24.64%	-16.95%	-41.07%	-20.47%
Expected Percentage of Budgeted Revenue		112.24%	92.33%	77.53%	78.85%	87.01%	72.23%	67.49%	68.56%	68.39%	75.36%	83.05%	58.93%	79.53%
	2020 Adopted Budget													
Actual (Jan & Feb) / Budget														
Property Taxes	4,338,491	93,953	1,322,806	397,711	1,483,535	265,713	467,572	191,016	37,418	40,193	5,198	33,376	-	4,338,491
Sales Tax	5,115,836	696,739	708,941	917,059	91,803	90,905	344,746	486,893	383,448	388,605	157,851	109,571	739,275	5,115,836
Other Taxes	639,400	53,283	53,283	53,283	53,283	53,283	53,283	53,283	53,283	53,283	53,283	53,283	53,283	639,400
Licenses & Permits	339,828	28,319	28,319	28,319	28,319	28,319	28,319	28,319	28,319	28,319	28,319	28,319	28,319	339,828
Intergovernmental	565,671	47,139	47,139	47,139	47,139	47,139	47,139	47,139	47,139	47,139	47,139	47,139	47,139	565,671
Charges for Services	250,458	20,872	20,872	20,872	20,872	20,872	20,872	20,872	20,872	20,872	20,872	20,872	20,872	250,458
Fines & Forfeits	11,841	987	987	987	987	987	987	987	987	987	987	987	987	11,841
Investment Income	100,001	19,579	17,242	6,318	6,318	6,318	6,318	6,318	6,318	6,318	6,318	6,318	6,318	100,001
Miscellaneous Revenues	63,618	5,302	5,302	5,302	5,302	5,302	5,302	5,302	5,302	5,302	5,302	5,302	5,302	63,618
Contributions	43,438	2,194	16,160	2,508	2,508	2,508	2,508	2,508	2,508	2,508	2,508	2,508	2,508	43,438
Parking Revenues	468,118	41,644	43,454	47,075	16,295	7,242	142,212	54,318	28,969	28,969	14,485	1,811	41,644	468,118
VCA Rent Revenues	2,262,740	188,562	188,562	188,562	188,562	188,562	188,562	188,562	188,562	188,562	188,562	188,562	188,562	2,262,740
VCA Other Revenues	93,850	7,821	7,821	7,821	7,821	7,821	7,821	7,821	7,821	7,821	7,821	7,821	7,821	93,850
Child Development Fund	584,563	94,130	44,130	61,630	39,130	39,130	39,130	39,130	39,130	39,130	71,630	39,130	39,130	584,563
Water & Sewer	3,188,661	269,888	244,888	244,888	244,888	244,888	244,888	244,888	244,888	244,888	244,888	394,888	319,888	3,188,661
Broadband	2,080,778	189,351	183,108	181,028	168,543	162,301	168,543	178,947	178,947	174,785	164,381	160,220	170,624	2,080,778
Historical & Tourism	3,032,854	252,738	252,738	252,738	252,738	252,738	252,738	252,738	252,738	252,738	252,738	252,738	252,738	3,032,854
Total Budgeted Revenues	23,180,146	2,012,500	3,185,752	2,463,240	2,658,043	1,424,028	2,020,940	1,809,040	1,526,649	1,530,420	1,272,282	1,352,844	1,924,409	23,180,146
Property Taxes	4,338,491	341,132	1,064,494	359,643	1,394,772	265,713	467,572	191,016	37,418	40,193	5,198	33,376	-	4,200,527
Sales Tax	5,115,836	742,373	748,007	499,991	18,361	18,181	68,949	97,379	76,690	77,721	31,570	21,914	147,855	2,548,990
Other Taxes	639,400	4,352	6,765	7,325	(432)	26,642	26,642	26,642	26,642	26,642	26,642	26,642	26,642	231,143
Licenses & Permits	339,828	10,342	11,102	10,600	2,065	14,160	14,160	14,160	14,160	14,160	14,160	14,160	14,160	147,385
Intergovernmental	565,671	28,752	81,744	34,376	4,869	47,139	47,139	47,139	47,139	47,139	47,139	47,139	30,641	510,356
Charges for Services	250,458	1,221	5,157	7,457	4,426	10,436	10,436	10,436	10,436	10,436	10,436	10,436	10,436	101,747
Fines & Forfeits	11,841	-	560	1,225	245	493	493	493	493	493	493	493	493	5,977
Investment Income	100,001	19,579	17,242	27,186	24,868	12,704	12,704	12,704	12,704	12,704	12,704	12,704	12,704	190,509
Miscellaneous Revenues	63,618	8,093	10,139	11,474	2,651	2,651	2,651	2,651	2,651	2,651	5,302	5,302	5,302	61,515
Contributions	43,438	2,194	16,160	1,464	-	2,508	2,508	2,508	2,508	2,508	2,508	2,508	2,508	39,885
Parking Revenues	468,118	64,044	45,647	21,634	-	-	-	-	-	-	-	-	-	131,325
VCA Rent Revenues	2,262,740	191,426	191,792	194,824	-	190,750	150,849	150,849	150,849	150,849	150,849	150,849	150,849	1,824,737
VCA Other Revenues	93,850	19,313	13,154	7,096	3,672	3,910	6,257	6,257	6,257	6,257	6,257	6,257	6,257	90,942
Child Development Fund	584,563	91,489	50,205	60,338	2,000	-	-	-	-	-	-	-	-	204,032
Water & Sewer	3,188,661	290,066	230,950	226,137	217,843	244,888	244,888	244,888	244,888	244,888	244,888	394,888	319,888	3,149,103
Broadband	2,080,778	191,653	195,442	186,294	167,725	146,071	151,689	161,052	161,052	157,307	147,943	144,198	153,561	1,963,987
Historical & Tourism	3,032,854	252,738	252,738	252,738	252,738	252,738	252,738	252,738	252,738	252,738	252,738	252,738	252,738	3,032,856
Total Projected/Actual Revenues	23,180,146	2,258,768	2,941,297	1,909,802	2,095,802	1,238,984	1,459,675	1,220,912	1,046,625	1,046,686	958,828	1,123,604	1,134,034	18,435,018

COVID19/Recession Plan

Actions:

SIGNIFICANT: A projected or unbudgeted reduction in revenues or reserves between 12% and 18%

1. Defer a significant number of capital projects
2. Reduce capital budget by \$4,352,000
3. Reduce non-critical maintenance and repairs (staff will define and detail)
4. Require strong justification for large purchases over \$5,000. Expenditures are approved via budget but any potential purchases over this amount require Town Manager approval before an order is placed
5. Eliminate expenditures related to travel, meetings, and discretionary training
6. Review all Critical Staff designations and implement changes, as needed
7. Eliminate temporary, contract, and part-time employees
8. Institute hiring freeze on all but essential safety positions, upon Council review (Specifically, no creation of new positions, no refilling positions with turnover unless health and safety related, no hiring or recruiting for potential summer positions)
9. Furlough, leave of absence or termination of any non-critical staff
10. Continue to provide health insurance premium coverage to retain employees on a leave of absence for a future return to work
11. Defer salary increases beyond what was implemented in first quarter 2020
12. Consider implementing employee cost reduction policies, such as a reduction in 401K matches; lower the 401K contribution

Seasonal employees (non-critical)

- Employees were paid through March 31st and are eligible to apply for unemployment benefits + \$600/month stimulus through July 31st
- End of season bonuses will be paid on their April 17th paycheck (does not affect unemployment: bonuses are based on hours already worked and not considered additional pay)
- Employees are eligible to be rehired when the summer season ramp up begins (TBD)

Non-critical employees

- Leave of absence- Continue health insurance benefits
- Employees use PTO through April 11th, then two weeks of town-paid leave (EPSLA); then apply for unemployment benefits + \$600/month stimulus through July 31st and continue health insurance benefits
- Leave of absence employees may choose to get paid out their PTO or retain their PTO during the leave of absence

Necessary employees

- Continue to work regular/reduced hours as on the proposed spreadsheet
 - Use PTO if not working regular hours
- Continue health insurance benefits

Critical employees

- Continue to work regular/reduced hours as on the proposed spreadsheet
 - Use PTO if not working regular hours
- Continue health insurance benefits
- Gondola Ops/maintenance – use PTO, return to work TBD as determined by Town Council and TMVOA per County order). Use town-paid leave (EPSLA) to get up to 80 hours.

MAJOR: A projected or unbudgeted reduction in revenues or reserves between 19% and 25%

1. Further reduce capital expenditures and any non-essential expenditures throughout the budget including consideration of deferring maintenance
2. Continued hiring freeze as defined above
3. Continue to review all Critical Staff designations and implement changes
4. Implement a reduction-in-force strategy such that only critical employees remain full time and necessary staff are reduced hours or furloughed unless they can re-tasked to other programs

5. Consider continuing to provide health insurance premium coverage in an attempt to retain furloughed employees for a future return to work
6. Implement employee cost reduction policies such as a reduction in or elimination of 401K matches
7. Consider temporary reduction in salary, especially for senior staff

Necessary employees

- Leave of absence effective April 12, 2020
- Continue to provide current health insurance benefits; employees continue to pay premiums for dependents
- Eligible for up to two weeks of town-paid leave (EPSLA), then employees receive unemployment benefits + \$600/month stimulus through July 31st.

Critical employees

- Continue to work regular/reduced hours as on the proposed spreadsheet
- Continue current health insurance benefits; employees continue to pay premiums for dependents

CRISIS: A crisis assumes that revenues have decreased in excess of 25% and reserves are being depleted and there is the potential for a deficit

1. Stop all capital projects and purchasing
2. Eliminate programs and services (to be determined)
3. Implement reduction in force to critical staff and furlough necessary staff unless re-tasked to fill other programs
4. Continue hiring freeze as defined above
5. Implement employee cost reduction policies such as elimination of 401K matches
6. Consider further increasing insurance premiums paid by employees
7. Continue to review all Critical Staff designations and implement changes
8. Consider continuing to provide health insurance premium coverage in an attempt to retain furloughed employees for a future return to work (in a crisis situation this may not be feasible)
9. The Finance Director and Town Manager may initiate any of these policies with Direction from the Mayor and the consent of Council. If the economic conditions leading to the implementation of the COVID19/Recession Policy are likely to continue for several years, the cumulative effect of the reduction in revenues or reserves should be considered in determining the appropriate phased response.

Non-critical employees

- Terminate non-critical employees to pay out PTO balance
- Employees receive unemployment benefits + \$600/month stimulus through July 31st.

Necessary Employees

- Employees remain on leave of absence and continue to receive unemployment benefits + \$600 stimulus through July 31st
- Consider continued health insurance coverage:
 - 1) At the same level as current premium is paid by the town
 - 2) continued premium coverage with employee covering 25% (cost reduction: \$30,000)
 - Employee only, 25% = \$167 /month
 - Employee + spouse, 25% = \$339/ month
 - Employee + family, 25% = \$415 / month
 - 3) continued premium coverage with employee covering 50% (cost reduction: \$60,000/ month)
 - Employee only 50% cost = \$333/ month
 - Employee + spouse, 50% cost = \$677/month
 - Employee + family, 50% cost = \$833/ month

Critical Employees

- Regular/ reduced hours
- Continue current health insurance benefits
- Reduce or eliminated 401(K) matches
 - Plan A: decrease match from 9% to 5%
 - Plan B: decrease match from 5% to 2.5%
- OR Eliminate 401(k) match (\$208,000 budget reduction)

- Temporarily reduce salary especially for well compensated staff

DEFINITIONS

Leave of Absence: not working, eligible for health insurance benefits and paid leave

Furloughed: not working, no benefits

Hiring freeze: Specifically, no creation of new positions, no refilling positions with turnover unless health and safety related, no hiring or recruiting for potential summer positions



TOWN OF MOUNTAIN VILLAGE
 455 Mountain Village Blvd.
 Mountain Village, CO 81435
 (970) 728-1392

TO: Town Council

DATE: April 10,2020, **revised May 6, 2020**

FROM: Michelle Haynes, Planning and Development Services Director (inclusive of the building, planning and housing divisions)

RE: Staffing Reduction Measures – **revised 5.6.2020**

Introduction. Directors were asked to reduce the 2020 budget and non-critical staff in anticipation of reduced town revenues in 2020 due to the coronavirus pandemic. The first analysis was provided on April 10, 2020 and staffing and budget have been reduced consistent with Council direction. Building, Planning and Housing have all had influencing variables necessitating a request to amend the staffing scenarios under Major and Crisis.

Requested changes are shown as strike-through's, **bold** and **highlighted**.

E = essential N = necessary NE = non-essential

	Building Division	Full Time	Significant	Major	Crisis
1.	Building Official	Yes	E	E	E
2.	Building Inspector	Yes	E	NE E	NE E
3.	Building and Planning Administrator/Tech	34 hours a week	(N) 20 Hours a week	(N) 20 hours a week 34 hours a week	(N) 20 hours a week 34 hours a week
4.	Building and Planning Scanner/Assistant	.28 of a full time employee	NE	NE	NE

Analysis:

Building Inspector. With the county health and safety requirements to track service contractor workers and the loosend building restrictions, Matt has been managing multiple tracking worksheets: service work, emergency work and county exemption requests. Many of our previously suspended building permits are now active, when the activity meets the county requirements of San Miguel County employees only. This means that Matt is also performing typical inspections. We did not furlough Matt at Major due to an assumed level of service expectation and required staffing to manage and work with the county regarding building exemptions.

Building and Planning Administrator/Tech. At Mayor I am requesting to bring Jane back onboard at 34 hours a week. We expect the building restrictions to loosen by May 15, 2020 which means more of our previously suspended building permits will become

active. We have a number of expected building permits to be released, that have been held due to COVID, and expect building activities to resume to a reduced level than normal but active nonetheless. As a point of information, we have 499 active permits and will be receiving more new permits in addition to the permits on hold. Jane has also offered to assist with administrative tasks at VCA, which will not be fully staffed, because we will not be hiring a tenant manager during the COVID crisis.

	Planning Division	Full Time	Significant	Major	Crisis
1.	Director	Yes	E	E	E
2.	Senior Planner	Yes	E	E	(N) 20 hours a week E
3.	Planner	Hiring freeze not filled	NE	NE	NE

Analysis:

Senior Planner. If in person meetings resume, then the backlog of quasi-judicial matters will need to be tended, requiring the senior planner to be reinstated as full time. Also, when we hit Crisis, at the mayor's suggestion, John can assist Zoe with BDAC as needed during this time of crisis. With the building restrictions loosening we have already seen an increase in tree permits, site walks, class 1 and 2 design review for landscape, additions and decks. We are already beginning to manage an increase in case load due to the loosening restrictions and ideal weather conditions for landscape and construction. We also have only one planner, the other planning position was terminated due to COVID and the hiring freeze.

	Village Court Apartments	Full Time	Significant	Major	Crisis
1.	Property Manager	Yes	E	E	E
2.	Tenant Manager	Yes	E	E	(N) 20 hours a week
3.	Cleaner	Yes	E	E	E
4.	Maintenance	Yes	E	E	E
5.	Maintenance	Yes	E	E	E
6.	Maintenance	Yes	E	E	NE E
7.	Maintenance Manager	Hiring freeze not filled	NE	NE	NE E

Analysis:

Tenant Manager. We decided to modify VCA's priorities based upon a demonstrated need and not hire a tenant manager, but instead hire a Maintenance Manager. During the COVID crisis we are receiving assistance as follows to help fill the administrative gap in service:

- Kathy Smith and Katy Burns, finance, will process VCA invoices directly
- Chuck Tomlinson, HR, will take over management of the HR rental units.
- Jane Marinoff, building and planning, will assist with administrative needs.

- We have delegated management of the community garden to two members of the VCA resident committee.
- Conor Reilly, who is now full time VCA maintenance, will split his time between VCA office assistance and maintenance.
- Finn Kjome, public works, will continue to help direct the maintenance staff until we can hire someone.
- We may consider elevating an existing maintenance staff person to lead either temporarily or permanently until we can hire someone into a leadership role.
- We plan to encourage online rental payments to reduce paperwork and time involved in processing monthly payment and lease renewals.

We expect to hire a tenant manager, once we are through the COVID crisis, at the direction of Council. For apartment management, the industry standard is one administrative employee for every 100 units. We have 220 units at VCA, but also feel we can manage during this time of crisis because VCA maintenance is also very important.

Maintenance staff person. We will continue to need all maintenance staff at VCA. I recently fielded a complaint about the grounds and trash. We continue to be understaffed as it relates to balancing unit turn overs, maintenance requests, scheduling maintenance work and maintenance ordering (we always have the most turn overs in May and June this month with ten (10)), and maintenance and upkeep of the grounds and parking matters.

Conclusion. Staff seeks direction from Town Council. Staff is also happy to supply additional information in order to render appropriate decisions.

/mbh

Public Works COVID 19 Recession Plan - Maintenance Expectations

Plaza Services:

Significant:

- Trash checked / public surfaces disinfected / plaza cleanup daily.
- Pots and Baskets watered daily. Annual flowers planted. Reduction of perennial order.
- Mulch high priority areas with current order of Soil Pep mulch. Suspend/postpone 2nd delivery.
- Planter beds weeded less frequently.
- Operate irrigation system on a reduced schedule, but as needed for optimal plant health.
- Continue fertilizer applications. Reduce mowing to 1x per week.
- Plaza paver repair significantly reduced.
- Wednesdays - no maintenance days pending Market on the Plaza.
- Reduction of holiday decorations with a focus on decorating the Village Center and Entrance.
- Snow removal completed on an extended timeline.

Estimated Operating Budget Reduction Excl. Employee Costs: \$81,200

Major:

- Trash checked / public surfaces disinfected / plaza cleanup daily.
- Pots and Baskets watered daily. Suspension of any remaining plant purchases.
- Use existing mulch in beds. Suspend Soil Pep mulch replacement and any additional mulching.
- Planter beds weeded less frequently.
- Further reduce irrigation and reduce fertilizer to suppress growth. Reduce mowing to 1x per 1.5 weeks.
- Plaza paver repair extremely reduced – repair hazards only.
- Minimal staff allocation for Market on the Plaza – assistance needed from other departments.
- Reduction of holiday decorations to minimal levels.
- Snow removal focused on creating paths during storms. Complete removal after storms.

Est. Operating Budget Reduction Excl. Employee Costs: \$68,624 (Total \$149,824)

Crisis:

- Trash checked / public surfaces disinfected / plaza cleanup daily.
- Pots and baskets removed. Cease any remaining planting.
- Use existing mulch in beds. No Soil Pep mulch replacement.
- Planter beds weeded infrequently.
- Reduction of irrigation and fertilizer to suppress growth. Hand water only as necessary.
- High priority turf areas mowed once per 2 weeks. Select turf areas grown out.
- No staff allocation for Market on the Plaza.
- Suspend holiday decorating.
- Snow removal focused on creating paths.
- Staff from other departments to assist as needed.

Est. Operating Budget Reduction Excl. Employee Costs: \$50,200 (Total \$200,024)

Road and Bridge:

Significant:

- Road maintenance to continue with in house crew. Maintenance times slowed, but all necessary repairs will take place.
- All yet-to-be contracted road work suspended.
- Parking lots and roads cleaned as normal – slightly slower schedule.
- Inspection of roads and trash/debris pickup continues throughout week.
- Contracted repairs to wall and bridges reduced or deferred.
- Street and parking lot snow removal times extended w/ priority to main artery roads.

Est. Operating Budget Reduction Excl. Employee Costs: \$252,460

Major:

- In house road maintenance only addressing problem areas (potholes, downed trees, etc.)
- Streets and parking lots cleaned weekly.
- Inspection of roads and trash/debris cleanup occurs weekly.
- Snow plowing of main artery roads during storms. Side streets plowed at storms end.

Est. Operating Budget Reduction Excl Employee Costs: \$15,000 (Total: \$267,460)

Crisis:

- Road maintenance limited to only necessary repairs.
- Inspection of roads and trash/debris cleanup occurs weekly.
- Snow plowing of main artery roads during storms. Side streets plowed at storms end.
- Response slowed across all areas. Staff from other departments to assist as necessary.

Est. Operating Budget Reduction Excl. Employee Costs: \$21,028 (Total: \$288,488)

Vehicle Maintenance:

Significant:

- All vehicles and equipment maintained with slight delays possible.
- Town fabrication projects to continue with slight delays.
- Sidewalk snow removal in the Meadows as tasked.

Est. Operating Budget Reduction Excl. Employee Costs: \$4,500

Major:

- Reduction in weekly coverage
- All vehicles and equipment maintained with substantial delays possible.
- Necessary Town fabrication projects to continue with substantial delays possible.
- Sidewalk snow removal in the Meadows as tasked.

Est. Operating Budget Reduction Excl. Employee Costs: \$2,500 (Total: \$7,000)

Crisis:

- Deferred non-critical maintenance when appropriate. Fabrication projects put on hold.
- Vehicles and equipment continued to be kept operational and safe.
- Sidewalk snow removal in the Meadows may be delayed.
- Staff from other departments to assist as needed.

Est. Operating Budget Reduction Excl. Employee Costs: \$4,750 (Total: \$11,750)

MV Sewer (Town of Telluride has been contacted for updated operational and capital costs for 2020 and 2021 but were not available at the time of this submittal):

Significant:

- In house sewer maintenance performed with emphasis on cleaning manholes of unacceptable sewage and fixing infiltration issues to help with sewer plant operations.

Est. Operating Budget Reduction Excl. Employee Costs: \$11,500

Major:

- Sewer system checked weekly. Repairs as needed.

Est. Operating Budget Reduction Excl. Employee Costs: \$2,960 (Total: \$14,460)

Crisis:

- All minor maintenance deferred, and only major repairs performed as needed.
- Staff from other departments to assist as needed.

Est. Operating Budget Reduction Excl. Employee Costs: \$2,406 (Total: \$16,866)

MV Water:

Significant:

- All water sampling and meter reading completed on schedule.
- All daily inspections performed.
- All maintenance performed with slightly reduced with slowed schedule.
- Double cabin tank maintenance (painting) deferred to 2021.

Est. Operating Budget Reduction Excl. Employee costs: \$88,000

Major:

- All water sampling and meter reading completed on schedule.
- Water system monitored by SCADA system and weekly inspections.
- Routine maintenance delayed or deferred where possible.

Est. Operating Budget Reduction Excl. Employee Costs: \$18,480 (Total: \$106,480)

Crisis:

- All mandatory functions take priority. Only necessary maintenance performed.
- Water system monitored by SCADA and weekly inspections.
- Meter readings completed but potentially delayed a few days.
- Staff from other departments to assist as needed.

Est. Operating Budget Reduction Excl. Employee Costs: \$55,859 (Total: \$162,339)

Ski Ranches Water:

- All functions the same as MV Water

Estimated Operating Budget Reduction (excluding employee costs):

- Significant: \$500
- Major: \$1,626 (Total: \$2,126)
- Crisis: \$5054 (Total: \$7,180)

Facility Maintenance:

Significant:

- Most facility maintenance to continue
- Utilities such as building heat and snowmelt systems reduced or turned off.
- Larger projects such as Madeline bathroom floor replacement to be deferred.

Est. Operating Budget Reduction Excl. Employee Costs: \$25,500

Major:

- Maintenance to focus on necessary repairs or cost saving temporary fixes.

Est. Operating Budget Reduction Excl. Employee Costs: \$11,000 (Total: \$36,500)

Crisis:

- Delays in maintenance repairs.
- Vehicles and equipment continued to be kept operational and safe.
- Staff from other departments to assist as needed.

Est. Operating Budget Reduction Excl. Employee Costs: \$14,683 (Total: \$51,183)

TOWN OF MOUNTAIN VILLAGE (excluding Gondola)

Surplus/Deficit by Revenue Forecast	Outlook 0	Outlook 1
Projected Revenues	\$ 19,712,807	\$ 18,435,016
Projected Expenditures	21,649,780	21,139,354
Projected Surplus/Deficit	\$ (1,936,972)	\$ (2,704,339)

Reductions	Outlook 0	Outlook 1
Capital Expenditures	\$ (4,313,704)	\$ (4,313,704)
Discretionary Expenditures	(579,701)	(845,852)
Employee Costs (Salaries/Wages-PERA/Taxes-Health Ins.)	(1,280,223)	(1,524,498)
Total	\$ (6,173,628)	\$ (6,684,054)

Monthly Projected Expenditures for Health Insurance Premiums for Employees on Leave of Absence

Department	Leave of Absence Emploeyss			Monthly Expenditures		
	Significant	Major	Critical	Significant	Major	Critical
Administration	0.00	0.00	3.00	0	0	3,451
Police Departmet	0.00	0.20	0.40	0	230	460
Public Works	3.00	9.75	13.75	3,451	11,214	15,815
Transit	0.00	0.80	1.60	0	920	1,840
Parks and Rec	4.00	4.00	4.00	4,601	4,601	4,601
Planning & Development	0.15	0.15	1.15	173	173	1,323
Historical & Tourism	0.00	0.00	0.00	0	0	0
Childcare	1.92	1.41	1.72	2,211	1,616	1,973
Information Technology	0.00	1.00	1.00	0	1,150	1,150
Telluride Conf. Center	0.00	0.00	0.00	0	0	0
Capital Outlay	0.00	0.00	0.00	0	0	0
Vehicle Acquisition	0.00	0.00	0.00	0	0	0
Capital Projects Fund	0.00	0.00	0.00	0	0	0
Total	9.07	17.31	26.62	10,435	19,904	30,612

GONDOLA

Surplus/Deficit by Revenue Forecast	Outlook 0	Outlook 1
Projected Revenues	\$ 5,121,299	\$ 5,121,299
Projected Expenditures	4,636,058	4,364,699
Projected Surplus/Deficit*	\$ 485,241	\$ 756,600

*In reality there will not be a surplus or deficit. TMVOA will fund actual expenditures.
The surply/deficit shown reflects the difference from the 2020 adopted budget.

Reductions	Outlook 0	Outlook 1
Capital Expenditures	\$ (497,000)	\$ (497,000)
Discretionary Expenditures	(20,036)	(20,036)
Employee Costs* (Salaries/Wages-PERA/Taxes-Health Ins.)	31,795	(239,564)
Total	\$ (485,241)	\$ (756,600)

Monthly Projected Expenditures for Health Insurance Premiums for Employees on Leave of Absence

Gondola	Leave of Absence Emploeyss			Monthly Expenditures		
	Significant	Major	Critical	Significant	Major	Critical
	0	12	12	0	13,802	13,802

TMV Revenue Assumptions and Projections

Scenario Switch	1	January	February	March	April	May	June	July	August	September	October	November	December	Total
Actual (Jan, Feb, & Mar) / Budget														
Property Taxes		93,953	1,322,806	397,711	1,483,535	265,713	467,572	191,016	37,418	40,193	5,198	33,376	-	4,338,491
Sales Tax		696,739	708,941	917,059	91,803	90,905	344,746	486,893	383,448	388,605	157,851	109,571	739,275	5,115,836
Other Taxes		53,283	53,283	53,283	53,283	53,283	53,283	53,283	53,283	53,283	53,283	53,283	53,283	639,400
Licenses & Permits		28,319	28,319	28,319	28,319	28,319	28,319	28,319	28,319	28,319	28,319	28,319	28,319	339,828
Intergovernmental		47,139	47,139	47,139	47,139	47,139	47,139	47,139	47,139	47,139	47,139	47,139	47,139	565,671
Charges for Services		20,872	20,872	20,872	20,872	20,872	20,872	20,872	20,872	20,872	20,872	20,872	20,872	250,458
Fines & Forfeits		987	987	987	987	987	987	987	987	987	987	987	987	11,841
Investment Income		19,579	17,242	6,318	6,318	6,318	6,318	6,318	6,318	6,318	6,318	6,318	6,318	100,001
Miscellaneous Revenues		5,302	5,302	5,302	5,302	5,302	5,302	5,302	5,302	5,302	5,302	5,302	5,302	63,618
Contributions		2,194	16,160	2,508	2,508	2,508	2,508	2,508	2,508	2,508	2,508	2,508	2,508	43,438
Parking Revenues		41,644	43,454	47,075	16,295	7,242	142,212	54,318	28,969	28,969	14,485	1,811	41,644	468,118
VCA Rent Revenues		188,562	188,562	188,562	188,562	188,562	188,562	188,562	188,562	188,562	188,562	188,562	188,562	2,262,740
VCA Other Revenues		7,821	7,821	7,821	7,821	7,821	7,821	7,821	7,821	7,821	7,821	7,821	7,821	93,850
Child Development Fund		94,130	44,130	61,630	39,130	39,130	39,130	39,130	39,130	39,130	71,630	39,130	39,130	584,563
Water & Sewer		269,888	244,888	244,888	244,888	244,888	244,888	244,888	244,888	244,888	244,888	394,888	319,888	3,188,661
Broadband		189,351	183,108	181,028	168,543	162,301	168,543	178,947	178,947	174,785	164,381	160,220	170,624	2,080,778
Historical & Tourism		252,738	252,738	252,738	252,738	252,738	252,738	252,738	252,738	252,738	252,738	252,738	252,738	3,032,854
Total Budgeted Revenues		2,012,500	3,185,752	2,463,240	2,658,043	1,424,028	2,020,940	1,809,041	1,526,649	1,530,420	1,272,282	1,352,844	1,924,409	23,180,146
Projected/Actual Totals														
Property Taxes		341,132	1,064,494	359,643	1,394,772	265,713	467,572	191,016	37,418	40,193	5,198	33,376	-	4,200,527
Sales Tax		742,373	748,007	499,991	18,361	18,181	68,949	97,379	76,690	77,721	31,570	21,914	147,855	2,548,990
Other Taxes		4,352	6,765	7,325	(432)	26,642	26,642	26,642	26,642	26,642	26,642	26,642	26,642	231,143
Licenses & Permits		10,342	11,102	10,600	2,065	14,160	14,160	14,160	14,160	14,160	14,160	14,160	14,160	147,385
Intergovernmental		28,752	81,744	34,376	4,869	47,139	47,139	47,139	47,139	47,139	47,139	47,139	30,641	510,356
Charges for Services		1,221	5,157	7,457	4,426	10,436	10,436	10,436	10,436	10,436	10,436	10,436	10,436	101,747
Fines & Forfeits		-	560	1,225	245	493	493	493	493	493	493	493	493	5,977
Investment Income		19,579	17,242	27,186	24,868	12,704	12,704	12,704	12,704	12,704	12,704	12,704	12,704	190,509
Miscellaneous Revenues		8,093	10,139	11,474	2,651	2,651	2,651	2,651	2,651	2,651	5,302	5,302	5,302	61,515
Contributions		2,194	16,160	1,464	-	2,508	2,508	2,508	2,508	2,508	2,508	2,508	2,508	39,885
Parking Revenues		64,044	45,647	21,634	-	-	-	-	-	-	-	-	-	131,325
VCA Rent Revenues		191,426	191,792	194,824	-	190,750	150,849	150,849	150,849	150,849	150,849	150,849	150,849	1,824,737
VCA Other Revenues		19,313	13,154	7,096	3,672	3,910	6,257	6,257	6,257	6,257	6,257	6,257	6,257	90,942
Child Development Fund		91,489	50,205	60,338	2,000	-	-	-	-	-	-	-	-	204,032
Water & Sewer		290,066	230,950	226,137	217,843	244,888	244,888	244,888	244,888	244,888	244,888	394,888	319,888	3,149,103
Broadband		191,653	195,442	186,294	167,725	146,071	151,689	161,052	161,052	157,307	147,943	144,198	153,561	1,963,987
Historical & Tourism		252,738	252,738	252,738	252,738	252,738	252,738	252,738	252,738	252,738	252,738	252,738	252,738	3,032,854
Total		2,258,768	2,941,297	1,909,802	2,095,802	1,238,984	1,459,675	1,220,912	1,046,625	1,046,686	958,828	1,123,604	1,134,034	18,435,016
Budget Variance		246,268	(244,455)	(553,438)	(562,241)	(185,044)	(561,264)	(588,128)	(480,024)	(483,734)	(313,455)	(229,240)	(790,376)	(4,745,131)
Variance Analytic		112.24%	92.33%	77.53%	78.85%	87.01%	72.23%	67.49%	68.56%	68.39%	75.36%	83.05%	58.93%	79.53%
Shortfall Analytic		12.24%	-7.67%	-22.47%	-21.15%	-12.99%	-27.77%	-32.51%	-31.44%	-31.61%	-24.64%	-16.95%	-41.07%	-20.47%

* Emergency Levels:

Minus 0% - 12%	Normal	=>88%	Normal
Minus 13% - 18%	Significant	>82-88%	Significant
Minus 19% - 25%	Major	75%-82%	Major
Minus 26%+	Critical	<75%	Critical

Scenario 1 Social Distancing until Sept 30 (Switch = 0)

	January	February	March	April	May	June	July	August	September	October	November	December
Property Taxes	363.09%	80.47%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Sales Tax	106.08%	97.25%	75.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	100.00%	100.00%	100.00%
Other Taxes	8.17%	12.70%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	100.00%	100.00%	100.00%
Licenses & Permits	36.52%	39.20%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	100.00%	100.00%	100.00%
Intergovernmental	60.99%	173.41%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	65.00%
Charges for Services	5.85%	24.71%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	100.00%	100.00%	100.00%
Fines & Forfeits	0.00%	0.00%	100.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	100.00%	100.00%	100.00%
Investment Income	100.00%	100.00%	150.00%	150.00%	190.00%	190.00%	190.00%	190.00%	190.00%	190.00%	190.00%	190.00%
Miscellaneous Revenues	152.65%	191.25%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	100.00%	100.00%	100.00%
Contributions	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Parking Revenues	153.79%	105.05%	43.17%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
VCA Rent Revenues	101.52%	101.71%	103.30%	0.00%	50.00%	80.00%	80.00%	80.00%	80.00%	100.00%	100.00%	100.00%
VCA Other Revenues	246.94%	168.19%	90.73%	50.00%	50.00%	80.00%	80.00%	80.00%	80.00%	100.00%	100.00%	100.00%
Child Development Fund	97.19%	113.77%	97.90%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	100.00%
Water & Sewer	107.48%	94.31%	92.30%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Broadband	101.22%	106.74%	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%	100.00%	100.00%	100.00%

Scenario 2 Social Distancing Until December 31 (Switch = 1)

	January	February	March	April	May	June	July	August	September	October	November	December
Property Taxes	363.09%	80.47%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Sales Tax	106.08%	97.25%	75.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%
Other Taxes	8.17%	12.70%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%
Licenses & Permits	36.52%	39.20%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%
Intergovernmental	60.99%	173.41%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	65.00%
Charges for Services	5.85%	24.71%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%
Fines & Forfeits	0.00%	0.00%	100.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%
Investment Income	100.00%	100.00%	150.00%	150.00%	190.00%	190.00%	190.00%	190.00%	190.00%	190.00%	190.00%	190.00%
Miscellaneous Revenues	152.65%	191.25%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	100.00%	100.00%	100.00%
Contributions	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Parking Revenues	153.79%	105.05%	43.17%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
VCA Rent Revenues	101.52%	101.71%	103.30%	0.00%	50.00%	80.00%	80.00%	80.00%	80.00%	80.00%	80.00%	80.00%
VCA Other Revenues	246.94%	168.19%	90.73%	50.00%	50.00%	80.00%	80.00%	80.00%	80.00%	80.00%	80.00%	80.00%
Child Development Fund	97.19%	113.77%	97.90%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Water & Sewer	107.48%	94.31%	92.30%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Broadband	101.22%	106.74%	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%