# Comprehensive Annual Financial Report

*for the year ended*
December 31, 2018

Town of Avon
100 Mikaela Way ▪ Avon, CO ▪ 81620 ▪ 970-748-4000 ▪
www.avon.org

# Town of Avon, Colorado

## Comprehensive Annual Financial Report

*for the year ended* December 31, 2018

Prepared by:
Department of Finance

Scott C. Wright, CPA, CPFO
Asst. Town Manager / Director of Finance

# TOWN OF AVON, COLORADO
# LIST OF ELECTED AND APPOINTED OFFICIALS
# December 31, 2018

TOWN COUNCIL

Sarah Smith Hymes, Mayor
Amy Phillips, Mayor Pro Tem
Jennie Fancher
Scott Prince
Chico Thuon
Tamra N. Underwood
Jake Wolf

MANAGEMENT

Scott Wright, Acting Town Manager
Preston Neill, Deputy Town Manager
John Curutchet, Recreation Director
Greg Daly, Police Chief
Justin Hildreth, Town Engineer
Rego Omerigic, Fleet Director
Gary Padilla, Public Works Director
Matt Pielsticker, Planning Director
Lance Richards, Human Resources Director
Eva Wilson, Mobility Director

# TOWN OF AVON, COLORADO

**COMPREHENSIVE ANNUAL FINANCIAL REPORT**
**FOR THE YEAR ENDED DECEMBER 31, 2018**

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AVON
COLORADO

May 23, 2019

To the Honorable Mayor, Members of the Town Council and Citizens of the Town of Avon:

Town Charter and State statutes require that the Town of Avon (Town) issue a complete set of financial statements presented in conformance with generally accepted accounting principles (GAAP) and audited in accordance with generally accepted auditing standards by a firm of licensed independent certified public accountants. Pursuant to these requirements, we hereby issue the comprehensive annual financial report of the Town of Avon for the fiscal year ended December 31, 2018.

This report consists of management's representations concerning the finances of the Town of Avon. Consequently, management assumes full responsibility for the completeness and reliability of all of the information presented in this report. To provide a reasonable basis for making these representations, management of the Town of Avon has established a comprehensive internal control framework that is designed both to protect the Town's assets from loss, theft, or misuse and to compile sufficient reliable information for the preparation of the Town of Avon's financial statements in conformity with GAAP. Because the cost of internal controls should not outweigh the benefits, the Town of Avon's comprehensive framework of internal controls has been designed to provide reasonable rather than absolute assurance that the financial statements will be free from material misstatement. As management, we assert that, to the best of our knowledge and belief, this financial report is complete and reliable in all material respects.

The Town of Avon's financial statements have been audited by McMahan and Associates, L.L.C., a firm of certified public accountants. The goal of the independent audit was to provide reasonable assurance that the financial statements of the Town of Avon for the fiscal year ended December 31, 2018, are free of material misstatement. The independent audit involved examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; assessing the accounting principles used and significant estimates made by management; and evaluating the overall financial statement presentation. The independent auditor concluded, based upon the audit, that there was a reasonable basis for rendering an unqualified opinion that the Town of Avon's financial statements for the fiscal year ended December 31, 2018, are fairly presented in conformity with GAAP. The independent auditor's report is presented as the first component of the financial section of this report.

GAAP require that management provide a narrative introduction, overview, and analysis to accompany the basic financial statements in the form of Management's



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Discussion and Analysis (MD&A). This letter of transmittal is designed to complement the MD&A and should be read in conjunction with it. The Town of Avon's MD&A can be found immediately following the report of the independent auditors.

**Profile of the Town**

The Town of Avon was incorporated in 1978 and is located in Eagle County, eight miles west of the Town of Vail and seventeen miles east of the Town of Eagle. The Town sits north of U.S. Highway 6, directly adjacent to the Beaver Creek Resort and is bisected by Interstate Highway 70 from east to west. The primary transportation route to and from Avon is I-70. Aviation services and transportation are available at the Eagle County Airport, 24 miles west of the Town. The Town provides bus transportation services within the Town and offers, in funding partnership with the Beaver Creek Resort Company, a high-speed gondola that provides direct access to Beaver Creek Resort. Avon is also served by the Eagle County Regional Transit Authority which provides bus service throughout Eagle County. Eagle County encompasses approximately 1,694 square miles and spans from the summit of Vail Pass to Glenwood Canyon. Approximately 80% of Eagle County's land is public – comprised of National Forests, wilderness areas, Bureau of Land Management properties, and state and local public lands.

The Town of Avon currently encompasses approximately 8¼ square miles. The 2010 Census reported a population of 6,447. This figure represents the permanent resident population. Total population increases significantly during the winter tourist ski season.

The Town operates under the council/manager form of government. Policy-making and legislative authority are vested in the Town Council, which consists of a mayor and a six-member council. The Town Council is responsible, among other things, for passing ordinances, adopting the budget, and appointing a Town Manager, Town Attorney, Town Prosecutor and Municipal Judge. The Town Manager is responsible for carrying out the policies and ordinances of the Council, overseeing the day-to-day operations of the Town, and for appointing the heads of the Town's departments.

The Council is elected on a non-partisan basis. Council members are elected to four-year staggered terms with four council members elected in November, 2018, and the remaining three to be elected in November, 2020. The mayor and mayor pro-tem are elected from amongst the elected council members by a majority vote. The mayor presides at meetings of council and shall not vote until all other Council members present who are eligible to vote have had reasonable opportunity to vote. The affirmative concurring vote of four (4) Council members is required for the adoption of an ordinance, resolution, order for appropriation, approval of a contract or approval of an intergovernmental agreement.

The Town is a home-rule community empowered to levy a property tax on the assessed value of real property located within the Town. The Town collects a 4% sales tax on all retail sales, and a 4% accommodations tax on the lease or rental of hotel rooms, condominium units and other accommodations within the Town. Beginning January 1, 2019 with voter approval the Town began levying a $3 per pack excise tax on the sale of cigarettes and a 40% tax on other nicotine and tobacco products. The Town also collects a 2% real estate transfer tax on all sales of real property located within the Town. The Town has the power by state statute to extend its corporate limits by annexation, which is done periodically when deemed appropriate by the Town Council.

The Town provides a full range of municipal services including general administrative services; community planning and zoning and building permitting and inspection services; municipal law enforcement; public works including management and maintenance of Town parks and landscaping, Nottingham Lake, bridges, streets and roads, trails, buildings, facilities and infrastructure; operation and management of the Avon Recreation Center and other youth, adult and senior recreation programs; and, special events and cultural activities.

The annual budget serves as the foundation for the Town of Avon's financial planning and control. No later than October 15th, the Town Manager submits to the Mayor and Town Council a proposed budget for the calendar year commencing the following January 1st. The budget is prepared by fund, department, program and project and includes information on the prior year, current estimates and requested appropriations and estimated revenues for the upcoming year.

The Town Council holds public hearings and may change appropriations except for expenditures required by law for debt service or for estimated cash deficits. No change to the budget may increase the authorized expenditures to any amount greater than the total amount of funds available. The Town Council must adopt the budget by resolution prior to December 15th. Once adopted, the Town Council may at any time, by resolution, amend the budget. In addition, the Town Manager may transfer part or all of any unencumbered appropriation balance among programs within a department. A department is defined by the Town as a distinct, principal or specialized division (e.g. the department of public works).

Expenditures may not legally exceed budgeted appropriations at the fund level. Budget to actual comparison are provided in this report for all funds and are presented at a lower-than-required level of control to facilitate detailed financial analysis.

Budgetary comparisons for the Town's General Fund and its major special revenue fund, the Avon Urban Renewal Authority, are presented as required supplemental information in this report. Budget to actual comparisons for all other Town funds are included as other supplemental information in this report.

## Factors Affecting Financial Condition

The information presented in the financial statements is best understood when considered from a broader perspective rather than just the specific environment in which the Town operates.

***Local Economy.*** Year-round tourism and winter recreation-related businesses account for a significant portion of the employment and earned income of area residents. Skier and snowboarder visits at Vail and Beaver Creek Resort account for almost 20% of the total such visits in Colorado. Both resorts are perennially ranked among the top ten ski resorts in the country.

In addition to skiing and associated winter-time activities, the area promotes a number of summer activities. The Town of Avon sponsors numerous special events throughout the year to area residents and visitors including Avon's Salute to the USA - a 4th of July fireworks display typically held on July 3rd, and Avon LIVE!, a free Wednesday evening live music series; multiple sporting events such as the annual Triple Bypass Bicycle Tour and the XTERRA triathlon; and family-friendly activities like the Avon Easter Egg Hunt. Avon's Whitewater Park, with three distinct water features, is open all summer for rafters and kayakers to enjoy. The West Avon Preserve offers more than 11 miles of mountain bike trails accessible from the Town's paved bike paths with a variety of terrain for all ability levels. Offering several championship golf courses, Eagle County has earned a rating by Golf Digest Magazine as one of the top 40 golf communities in which to live. Other summer activities include hiking, horseback riding, bicycling, kayaking and rafting, as well as other recreational sports.

***Property Values.*** Property tax, which is based on assessed property values and a mill rate, represents approximately thirty percent of the Town's total tax revenues. Assessed values are dependent upon real property growth and market values of property, along with assessment ratios established by the State legislature. In Avon, real property assessed values increased by 1.96 percent in 2018 which will result in an increase of approximately $37,949 annually in general fund revenues for basic municipal services.

## Strategic Plan

*Strategic Planning.* Town Council updated and approved its *2019 Town of Avon Strategic Plan* on October 23, 2018. The 2019 budget utilizes a priority-based budget approach for using a strategic decision-making process in funding programs and services to best ensure effective use of the Town's limited resources. This process is intended to evolve over time to provide more useful information as to the relative importance of individual programs and services which can then be prioritized within and across departments. This budget approach requires budget narratives which

describe discrete and specific activities and/or operations for each Town fund and program. Each operation is then quantified in terms of estimated personnel and nonpersonnel costs providing a total cost for the operation.

**Current Initiatives**

Avon's strategic plan recognizes the importance of vibrancy and activity within the Town and states that it will be supported by partnering with existing special events and attracting an array of new and diverse cultural, educational and recreational events to Avon which meet the Town's brand and are in concert with the values of our community. The 2019 budget has been developed to address priorities identified in the *Strategic Plan* with major emphasis on the following:

- Implement the development strategies identified within the adopted Town of Avon Town-Owned Properties Plan for seven sites including Tract G, Wildridge Fire House, Swift Gulch, the Village at Avon's "Park Site," "School Site" (Lot E), Public Works Site (Lot 5), and the Wildwood Properties.
- Meet the Comprehensive Plan Housing goals to 1) Achieve a diverse range of housing densities, styles and types, including rental and for sale, to serve all segments of the population; and 2) Coordinate with neighboring communities to provide an attainable housing program that incorporates both rental and ownership opportunities, which are affordable for local working families.
- Meet the goals and objectives of the Avon Community Housing Plan.
- Invest in Multi-modal Improvements prioritizing walkability and bicycle use on streets, with transit, parking and wayfinding.
- Implement the priorities from the 2016 Town of Avon Climate Action Plan Implementation Schedule, adopted on March 28, 2017.
- Proactively ensure trees on public and private property do not host and spread viruses; remove dead trees with a well-developed landscape program.
- Develop a comprehensive Fire Mitigation Plan for Town-owned properties and work with the Eagle River Fire Protection District on planning and implementing an emergency egress for the Wildridge community.
- Continue to solicit, develop and fund, in partnership with qualified producers, a diverse program of vibrant arts, educational, cultural and recreational offerings at the Avon Performance Pavilion and Main Street Mall.
- Implement the adopted Avon Recreational Trails Plan as prioritized and adopted by the Avon Town Council.
- Implement the action plan to pursue a Colorado Creative District designation.

**Capital Improvement Projects.**

The Town updates its capital improvements long-range plan annually. Several improvement projects are approved for 2019 that have been in the planning and design stage for several years. Anticipated projects include phase two of the Beaver

Creek Blvd. rebuild project, the Avon Recreation Center weight room expansion project, Benchmark Rd. on-street parking project, West Beaver Creek Blvd. railroad crossing improvements, Nottingham Rd. debris flow improvements, rebuild of the Avon Whitewater Park, and construction of a connecting trail from Lake Street to the Eagle River Regional Trail.

**Awards and Acknowledgements**

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the Town of Avon for its comprehensive annual financial report (CAFR) for the fiscal year ended December 31, 2017. This was the twenty-sixth consecutive year that the Town has received this prestigious award. In order to be awarded a Certificate of Achievement, the Town published an easily readable and efficiently organized CAFR. This report satisfied both GAAP and applicable legal requirements.

A Certificate of Achievement is valid for a period of one year only. We believe that our current CAFR continues to meet the Certificate of Achievement Program's requirements, and we are submitting it to the GFOA to determine its eligibility for another certificate.

The preparation of this report could not have been possible without the efficient and dedicated services of the entire staff of the Finance Department. Each member of the department has my sincere appreciation for the contributions made in the preparation of this report. Due credit should also be given to the Mayor, Town Council, and Town Manager for their interest, support and leadership in planning and conducting the operations of the Town in a responsible and progressive manner.

Respectfully Submitted,

Scott C. Wright, CPA, CPFO
Asst. Town Manager / Finance Director

Government Finance Officers Association

# Certificate of Achievement for Excellence in Financial Reporting

Presented to

## Town of Avon

## Colorado

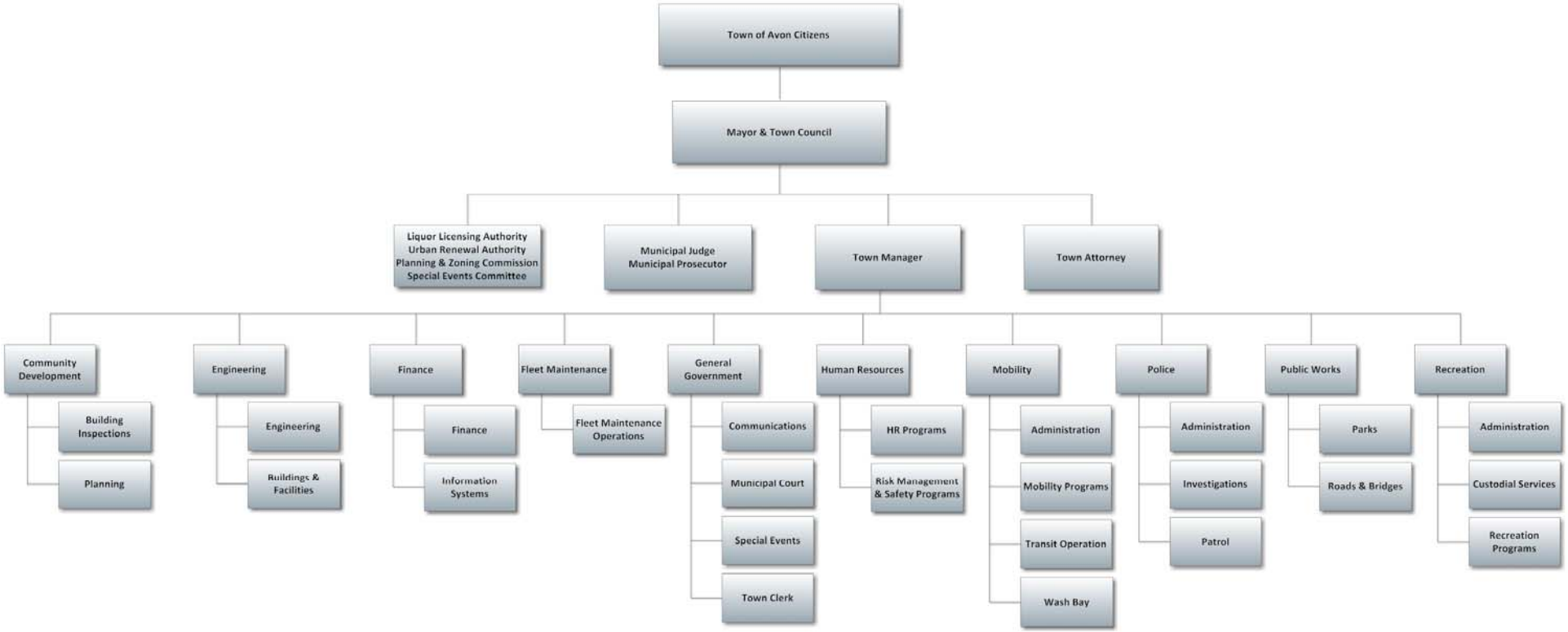
For its Comprehensive Annual
Financial Report
for the Fiscal Year Ended

**December 31, 2017**

Christopher P. Morrill

Executive Director/CEO

# Town of Avon
## Organizational Chart



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McMahan and Associates, L.L.C.
*Certified Public Accountants and Consultants*

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## INDEPENDENT AUDITOR'S REPORT

**To the Honorable Mayor and Town Council**
**Town of Avon, Colorado**

***Report on the Financial Statements***

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of Town of Avon, Colorado, Colorado (the "Town"), as of and for the year ended December 31, 2018, and the related noted to the financial statements, which collectively comprise the Town's basic financial statements as listed in the table of contents.

***Management's Responsibility for the Financial Statements***

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

***Auditor's Responsibility***

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards,* issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit includes performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Town's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall financial statement presentation. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

***Opinions***

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, the aggregate discretely presented component units, each major fund, and the aggregate remaining fund information of Town of Avon, Colorado, Colorado as of December 31, 2018, and the respective changes in financial position and, where applicable, cash flows thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

***Other Matters***

Accounting principles generally accepted in the United States of America require that Management's Discussion and Analysis on pages 3-16 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

***Other Matters (continued)***

The budgetary comparison information on pages 53-55 is not a required part of the basic financial statements but is supplementary information required by accounting principles generally accepted in the United States of America. The budgetary comparison information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Town's financial statements taken as a whole. The introductory section, combining fund financial statements, individual fund budgetary information, the Debt Schedule, the Local Highway Finance Report, and the statistical section listed in the accompanying table of contents are presented for purposes of additional analysis and are not a required part of the Town's financial statements. The combining fund financial statements, the individual fund budgetary information, the Debt Schedule, detailed budgetary schedules and the Local Highway Finance Report on pages 57-89 are the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the financial statements. Such information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole. The introductory and statistical sections have not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we express no opinion on them.

Additionally, the Schedule of Expenditures of Federal Awards included in the Single Audit section is presented for the purpose of additional analysis, as required by the audit requirements of Title 2 U.S. Code of Federal Regulations Part 200, *Uniform 'Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (the "Uniform Guidance"), and is not a required part of the Town's financial statements. Such information has been subjected to the auditing procedures applied audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the Schedule of Expenditures of Federal Awards is fairly stated in all material respects in relation to the financial statements as a whole.

***Other Reporting Required by Government Auditing Standards***

In accordance with *Government Auditing Standards,* we have also issued our report dated May 16, 2019 on our consideration of the Town's internal control over financial reporting and on our tests of its compliance with provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Town's internal control over financial reporting and compliance.

McMahan and Associates, L.L.C.

**McMahan and Associates, L.L.C.**
**Avon, Colorado**
**May 16, 2019**

## Management's Discussion and Analysis

As management of the Town of Avon, we offer readers of the Town of Avon's financial statements this narrative overview and analysis of the financial activities of the Town of Avon for the fiscal year ended December 31, 2018. We encourage readers to consider the information presented here in conjunction with additional information that we have furnished in our letter of transmittal, which can be found in the introductory section of this report.

### Financial Highlights

- The assets of the Town exceeded its liabilities and deferred inflows at the close of its fiscal year ended December 31, 2018 by $94,990,691 (net position). Of this amount, $21,317,840 is unrestricted and may be used to meet the Town's ongoing obligations to citizens and creditors in accordance with the Town's fund designation and fiscal policies as more fully described below.

- The Town's total net position decreased by $314,695.

- As of the close of the fiscal year, the Town's governmental funds reported combined ending fund balances of $16,336,025, a decrease of $3,464,649 from the prior year. Approximately 34.3 percent of this total amount, $5,611,041, is available for spending at the Town's discretion (unassigned fund balance).

- The unassigned fund balance for the General Fund was $5,611,041, or 33.7 percent of total General Fund expenditures and other financing uses. This represents a $485,236 increase, or 9.5 percent, from the prior year.

- The Town of Avon's long-term liabilities decreased by a net $1,317,596 during the current fiscal year. Regular principal payments were made on bonded debt of $1,351,079 and capital leases of $228,994. A new capital lease of $258,258 was issued.

### Overview of the Financial Statements

This discussion and analysis are intended to serve as an introduction to the Town of Avon's basic financial statements. The Town's basic financial statements are comprised of three components: 1) government-wide financial statements, 2) fund financial statements, and 3) notes to the financial statements. This report also contains required supplementary information and other supplementary information in addition to the basic financial statements themselves.

**Government-wide financial statements**. The government-wide financial statements are designed to provide readers with a broad overview of the Town of Avon's finances, in a manner similar to a private sector business.

The s*tatement of net position* presents information on all of the Town of Avon's assets and liabilities, with the difference between the two reported as net position. Over time, increases or

decreases in net position may serve as a useful indicator of whether the financial position of the Town is improving or deteriorating.

The s*tatement of activities* presents information showing how the Town's net position changed during the most recent fiscal year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, *regardless of the timing of related cash flows*. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future fiscal periods (e.g., earned but unused compensated absences).

Both of the government-wide financial statements distinguish functions of the Town of Avon that are principally supported by taxes and intergovernmental revenues (*governmental activities*) from other functions that are intended to recover all or a significant portion of their costs through user fees and charges (*business-type activities*). The governmental activities of the Town of Avon include general government, community development, public safety, public works and utilities, and recreation and culture. The business-type activities of the Town include mobility and fleet maintenance operations.

The government-wide financial statements include not only the Town of Avon itself (known as the *primary government*), but also the Avon Urban Renewal Authority, a legally separate entity, which was established in August 2007 to undertake urban renewal plans and projects with the Town. All members of the governing body are Town Council members. For financial reporting purposes, AURA is blended into the Town's financial statements and is reported as a major fund in the basic financial statements.

The government-wide financial statements can be found on pages 17-19 of this report.

**Fund financial statements**. A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The Town of Avon, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. All of the funds of the Town can be divided into two categories: governmental funds and proprietary funds.

***Governmental funds***. *Governmental funds* are used to account for essentially the same functions reported as *governmental activities* in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on *near-term inflow and outflows of spendable resources*, as well as on *balances of spendable resources* available at the end of the fiscal year. Such information may be useful in evaluating a government's near-term financing requirements.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for *governmental funds* with similar information presented for *governmental activities* in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the Town's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures, and changes in fund balances provide a reconciliation to facilitate this comparison between *governmental funds* and *governmental activities*.

The Town of Avon maintains nine individual governmental funds. Information is presented separately in the governmental fund balance sheet and in the governmental fund statement of revenues, expenditures, and changes in fund balances for the General Fund, Avon Urban Renewal Authority Fund, Debt Service Fund and Capital Projects Fund, all of which are considered to be major funds. Data from the other five nonmajor governmental funds (Water Fund, Community Enhancement Fund, Affordable Housing Fund, Exterior Energy Offset Fund, and Disposable Paper Bag Fee Fund) are combined into a single, aggregate presentation.

Individual fund data for each of these nonmajor governmental funds is provided in the form of *combining statements* elsewhere in this report. The basic governmental fund financial statements can be found on pages 20-23 of this report.

***Proprietary funds***. The Town of Avon maintains two different types of proprietary funds. *Enterprise funds* are used to report the same function presented as business-type activities in the government-wide financial statements. The Town of Avon uses enterprise funds to account for its mobility operations and its fleet maintenance operations. *Internal service funds* are an accounting device used to accumulate and allocate costs internally among the Town's various functions. The Town of Avon uses an internal service fund to account for the rental of vehicles and equipment to Town departments for the accumulation of funds for future replacement. Because this service predominately benefits governmental rather than business-type functions, it has been included within *governmental activities* in the government-wide financial statements.

Proprietary funds provide the same type of information as the government-wide financial statements, only in more detail. The proprietary fund financial statements provide separate information for the mobility fund and the fleet maintenance fund operations. Separate information is also provided for the Town's internal service fund. The basic proprietary fund financial statements can be found on pages 24-27 of this report.

***Notes to the Financial Statements***. The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements. The notes to the financial statements can be found on pages 28-52 of this report.

***Required Supplemental Information***. In addition to the basic financial statements and accompanying notes, this report also presents certain other required supplemental information. The Town of Avon adopts an annual appropriated budget for its General Fund and major special revenue fund. Budgetary comparison statements have been provided for the General Fund and the Avon Urban Renewal Authority Fund to demonstrate compliance with these budgets and can be found on pages 53-54 of this report.

***Other Supplemental Information***. The combining statements referred to earlier in connection with nonmajor governmental funds are presented under other supplemental information immediately following the required supplemental information. Individual fund statements and schedules and other miscellaneous schedules can also be found in this section on pages 57-89 of this report.

## Government-wide Financial Analysis

As noted earlier, net position may serve over time as a useful indicator of a government's financial position. In the case of the Town of Avon, assets and deferred outflows of resources exceeded liabilities and deferred inflows of resources by $94,990,691 as of December 31, 2018.

The largest portion of the Town's net position (74.7%) reflects its investment in capital assets (e.g. land, buildings, machinery and equipment, and infrastructure), net of any related debt used to acquire those assets that is still outstanding. The Town uses these assets to provide services to citizens, consequently, these assets are not available for future spending. Although the Town's investment in capital assets is reported net of related debt, it should be noted that the resources needed to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities.

An additional portion of the Town's net position (2.8%) represents resources that are subject to external restrictions on how they may be used. The remaining balance of unrestricted net position (22.5%) may be used to meet the Town's ongoing obligations to citizens and creditors.

### Condensed Net Position

| | Governmental Activities | | Business-type Activities | | Total Government | |
|---|---|---|---|---|---|---|
| | 2018 | 2017 | 2018 | 2017 | 2018 | 2017 |
| Current and Other Assets | $ 25,422,136 | $ 25,384,703 | $ 961,503 | $ 958,937 | $ 26,383,639 | $ 26,343,640 |
| Restricted Assets | 2,076,002 | 4,879,406 | - | - | 2,076,002 | 4,879,406 |
| Capital Assets, net | 80,019,220 | 77,452,494 | 13,490,714 | 13,990,735 | 93,509,934 | 91,443,229 |
| Total Assets | 107,517,358 | 107,716,603 | 14,452,217 | 14,949,672 | 121,969,575 | 122,666,275 |
| Other Liabilities | 2,450,229 | 1,598,588 | 202,275 | 153,863 | 2,652,504 | 1,752,451 |
| Noncurrent Liabilities | 19,735,961 | 21,112,349 | 2,672,907 | 2,614,114 | 22,408,868 | 23,726,463 |
| Total Liabilities | 22,186,190 | 22,710,937 | 2,875,182 | 2,767,977 | 25,061,372 | 25,478,914 |
| Deferred Inflows of Resources | 1,871,006 | 1,835,120 | 46,506 | 46,855 | 1,917,512 | 1,881,975 |
| Net Position: | | | | | | |
| Net Investment in Capital Assets | 60,092,867 | 56,693,531 | 10,877,907 | 11,424,412 | 70,970,774 | 68,117,943 |
| Restricted | 2,702,077 | 6,147,917 | - | - | 2,702,077 | 6,147,917 |
| Unrestricted | 20,665,218 | 20,329,098 | 652622 | 710,428 | 21,317,840 | 21,039,526 |
| Total Net Position | $ 83,460,162 | $ 83,170,546 | $ 11,530,529 | $ 12,134,840 | $ 94,990,691 | $ 95,305,386 |

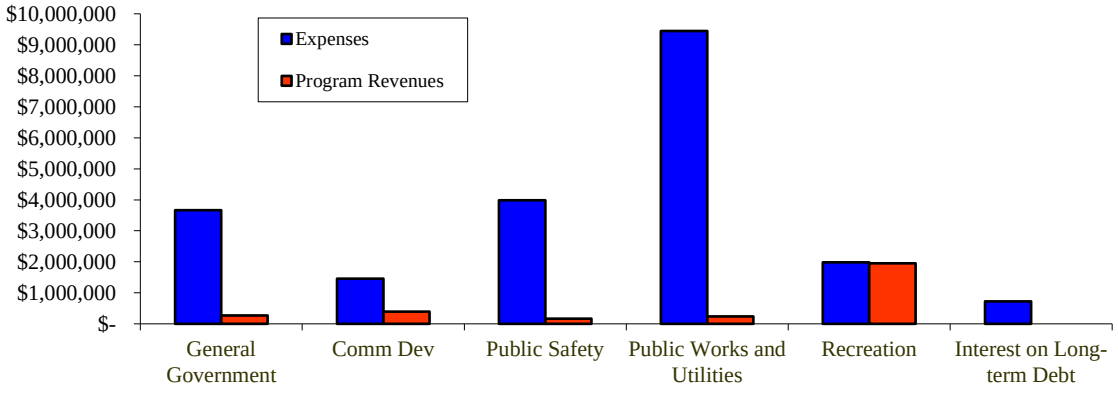
## Analysis of the Town's Operations

Overall, the Town's net position decreased by $314,695 for 2018. Governmental activities increased net position by $289,616, while business-type activities decreased net position by $604,311. The largest contributors to the overall decrease was the spend-down of previous bond proceeds and fund balances for capital improvement projects, including the tenant finish construction of new Avon Town Hall and the West Beaver Creek Blvd. street rebuild. Depreciation on the Avon Regional Transportation Facility accounted for most of that fund's decrease in net position.

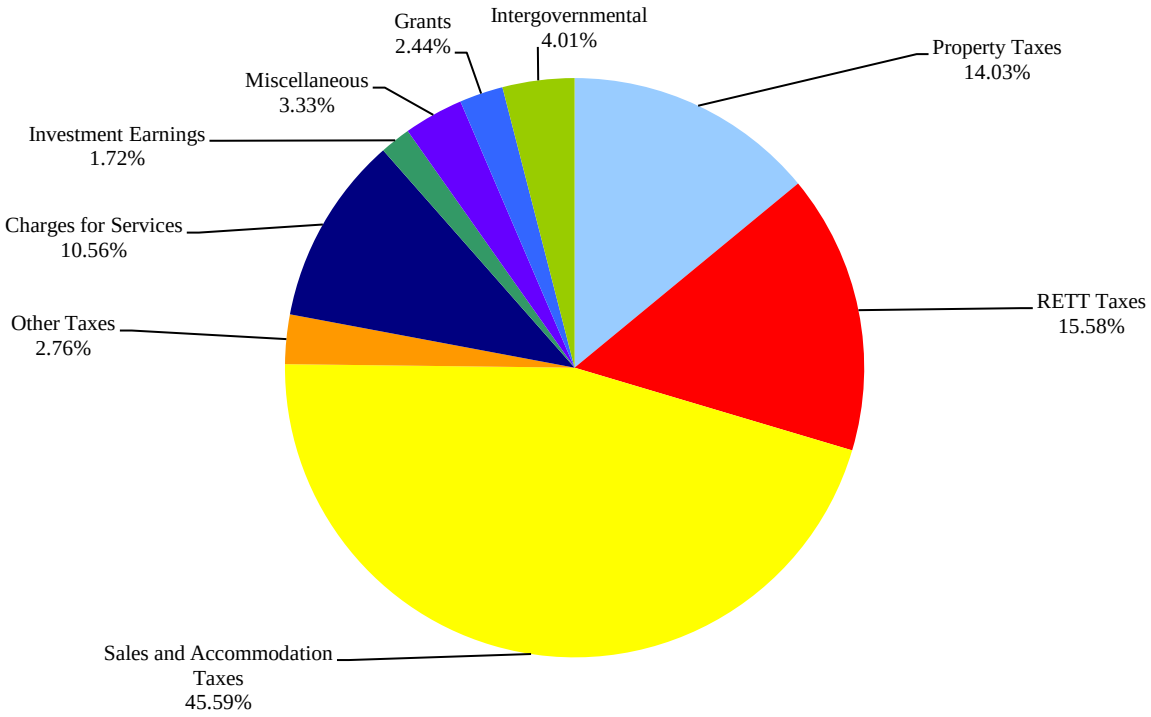
## Change in Net Position

| | Governmental Activities | | Business-type Activities | | Total Government | |
|---|---|---|---|---|---|---|
| | 2018 | 2017 | 2018 | 2017 | 2018 | 2017 |
| REVENUES | | | | | | |
| Program Revenues: | | | | | | |
| Charges for Services | $ 2,453,822 | $ 2,561,842 | $ 1,564,465 | $ 1,482,770 | $ 4,018,287 | $ 4,044,612 |
| Operating Grants and Contributions | 75,430 | 84,761 | 75,000 | - | 150,430 | 84,761 |
| Capital Grants and Contributions | 491,600 | 31,237 | - | 328,000 | 491,600 | 359,237 |
| General Revenues: | | | | | | |
| Taxes: | | | | | | |
| Property Taxes | 3,260,557 | 2,876,177 | 41,566 | 40,297 | 3,302,123 | 2,916,474 |
| Real Estate Transfer Tax | 3,621,125 | 4,411,530 | - | - | 3,621,125 | 4,411,530 |
| Sales and Accommodation Taxes | 10,595,905 | 9,437,658 | - | - | 10,595,905 | 9,437,658 |
| Other Taxes | 641,144 | 1,385,171 | - | - | 641,144 | 1,385,171 |
| Unrestricted Investment Earnings | 398,998 | 178,997 | - | - | 398,998 | 178,997 |
| Unrestricted Grants & Contributions | 932,146 | 913,784 | - | - | 932,146 | 913,784 |
| Miscellaneous | 772,766 | 589,767 | - | - | 772,766 | 589,767 |
| Total Revenues | 23,243,493 | 22,470,924 | 1,681,031 | 1,851,067 | 24,924,524 | 24,321,991 |
| EXPENSES | | | | | | |
| Program Activities: | | | | | | |
| Governmental Activities: | | | | | | |
| General Government | 3,661,274 | 3,500,101 | - | - | 3,661,274 | 3,500,101 |
| Community Development | 1,454,581 | 1,617,329 | - | - | 1,454,581 | 1,617,329 |
| Public Safety | 3,983,349 | 3,703,871 | - | - | 3,983,349 | 3,703,871 |
| Public Works and Utilities | 9,448,309 | 9,026,700 | - | - | 9,448,309 | 9,026,700 |
| Recreation | 1,978,431 | 1,684,492 | - | - | 1,978,431 | 1,684,492 |
| Interest on Long-term Debt | 720,441 | 754,238 | - | - | 720,441 | 754,238 |
| Business-type Activities: | | | | | | |
| Mobility | - | - | 2,272,401 | 2,253,558 | 2,272,401 | 2,253,558 |
| Fleet Maintenance | - | - | 1,720,433 | 1,655,774 | 1,720,433 | 1,655,774 |
| Total Expenses | 21,246,385 | 20,328,955 | 3,992,834 | 3,909,332 | 25,239,219 | 24,238,287 |
| Excess (Deficiency) Before Contributions and Transfers | 1,997,108 | 2,141,969 | (2,311,803) | (2,058,265) | (314,695) | 83,704 |
| Capital Contributions | - | (103,403) | - | 103,403 | - | - |
| Transfers | (1,707,492) | (1,750,415) | 1,707,492 | 1,750,415 | - | - |
| Increase (Decrease) in Net Position | 289,616 | 288,151 | (604,311) | (204,447) | (314,695) | 83,704 |
| Net Position, Beginning of Year | 83,170,546 | 88,882,395 | 12,134,840 | 12,339,287 | 95,305,386 | 95,221,692 |
| Net Position, Ending | $ 83,460,162 | $ 83,170,546 | $11,530,529 | $12,134,840 | $ 94,990,691 | $ 95,305,386 |

## Expenses and Program Revenues – Governmental Activities



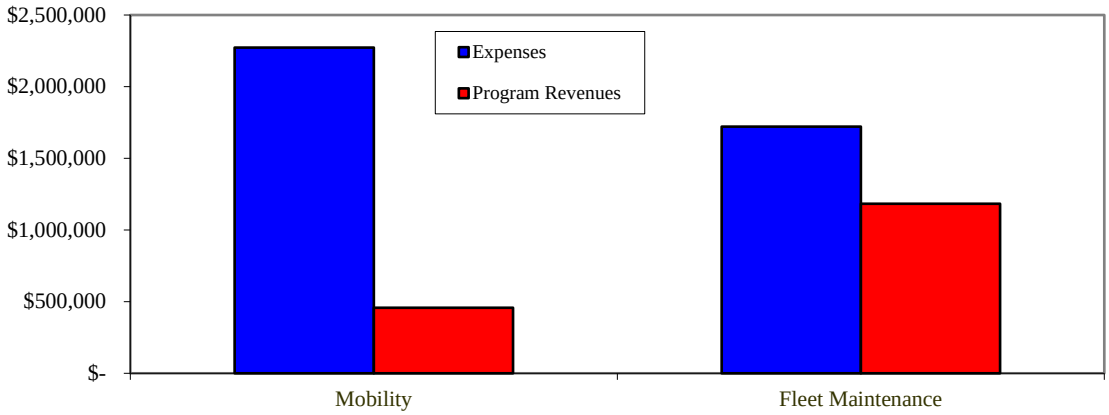
**Revenues by Source – Governmental Activities**



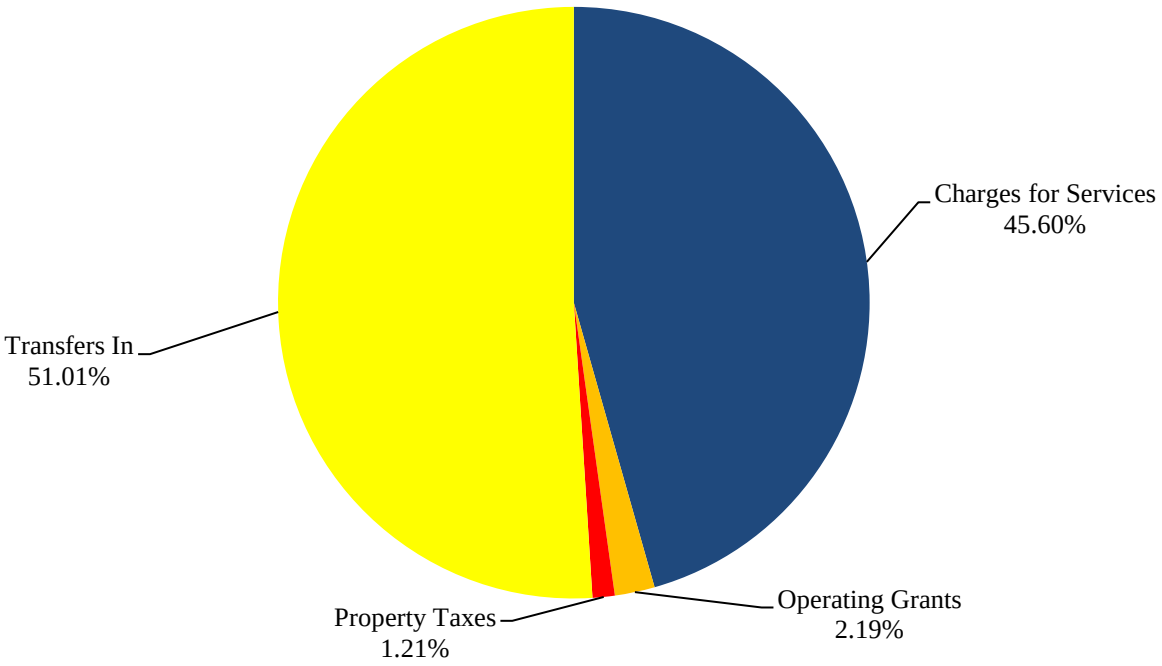

**Business-type activities**.

Net position of business-type activities decreased by $614,695 in 2018. The key element of this decrease was depreciation of capital assets held by the Mobility and Fleet Maintenance Enterprise Funds.

**Expenses and Program Revenues – Business-type Activities**



**Revenues by Source – Business-type Activities**




## Financial Analysis of the Town's Funds

The following schedule presents a summary of governmental fund revenues for the year ended December 31, 2018 and the amount and percentage of increases and decreases in relation to the prior year.

| Revenues | 2018 Amount | Percent of Total | 2017 Amount | Amount of Increase (Decrease) | Percent Increase (Decrease) |
|---|---|---|---|---|---|
| Taxes | $18,118,731 | 78.29% | $18,148,536 | $ (29,805) | (0.16%) |
| Licenses and Permits | 398,860 | 1.72% | 374,311 | 24,549 | 6.56% |
| Intergovernmental | 1,499,176 | 6.48% | 1,029,782 | 469,394 | 45.58% |
| Charges for Services | 1,927,701 | 8.33% | 2,005,812 | (78,111) | (3.89%) |
| Fines and Forfeitures | 52,220 | 0.23% | 94,311 | (42,091) | (44.63%) |
| Investment Earnings | 398,998 | 1.72% | 178,997 | 220,001 | 122.91% |
| Other Revenues | 748,101 | 3.23% | 664,037 | 84,064 | 12.66% |
| Total | $23,143,787 | 100.00% | $22,495,786 | $ 648,001 | |

Total tax collections decreased by $29,805 from the prior year. Property taxes increased by $93,086 due to an increase in assessed values. The general operating mill rate for the Town remained the same at 8.956 mills. Net assessed values increased by 5.6% or $10,921,350. Property tax increment revenues from the Avon Urban Renewal Authority increased by $292,869 from the prior year also due to the increase in assessed values. Sales taxes increased by $374,366 or 4.6% from the previous year while accommodations taxes were essentially flat

with an increase of $370. The Village at Avon retail sales fees (classified as a tax) increased by $21,744. The Town collects a 2% tax from all sales of real property within the Town. These revenues are dedicated solely for capital improvement projects. Real estate transfer tax collections decreased by $827,541 or 18.6%, from $4,448,666 in 2017 to $3,621,125 in 2018. Real estate taxes can be quite volatile with the five-year average at $3,540,247.

License and permit revenues increased by $24,549 from the previous year. Construction permit values increased $4,434,517 in total from the prior year with commercial permits valued at $37,542,440 and residential construction valued at $15,120,198. Building permit fees, business licenses and contractors licenses all increased from the prior year.

Intergovernmental revenues increased in 2018 by $469,394. State and County shared revenues increased by $58,362. Capital project grants increased by $420,000 due to grants received from GOCO ($350,000) for a new Destination Jump Splash Learn playground, and from the Colorado Health Foundation ($140,000) for a fitness court.

Charges for services decreased $78,111 due primarily to the fact that the Town did not put on a Town-sponsored ticketed concert in 2018, which raised $87,675 the prior year.

Investment earnings increased in 2018 by $220,001 due to higher yields offered by investments in U.S Government Treasury and Agency securities and by the Colotrust local government investment pool that the Town utilizes. In addition, as the yield curve began to flatten out the Town was able to increase the weighted-average maturity of its investments.

The following schedule presents a summary of governmental fund expenditures for the year ended December 31, 2018 and the amount and percentage of increases and decreases in relation to the prior year.

| Expenditures | 2018 Amount | Percent of Total | 2017 Amount | Amount of Increase (Decrease) | Percent Increase (Decrease) |
|---|---|---|---|---|---|
| Current: | | | | | |
| General Government | $ 3,636,761 | 14.48% | $ 3,379,282 | $ 257,479 | 7.62% |
| Community Development | 1,342,798 | 5.35% | 1,505,073 | (162,275) | (10.78%) |
| Public Safety | 3,690,530 | 14.70% | 3,416,991 | 273,539 | 8.00% |
| Public Works and Utilities | 4,310,596 | 17.16% | 4,318,222 | (7,626) | (0.18%) |
| Parks and Recreation | 1,585,571 | 6.31% | 1,436,483 | 149,088 | 10.38% |
| Capital Improvements | 8,449,771 | 33.64% | 6,721,147 | 1,728,624 | 25.72% |
| Debt Service: | | | | | |
| Principal | 1,371,210 | 5.46% | 1,239,743 | 131,467 | 10.60% |
| Interest | 666,120 | 2.65% | 746,385 | (80,265) | (10.75%) |
| Bond Issuance Costs | - | 0.00% | 81,625 | (81,625) | (100.00%) |
| Fiscal Charges | 63,337 | 0.25% | 41,162 | 22,175 | 53.87% |
| Total | $25,116,694 | 100.00% | $22,886,113 | $ 2,230,581 | |

Overall, total governmental fund expenditures decreased by $22,886,113 in 2018. This was largely due to an increase in the area of capital improvements along with small increases in operating costs within departmental budgets. One major capital improvement project was

completed during the 2018 year - New Town Hall improvements - with 2018 expenditures of $4,437,428 and total project expenditures of $4,716,259. Another major project still in progress at December 31, 2018 is the East and West Beaver Creek Blvd. Street Rebuild project with 2018 expenditures of $2,314,992, which represents 57 percent of the total project budget of $4,025,943. Other smaller projects completed in 2018 included the Destination Jump Splash Learn playground ($422,230), fiber optics from the Public Safety Facility to New Town Hall ($58,710), completion of the Eaglebend Dr. and Nottingham Rd. repaving project ($304,437), and the Hahnewald Barn predesign/feasibility study ($106,015).

Departmental operating expenditures remained stable with increases due mainly to staffing additions, continuation of the Town's salary step program, and small increases in group health insurance and commodities.

At the end of the current fiscal year, the Town's governmental funds reported combined ending fund balances of $16,336,025, a decrease of $3,464,649 from the prior year. Of this total, $2,672,077 is restricted due to external limitations on its use, such as by debt covenants, legal restrictions, or intention of grantors, donors or trustees. A total of $8,052,907 has been committed or assigned meaning there are limitations resulting from its intended use, such as construction of capital assets, affordable housing, and for other purposes. The remaining $5,611,041 is unassigned and can be used for any lawful purpose.

***General Fund.*** The General Fund is the chief operating fund of the Town. At the end of the current fiscal year, unassigned fund balance of the General Fund is $5,611,041, while total fund balance is $6,304,042. As a measure of the General Fund's liquidity, it is useful to compare the unassigned fund balance and total fund balance to total fund expenditures and other financing sources. Unassigned fund balance represents 33.7% of total fund expenditures and other financing uses, while total fund balance represents 37.8% of that same amount.

The fund balance of the General Fund increased by $489,451, or 8.4%, in 2018. This increase is due largely to an increase in tax revenues and investment earnings and less than expected departmental expenditures.

The fund balance of the General Fund represents 36.5% of 2019 General Fund appropriations or the equivalent of approximately 4.4 months of operations. The Town has felt it necessary to retain this level of fund balance because of its heavy reliance on sales tax revenues. The Town's position as a resort community also places a heavy reliance upon several other factors including weather, the national economy, and tourism in general. The Town's fund balance provides the resources necessary to be more adaptable to the short-term financial environment and limits the need for capital financing.

***Avon Urban Renewal Fund.*** At the end of the current fiscal year, the Avon Urban Renewal Fund had an ending fund balance of $473,959. Of this amount, $628,240 is restricted as a bond reserve and there is a deficit $154,281 restricted for urban renewal projects. The fund transferred $1,420,000 to the Capital Projects Fund for completion of the New Town Hall project. Fund balance decreased by $883,492 in 2018, due to this transfer along with required debt service payments exceeding property tax increment revenues.

***Debt Service Fund.*** The Debt Service Fund has a fund balance at the end of the fiscal year of $534,816, all of which is restricted for the payment of debt service.

***Capital Projects Fund.*** The Capitals Project Fund has an ending fund balance at the end of the fiscal year of $7,940,477. Restricted fund balances represent escrowed monies for future asphalt repairs pursuant to a lawsuit settlement in the amount of $702,390. The remaining amount of $7,238,087 is committed entirely to capital improvement projects.

***Non-major Funds.*** The aggregate non-major funds have a combined fund balance of $1,082,731. The net increase in fund balance during the current fiscal year in the aggregate non-major funds was $272,304. Four of the five non-major special revenue funds had surplus changes in fund balances. The Water Fund had a deficit change in fund balance of $7,271 resulting from an operating transfer-out to the Capital Projects Fund in the amount of $125,000.

## General Fund Budgetary Highlights

The 2018 budget was guided by the *2017-2019 Town of Avon Strategic* Plan, which was updated and approved by the Town Council on July 25, 2017. The 2018 budget has been developed to address priorities identified in the *Strategic Plan* with major emphasis on the following:

- *Town of Avon Properties Development Strategies*.
    - Finalize the development strategies for Tract G, Lot 5, and Swift Gulch, including an evaluation of the expansion of the Avon Recreation Center and a parking garage.
- *Investment in Multi-modal Improvements*.
    - Complete the Beaver Creek Blvd. rebuild/walkability project;
    - Design the Nottingham, Road / I70 / Avon Road Overpass Improvements
    - Support Avon Mobility as a key element of a walkable community;
    - Implement the Zagster bike share program.
- *Climate Action Plan.*
    - Implement the new paper bag fee;
    - Incorporate paperless workflows and waste reduction strategies.
- *Inclusive and Diverse Economic, Educational, Recreational and Cultural Opportunities.*
    - Complete the Destination Jump, Splash, Learn playground, which is funded with a GOCO grant and Community Enhancement funds;
    - Implement the action plan to pursue a Colorado Creative District designation;
    - Issue a Community Survey;
    - Continue to solicit, develop and fund, in partnership with qualified producers, a diverse program of special events;
    - Continue the Town's significant investment in special events with several new and returning events for 2018.

A number of budget changes are typically made throughout the year and at the Town's adoption of its final revised budget in December. For the most part these changes are very minor and the increases and decreases are offsetting. The difference between the original budget and the final amended budget resulted in a net decrease of $302,917 in expenditure appropriations and an increase of $648,000 in appropriated transfers-out for the 2018 budget year. Estimated revenues

were increased by $389,860 from the original budget and beginning fund balance was decreased by $89,977.

Actual revenues exceeded estimates by a total of $191,350. Sales tax revenues ended the year with an increase 4.6% over the prior year. Departmental expenditures ended the year under the final revised budget by a net total of $121,494.

## Capital Assets and Debt Administration

**Capital assets**. The Town of Avon's investment in capital assets for its governmental and business-type activities as of December, 31, 2018, amounts to $93,509,934 (net of accumulated depreciation). This investment in capital assets includes land, land improvements, public art, water rights, construction in progress, buildings and building improvements, utility systems, machinery and equipment, and infrastructure (see table below). The total increase in the Town's investment in capital assets for the current fiscal year was 2.3% (a 3.3% increase for governmental activities and a 3.6% decrease for business-type activities).

Major capital assets events during the current fiscal year included the following:

- Governmental-type asset additions totaled $14,203,476 in 2018. Business-type additions totaled $232,136.
- One major project began the year in construction-in-progress - New Town Hall improvements. During the year ended December 31, 2018, these improvements were completed and capitalized at a total cost of $4,691,928. In 2016, the building and land cost for New Town Hall was capitalized in the amount of $1,504,751. Another major Governmental-type capital asset added during the year was the Destination Jump Splash Learn playground ($743,616).
- Significant projects remaining in construction in progress at the end of the year include the East and West Beaver Creek Blvd. Street Rebuild project with 2018 expenditures of $2,314,992, which represents 57 percent of the total project budget of $4,025,943.
- In Business-type activities, a new tire machine in the amount of $16,386 was purchased for the Fleet Maintenance Fund.
- In the Equipment Replacement Fund a total of $2,008,041 in equipment was capitalized including the New Town Hall HVAC system and elevator ($750,442), a new vehicle for the building inspector ($26,784), 3 police patrol vehicles ($150,573), a police volunteer vehicle ($34,492), a van for the recreation department ($29,500), a street sweeper ($242,228) plow truck ($275,614) and mini excavator ($47,498) for public works, an electrician's lift truck ($80,204), various IT equipment for the Town's network ($71,655), security system and audio/visual equipment for New Town Hall ($247,413).

## Town of Avon's Capital Assets (net of depreciation)

| | Governmental Activities | | Business-type Activities | | Total | |
|---|---|---|---|---|---|---|
| | 2018 | 2017 | 2018 | 2017 | 2018 | 2017 |
| Land | $ 11,640,671 | $ 11,626,736 | $ 411,834 | $ 411,834 | $12,052,505 | $12,000,562 |
| Public Art | 1,361,400 | 1,361,400 | - | - | 1,361,400 | 1,361,400 |
| Water Rights | 1,792,959 | 1,792,959 | - | - | 1,792,959 | 1,792,959 |
| Constr. in Prog. | 2,767,425 | 1,539,297 | 215,750 | - | 2,983,175 | 2,469,920 |
| Buildings | 18,985,693 | 14,788,183 | 11,262,554 | 11,658,613 | 30,248,247 | 22,541,076 |
| Utilities | 3,080,214 | 3,127,457 | - | - | 3,080,214 | 3,245,234 |
| Mach. & Equip. | 2,666,796 | 2,613,989 | 1,600,576 | 1,920,288 | 4,267,372 | 3,843,876 |
| Infrastructure | 37,724,062 | 40,602,473 | - | - | 37,724,062 | 43,688,211 |
| Total | $80,019,220 | $77,452,494 | $13,490,714 | $13,990,735 | $93,509,934 | $90,943,238 |

Additional information on the Town of Avon's capital assets can be found in Note 4 on pages 40-41 of this report.

**Long-term debt**. At the end of the current fiscal year, the Town of Avon had total long-term debt outstanding in the amount of $21,014,283. Certificates of Participation which evidence assignments of proportionate interests in the right to receive payments pursuant to annually renewable lease agreements total $14,140,000. The remainder of the Town's debt, $8,225,362, represents bonds secured solely by specified revenue sources (i.e. revenue bonds).

## Town of Avon's Outstanding Debt

| | Governmental Activities | | Business-type Activities | | Total | |
|---|---|---|---|---|---|---|
| | 2018 | 2017 | 2018 | 2017 | 2018 | 2017 |
| Revenue Bonds | $ 7,649,283 | $ 8,225,362 | $ - | $ - | $ 7,649,283 | $ 8,225,362 |
| Certificates of Participation | 11,045,000 | 11,675,000 | 2,320,000 | 2,465,000 | 13,365,000 | 14,140,000 |
| Total | $18,694,283 | $19,900,362 | $ 2,320,000 | $ 2,465,000 | $21,014,283 | $22,365,362 |

The Town of Avon's long-term debt decreased by a net amount of $1,351,079 during the current fiscal year. No new debt was issued in 2018 and all regular principal payments totaling $1,351,079 were made on outstanding bonded debt.

The Avon Town Charter limits the amount of general obligation debt the Town may issue to 25% of assessed valuation of all taxable property within the Town, or $15 million, whichever is greater. The current legal debt margin for the Town is $51,225,982. The Town has no outstanding general obligation bonds outstanding as of December 31, 2018. In addition, the Town's total debt per capita is $3,314. Additional information on the Town's long-term debt can be found in Note 5 on pages 41-47 of this report.

## Economic Factors and Next Year's Budget and Rates

The 2019 budget is guided by the *2019 Town of Avon Strategic* Plan, which was updated and approved by the Town Council on October 23, 2018. The Strategic Plan is updated each year to reflect dynamic change and to present to the Avon community the important work planned by the Town over the next year. The four key outcomes identified in the Strategic Plan are:

- Support a strong community, building on strengths as a year-round mountain resort community;
- Preserve and enhance the natural environment;
- Develop inclusive & diverse economic, educational & cultural opportunities;
- Provide a responsive, cutting-edge & effective government

## 2019 Budget Highlights

The 2019 budget has been developed to address priorities identified in the *Strategic Plan* with major emphasis on the following:

- Implement the development strategies identified within the adopted *Town of Avon Town-Owned Properties Plan* for seven sites including Tract G, Wildridge Fire House, Swift Gulch, the Village at Avon's "Park Site," "School Site" (Lot E), Public Works Site (Lot 5), and the Wildwood Properties.
- Meet the *Comprehensive Plan* Housing goals to 1) Achieve a diverse range of housing densities, styles and types, including rental and for sale, to serve all segments of the population; and 2) Coordinate with neighboring communities to provide an attainable housing program that incorporates both rental and ownership opportunities, which are affordable for local working families.
- Meet the goals and objectives of the *Avon Community Housing Plan*.
- Invest in Multi-modal Improvements prioritizing walkability and bicycle use on streets, with mobility, parking and wayfinding.
- Implement the priorities from the 2016 *Town of Avon Climate Action Plan* Implementation Schedule, adopted on March 28, 2017.
- Proactively ensure trees on public and private property do not host and spread viruses; remove dead trees with a well-developed landscape program.
- Develop a comprehensive Fire Mitigation Plan for Town-owned properties.
- Work with the Eagle River Fire Protection District on planning and implementing an emergency egress for the Wildridge community.
- Continue to solicit, develop and fund, in partnership with qualified producers, a diverse program of vibrant arts, educational, cultural and recreational offerings at the Avon Performance Pavilion and Main Street Mall.
- Implement the adopted Avon Recreational Trails Plan as prioritized and adopted by the Avon Town Council.
- Construct a connecting trail from the southern terminus of Lake Street to the Eagle River Regional Trail.
- Implement the action plan to pursue a Colorado Creative District designation.
- Rebuild the Eagle River Whitewater Park.

The Town's net assessed valuation increased by 1.96% in 2018, to a total value of 208,910,930. The Town's mill rate for general operating purposes will remain at 8.956 mills. The Town does not have a debt service mill levy.

Sales tax revenues for 2019 are projected to increase by $75,000 over revised 2018 estimates, with accommodation tax revenues projected to increase by 2%. In addition, in November 2018 the Town's voters passed a ballot question that levy's a $3 per pack excise tax on the sale of cigarettes and a 40% sales tax on the sale of other tobacco and nicotine products. The Town's total 2019 appropriations for all funds equals $30,013,091. Total estimated revenues for 2019 are $28,593,474 and estimated total ending fund balances are $15,905,310.

**Requests for Information**

This financial report is designed to provide a general overview of the Town of Avon's finances for all those with an interest in the Town's fiscal management. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to the Finance Director, Town of Avon, Colorado, PO Box 975, Avon, CO 81620.

Scott Wright, CPA, CPFO
Asst. Town Manager / Finance Director

# TOWN OF AVON, COLORADO

## STATEMENT OF NET POSITION
## DECEMBER 31, 2018

| | Governmental Activites | Business-type Activities | Total |
|---|---|---|---|
| **ASSETS** | | | |
| Cash and Cash Equivalents | $ 4,846,852 | $ 215,958 | $ 5,062,810 |
| Investments | 12,172,997 | - | 12,172,997 |
| Receivables | 8,302,287 | 151,687 | 8,453,974 |
| Internal Balances | 100,000 | (100,000) | - |
| Prepaid Expenses | - | 194,670 | 194,670 |
| Inventory | - | 499,188 | 499,188 |
| Restricted Assets - Cash and Cash Equivalents | 2,076,002 | - | 2,076,002 |
| Capital Assets, net of accumulated depreciation: | | | |
| Nondepreciable | 17,562,455 | 627,584 | 18,190,039 |
| Depreciable | 62,456,765 | 12,863,130 | 75,319,895 |
| **Total Assets** | 107,517,358 | 14,452,217 | 121,969,575 |
| **LIABILITIES** | | | |
| Accounts Payable | 579,340 | 156,373 | 735,713 |
| Accrued Liabilities | 202,503 | 37,166 | 239,669 |
| Retainages Payable | 127,220 | - | 127,220 |
| Accrued Interest Payable | 51,342 | 8,736 | 60,078 |
| Deposits and Reserves | 1,481,699 | - | 1,481,699 |
| Unearned Revenues | 8,125 | - | 8,125 |
| Noncurrent Liabilities: | | | |
| Due Within One Year | 1,710,013 | 250,785 | 1,960,798 |
| Due In More Than One Year | 18,025,948 | 2,422,122 | 20,448,070 |
| **Total Liabilities** | 22,186,190 | 2,875,182 | 25,061,372 |
| **DEFERRED INFLOWS OF RESOURCES** | | | |
| Property Tax Revenue | 1,871,006 | 41,597 | 1,912,603 |
| Gain on Advance Refunding of Debt | - | 4,909 | 4,909 |
| **Total Deferred Inflows of Resources** | 1,871,006 | 46,506 | 1,917,512 |
| **NET POSITION** | | | |
| Net Investment in Capital Assets | 60,092,867 | 10,877,907 | 70,970,774 |
| Restricted For: | | | |
| Emergencies | 693,001 | - | 693,001 |
| Debt Service | 1,163,056 | - | 1,163,056 |
| Capital Improvements | 702,390 | - | 702,390 |
| Urban Renewal | (124,281) | - | (124,281) |
| Purposes of Grantors | 267,911 | - | 267,911 |
| Unrestricted | 20,665,218 | 652,622 | 21,317,840 |
| **Total Net Position** | $ 83,460,162 | $ 11,530,529 | $ 94,990,691 |

The accompanying notes are an integral part of the financial statements.

# TOWN OF AVON, COLORADO

## STATEMENT OF ACTIVITIES
## FOR THE YEAR ENDED DECEMBER 31, 2018

| Functions/Programs | Expenses | Program Revenues: Charges for Services | Program Revenues: Operating Grants and Contributions | Program Revenues: Capital Grants and Contributions |
|---|---|---|---|---|
| **Governmental Activities:** | | | | |
| General Government, Finance and Administration | $ 3,661,274 | $ 272,153 | $ - | $ - |
| Community Development | 1,454,581 | 395,239 | - | - |
| Public Safety | 3,983,349 | 93,646 | 75,430 | 1,600 |
| Public Works and Utilities | 9,448,309 | 233,982 | - | - |
| Recreation | 1,978,431 | 1,458,802 | - | 490,000 |
| Interest and Fiscal Charges on Long-term Debt | 720,441 | - | - | - |
| **Total Governmental Activities** | 21,246,385 | 2,453,822 | 75,430 | 491,600 |
| **Business-type Activities:** | | | | |
| Transportation | 2,272,401 | 382,523 | 75,000 | - |
| Fleet Maintenance | 1,720,433 | 1,181,942 | - | - |
| **Total Business-type Activities** | 3,992,834 | 1,564,465 | 75,000 | - |
| **Total Primary Government** | $ 25,239,219 | $ 4,018,287 | $ 150,430 | $ 491,600 |
| General Revenues: | | | | |
| Property Taxes | | | | |
| Real Estate Transfer Taxes | | | | |
| Sales and Accommodation Taxes | | | | |
| Other Taxes | | | | |
| Unrestricted Investment Earnings | | | | |
| Grants and Contributions Not Restricted to Specific Programs | | | | |
| Miscellaneous | | | | |
| Transfers | | | | |
| **Total General Revenues and Transfers** | | | | |
| **Increase (Decrease) in Net Position** | | | | |
| **Net Position - Beginning of Year** | | | | |
| **Net Position - End of Year** | | | | |

The accompanying notes are an integral part of the financial statements.

| Net (Expense) Revenue and Changes in Net Position | | |
|---|---|---|
| Governmental Activities | Business-type Activities | Total |
| $ (3,389,121) | $ - | $ (3,389,121) |
| (1,059,342) | - | (1,059,342) |
| (3,812,673) | - | (3,812,673) |
| (9,214,327) | - | (9,214,327) |
| (29,629) | - | (29,629) |
| (720,441) | - | (720,441) |
| (18,225,533) | - | (18,225,533) |
| - | (1,814,878) | (1,814,878) |
| - | (538,491) | (538,491) |
| - | (2,353,369) | (2,353,369) |
| (18,225,533) | (2,353,369) | (20,578,902) |
| 3,260,557 | 41,566 | 3,302,123 |
| 3,621,125 | - | 3,621,125 |
| 10,595,905 | - | 10,595,905 |
| 641,144 | - | 641,144 |
| 398,998 | - | 398,998 |
| 932,146 | - | 932,146 |
| 772,766 | - | 772,766 |
| (1,707,492) | 1,707,492 | - |
| 18,515,149 | 1,749,058 | 20,264,207 |
| 289,616 | (604,311) | (314,695) |
| 83,170,546 | 12,134,840 | 95,305,386 |
| $ 83,460,162 | $ 11,530,529 | $ 94,990,691 |

# TOWN OF AVON, COLORADO

## BALANCE SHEET
## GOVERNMENTAL FUNDS
## DECEMBER 31, 2018

| | General Fund | Avon Urban Renewal Fund | Debt Service Fund | Capital Projects Fund |
|---|---|---|---|---|
| **ASSETS** | | | | |
| Cash and Cash Equivalents | $ 143,682 | $ 14,579 | $ 16,533 | $ 410,795 |
| Investments | 5,974,715 | - | - | 6,198,282 |
| Receivables: | | | | |
| - Interest | 27,856 | - | - | 24,410 |
| - Taxes | 3,733,097 | - | - | 244,042 |
| - Accounts | 9,797 | - | - | - |
| - Intergovernmental | 140,090 | 31,140 | - | 350,000 |
| - Employees | 13,708 | - | - | - |
| Due from Other Funds | 100,000 | - | - | 200,000 |
| Notes Receivable | - | - | - | - |
| Restricted Assets - Cash and Cash Equivalents | - | 628,240 | 519,533 | 928,230 |
| **Total Assets** | $ 10,142,945 | $ 673,959 | $ 536,066 | $ 8,355,759 |
| **LIABILITIES** | | | | |
| Accounts Payable | $ 278,270 | $ - | $ 1,250 | $ 288,062 |
| Accrued Liabilities | 201,803 | - | - | - |
| Retainages Payable | - | - | - | 127,220 |
| Due to Other Funds | - | 200,000 | - | - |
| Deposits and Reserves | 1,479,699 | - | - | - |
| Unearned Revenues | 8,125 | - | - | - |
| **Total Liabilities** | 1,967,897 | 200,000 | 1,250 | 415,282 |
| **DEFERRED INFLOWS OF RESOURCES** | | | | |
| Unavailable Revenue - Notes Receivable | - | - | - | - |
| Unavailable Revenue - Property Taxes | 1,871,006 | - | - | - |
| **Total Deferred Inflows of Resources** | 1,871,006 | - | - | - |
| **FUND BALANCES** | | | | |
| **Restricted For:** | | | | |
| Emergencies | 693,001 | - | - | - |
| Urban Renewal | - | (154,281) | - | - |
| Water Projects | - | - | - | - |
| Community Enhancement | - | - | - | - |
| Capital Improvements | - | - | - | 702,390 |
| Debt Service | - | 628,240 | 534,816 | - |
| **Committed For:** | | | | |
| Capital Improvements | - | - | - | 7,238,087 |
| Exterior Energy Offset Programs | - | - | - | - |
| Waste Reduction Programs | - | - | - | - |
| **Assigned For:** | | | | |
| Affordable Housing | - | - | - | - |
| **Unassigned** | 5,611,041 | - | - | - |
| **Total Fund Balances** | 6,304,042 | 473,959 | 534,816 | 7,940,477 |
| **Total Liabilities, Deferred Inflows of Resources, and Fund Balances** | $ 10,142,945 | $ 673,959 | $ 536,066 | $ 8,355,759 |

The accompanying notes are an integral part of the financial statements.

# RECONCILIATION OF TOTAL GOVERNMENTAL FUND BALANCE TO NET POSITION OF GOVERNMENTAL ACTIVITIES
# DECEMBER 31, 2018

| Other Governmental Funds | Total | | |
|---|---|---|---|
| $ 908,821 | $ 1,494,410 | Total Governmental Fund Balances | $ 16,336,025 |
| - | 12,172,997 | | |
| | | ***Amounts reported for governmental activities in the Statement of Net Position are different because:*** | |
| - | 52,266 | | |
| - | 3,977,139 | | |
| 83,009 | 92,806 | Capital assets used in governmental activities are not financial resources and therefore are not reported as an asset in the governmental funds. | |
| 105,354 | 626,584 | | |
| - | 13,708 | | |
| - | 300,000 | - Capital assets | 136,023,875 |
| 17,475 | 17,475 | - Accumulated depreciation | (60,309,502) |
| - | 2,076,003 | | 75,714,373 |
| $ 1,114,659 | $ 20,823,388 | Some liabilities, including bonds, notes and leases payable, and compensated absences are not due and payable in the current period and therefore are not reported as liabilities in the governmental funds. | |
| $ 11,753 | $ 579,335 | - Tax Increment Revenue Bonds payable | (7,649,283) |
| 700 | 202,503 | - Certificates of Participation payable | (11,045,000) |
| - | 127,220 | - Unamortized bond premium | (279,659) |
| - | 200,000 | - Compensated absences payable | (360,919) |
| 2,000 | 1,481,699 | | (19,334,861) |
| - | 8,125 | | |
| 14,453 | 2,598,882 | Notes receivable are not available to pay for current period expenditures and are deferred in the governmental funds. | 17,475 |
| 17,475 | 17,475 | Long-term receivables which are not available to pay for current period expenditures and are not reported in the governmental funds. | 3,522,309 |
| - | 1,871,006 | | |
| 17,475 | 1,888,481 | Accrued interest payable is recognized for governmental activities but is not due and payable in the current period and therefore is not reported as a liability in the governmental funds. | (51,342) |
| - | 693,001 | The internal service fund is used by management to charge the rental cost of certain vehicles and equipment to individual funds. The assets and liabilities of the internal service fund is included in governmental activities in the statement of net position. | 7,256,183 |
| - | (154,281) | | |
| 184,902 | 184,902 | | |
| 83,009 | 83,009 | | |
| - | 702,390 | **Net Position of Governmental Activities** | $ 83,460,162 |
| - | 1,163,056 | | |
| - | 7,238,087 | | |
| 77,044 | 77,044 | | |
| 21,227 | 21,227 | | |
| 716,549 | 716,549 | | |
| - | 5,611,041 | | |
| 1,082,731 | 16,336,025 | | |
| $ 1,114,659 | $ 20,823,388 | | |

# TOWN OF AVON, COLORADO

## STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES GOVERNMENTAL FUNDS FOR THE YEAR ENDED DECEMBER 31, 2018

| | General Fund | Avon Urban Renewal Fund | Debt Service Fund | Capital Projects Fund |
|---|---|---|---|---|
| **Revenues** | | | | |
| Taxes | $ 13,067,960 | $ 1,429,646 | $ - | $ 3,621,125 |
| Licenses and Permits | 354,584 | - | - | - |
| Intergovernmental | 1,009,176 | - | - | 490,000 |
| Charges for Services | 1,662,196 | - | - | - |
| Fines and Forfeitures | 52,220 | - | - | - |
| Investment Earnings | 282,054 | 13,436 | 10,475 | 92,412 |
| Other Revenues | 499,933 | - | - | 39,799 |
| **Total Revenues** | 16,928,123 | 1,443,082 | 10,475 | 4,243,336 |
| **Expenditures** | | | | |
| Current: | | | | |
| General Govt., Finance & Administration | 3,624,522 | 3,000 | - | - |
| Community Development | 1,342,798 | | - | - |
| Public Safety | 3,690,530 | - | - | - |
| Public Works and Utilities | 4,198,368 | - | - | - |
| Recreation | 1,585,571 | - | - | - |
| Capital Improvements | - | - | - | 8,449,771 |
| Debt Service: | | | | |
| Principal | - | 576,080 | 630,000 | 165,130 |
| Interest | - | 271,907 | 381,853 | 12,360 |
| Fiscal Charges | - | 55,587 | 7,750 | - |
| **Total Expenditures** | 14,441,789 | 906,574 | 1,019,603 | 8,627,261 |
| Excess (Deficiency) of Revenues Over (Under) Expenditures | 2,486,334 | 536,508 | (1,009,128) | (4,383,925) |
| **Other Financing Sources (Uses)** | | | | |
| Transfers In | 233,117 | - | 1,008,354 | 2,025,000 |
| Transfers Out | (2,230,000) | (1,420,000) | - | (1,241,471) |
| Debt Issuance Proceeds | - | - | - | 258,258 |
| **Total Other Financing Sources (Uses)** | (1,996,883) | (1,420,000) | 1,008,354 | 1,041,787 |
| **Net Change in Fund Balances** | 489,451 | (883,492) | (774) | (3,342,138) |
| **Fund Balances, Beginning of Year** | 5,814,591 | 1,357,451 | 535,590 | 11,282,615 |
| **Fund Balances, End of year** | $ 6,304,042 | $ 473,959 | $ 534,816 | $ 7,940,477 |

The accompanying notes are an integral part of the financial statements.

| Other Governmental Funds | Total |
|---|---|
| $ - | $ 18,118,731 |
| 44,276 | 398,860 |
| - | 1,499,176 |
| 265,505 | 1,927,701 |
| - | 52,220 |
| 621 | 398,998 |
| 208,369 | 748,101 |
| 518,771 | 23,143,787 |
| 9,239 | 3,636,761 |
| - | 1,342,798 |
| - | 3,690,530 |
| 112,228 | 4,310,596 |
| - | 1,585,571 |
| - | 8,449,771 |
| - | 1,371,210 |
| - | 666,120 |
| - | 63,337 |
| 121,467 | 25,116,694 |
| 397,304 | (1,972,907) |
| - | 3,266,471 |
| (125,000) | (5,016,471) |
| - | 258,258 |
| (125,000) | (1,491,742) |
| 272,304 | (3,464,649) |
| 810,427 | 19,800,674 |
| $ 1,082,731 | $ 16,336,025 |

# RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS TO THE STATEMENT OF ACTIVITIES FOR THE YEAR ENDED DECEMBER 31, 2018

| | |
|---|---|
| Net change in fund balances - Total Governmental Funds | $ (3,464,649) |
| ***Amounts reported for governmental activities in the Statement of Activities are different because:*** | |
| Governmental funds report capital outlays as expenditures. However, for governmental activities, those capital outlays other than noncapitalizable items are shown in the Statement of Activities and the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense: | |
| - Capital outlay | 5,989,842 |
| - Depreciation | (4,588,418) |
| | 1,401,424 |
| Expenses reported in the Statement of Activities that do not require the use of current financial resources are not reported as expenditures in governmental funds. | |
| - Loss on Disposal of Capital Assets | (7,829) |
| - Change in compensated absences payable | (7,533) |
| - Change in accrued interest payable on outstanding bonds | (3,695) |
| - Amortization of bond premium | 12,712 |
| | (6,345) |
| Payment received on affordable housing notes receivable are reported as revenue in the governmental funds, but the repayment reduces notes receivable in the Statement of Net Position | (3,085) |
| Repayment of bond and lease principal are reported an expenditure in the governmental funds, but the repayment reduces long-term liabilities in the Statement of Net Position: | |
| - Certificates of Participation retirements | 630,000 |
| - Tax Increment Revenue Bond principal retirements | 576,080 |
| | 1,206,080 |
| The internal service fund is used by management to charge the rental cost of certain vehicles and equipment to individual funds. The decrease in net position of the internal service fund is included in governmental activities. | 1,156,191 |
| **Change in Net Positon of Governmental Activities** | $ 289,616 |

# TOWN OF AVON, COLORADO

## STATEMENT OF NET POSITION
## PROPRIETARY FUNDS
## DECEMBER 31, 2018

| | Business-Type Activities - Enterprise Funds | | | Governmental Activities - Internal Service Fund |
|---|---|---|---|---|
| | Mobility Fund | Fleet Maintenance Fund | Totals | |
| **ASSETS** | | | | |
| **Current Assets:** | | | | |
| Cash and Cash Equivalents | $ 176,016 | $ 39,942 | $ 215,958 | $ 3,352,441 |
| Receivables: | | | | |
| - Taxes | 41,597 | - | 41,597 | - |
| - Accounts | 2,039 | - | 2,039 | - |
| - Intergovernmental | 17,973 | 90,078 | 108,051 | - |
| Deferred Expense | 194,670 | - | 194,670 | - |
| Due From Other Funds | 300,000 | - | 300,000 | - |
| Inventory | - | 499,188 | 499,188 | - |
| **Total Current Assets** | 732,295 | 629,208 | 1,361,503 | 3,352,441 |
| **Noncurrent Assets:** | | | | |
| Capital Assets: | | | | |
| - Land | 281,450 | 130,384 | 411,834 | - |
| - Construction in Progress | 215,750 | - | 215,750 | - |
| - Buildings | 9,928,323 | 5,639,287 | 15,567,610 | 3,190,641 |
| - Machinery and Equipment | 4,355,632 | 300,503 | 4,656,135 | 6,541,106 |
| - Accumulated Depreciation | (4,180,007) | (3,180,608) | (7,360,615) | (5,426,900) |
| **Total Noncurrent Assets** | 10,601,148 | 2,889,566 | 13,490,714 | 4,304,847 |
| **Total Assets** | 11,333,443 | 3,518,774 | 14,852,217 | 7,657,288 |
| **LIABILITIES** | | | | |
| **Current Liabilities:** | | | | |
| Accounts Payable | 17,118 | 139,255 | 156,373 | 5 |
| Accrued Liabilities | 22,885 | 14,281 | 37,166 | - |
| Accrued Interest Payable | - | 8,736 | 8,736 | - |
| Compensated Absences Payable | 30,407 | 34,602 | 65,009 | - |
| Due to Other Funds | - | 400,000 | 400,000 | - |
| Certificates of Participation - Current | - | 152,496 | 152,496 | - |
| Capital Leases Payable - Current | 33,280 | - | 33,280 | 89,905 |
| **Total Current Liabilities** | 103,690 | 749,370 | 853,060 | 89,910 |
| **Noncurrent Liabilities:** | | | | |
| Certificates of Participation | - | 2,197,144 | 2,197,144 | - |
| Capital Leases Payable | 224,978 | - | 224,978 | 311,195 |
| **Total Noncurrent Liabilities** | 224,978 | 2,197,144 | 2,422,122 | 311,195 |
| **Total Liabilities** | 328,668 | 2,946,514 | 3,275,182 | 401,105 |
| **DEFERRED INFLOWS OF RESOURCES** | | | | |
| Property Tax Revenue | 41,597 | - | 41,597 | - |
| Gain on Advance Refunding of Debt | - | 4,909 | 4,909 | - |
| **Total Deferred Inflows of Resources** | 41,597 | 4,909 | 46,506 | - |
| **NET POSITION** | | | | |
| Net Investment in Capital Assets | 10,342,890 | 535,017 | 10,877,907 | 3,903,747 |
| Unrestricted | 620,288 | 32,334 | 652,622 | 3,352,436 |
| **Total Net Position** | $ 10,963,178 | $ 567,351 | $ 11,530,529 | $ 7,256,183 |

The accompanying notes are an integral part of the financial statements.

# TOWN OF AVON, COLORADO

## STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET POSITION
## PROPRIETARY FUNDS
## FOR THE YEAR ENDED DECEMBER 31, 2018

| | Business-Type Activities - Enterprise Funds | | | Governmental Activities - Internal Service Fund |
|---|---|---|---|---|
| | Mobility Fund | Fleet Maintenance Fund | Totals | |
| **Operating Revenues:** | | | | |
| Charges for Services | $ 249,185 | $ 1,181,942 | $ 1,431,127 | $ 665,735 |
| Other Operating Revenues | 133,338 | - | 133,338 | 27,750 |
| **Total Operating Revenues** | 382,523 | 1,181,942 | 1,564,465 | 693,485 |
| **Operating Expenses:** | | | | |
| Cost of Operations | 1,679,044 | 1,474,096 | 3,153,140 | 3,248 |
| Depreciation and Amortization | 591,957 | 140,200 | 732,157 | 724,347 |
| **Total Operating Expenses** | 2,271,001 | 1,614,296 | 3,885,297 | 727,595 |
| **Operating Income (Loss)** | (1,888,478) | (432,354) | (2,320,832) | (34,110) |
| **Nonoperating Revenues (Expenses):** | | | | |
| Taxes | 41,566 | - | 41,566 | - |
| Operating Grants | 75,000 | - | 75,000 | - |
| Gain (Loss) on Disposal of Capital Assets | - | - | - | 7,366 |
| Interest Expense | (1,400) | (106,137) | (107,537) | - |
| **Total Nonoperating Revenues (Expenses)** | 115,166 | (106,137) | 9,029 | 7,366 |
| **Income (Loss) Before Contributions and Transfers** | (1,773,312) | (538,491) | (2,311,803) | (26,744) |
| **Capital Contributions and Transfers** | | | | |
| Contributed Capital In (Out) | - | - | - | 1,182,935 |
| Transfers In (Out) | 1,157,492 | 550,000 | 1,707,492 | - |
| **Total Capital Contributions and Transfers** | 1,157,492 | 550,000 | 1,707,492 | 1,182,935 |
| **Change in Net Position** | (615,820) | 11,509 | (604,311) | 1,156,191 |
| **Net Position, Beginning of Year** | 11,578,998 | 555,842 | 12,134,840 | 6,099,992 |
| **Net Position, End of Year** | $ 10,963,178 | $ 567,351 | $ 11,530,529 | $ 7,256,183 |

The accompanying notes are an integral part of the financial statements.

# TOWN OF AVON, COLORADO

## STATEMENT OF CASH FLOWS
## PROPRIETARY FUNDS
## FOR THE YEAR ENDED DECEMBER 31, 2018

| | Business-Type Activities - Enterprise Funds | | | Governmental Activities - Internal Service Fund |
|---|---|---|---|---|
| | Mobility Fund | Fleet Maintenance Fund | Totals | |
| **Cash Flows From Operating Activities** | | | | |
| Cash Received from Customers and Users | $ 233,485 | $ 692,838 | $ 926,323 | $ - |
| Cash Received from Interfund Services Provided | 46,930 | 529,815 | 576,745 | 665,735 |
| Cash Payments to Suppliers | (525,345) | (529,052) | (1,054,397) | (3,269) |
| Cash Payments to Employees | (866,891) | (802,743) | (1,669,634) | - |
| Cash Payments for Interfund Services Used | (296,674) | (67,825) | (364,499) | - |
| Other Operating Revenues | 134,007 | - | 134,007 | 27,750 |
| **Net Cash Provided by (Used in) Operating Activities** | (1,274,488) | (176,967) | (1,451,455) | 690,216 |
| **Cash Flows From Noncapital Financing Activities** | | | | |
| Taxes Received | 41,566 | - | 41,566 | - |
| Grants Received | 75,000 | - | 75,000 | - |
| Net Borrowings (To) From Other Funds | 57,238 | (57,238) | - | - |
| Transfers In from Other Funds | 1,200,000 | 550,000 | 1,750,000 | - |
| **Net Cash Provided by Noncapital Financing Activities** | 1,373,804 | 492,762 | 1,866,566 | - |
| **Cash Flows From Capital Financing Activities** | | | | |
| Acquisition and Construction of Capital Assets | - | (16,386) | (16,386) | (898,907) |
| Proceeds from Sales of Capital Assets | - | - | - | 26,601 |
| Interest Paid on Long-term Debt | (1,400) | (109,424) | (110,824) | - |
| Principal Paid on Long-term Debt | (58,821) | (150,043) | (208,864) | - |
| **Net Cash Used in Capital Financing Activities** | (60,221) | (275,853) | (336,074) | (872,306) |
| **Net Increase (Decrease) in Cash and Cash Equivalents** | 39,095 | 39,942 | 79,037 | (182,090) |
| **Cash and Cash Equivalents, Beginning of Year** | 136,921 | - | 136,921 | 3,534,531 |
| **Cash and Cash Equivalents, End of Year** | $ 176,016 | $ 39,942 | $ 215,958 | $ 3,352,441 |

The accompanying notes are an integral part of the financial statements.

| | Business-Type Activities - Enterprise Funds | | | Governmental Activities - Internal Service Fund |
|---|---|---|---|---|
| | Transit Fund | Fleet Maintenance Fund | Totals | |
| **RECONCILIATION OF OPERATING INCOME (LOSS) TO NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES** | | | | |
| **Operating Income (Loss)** | $ (1,888,478) | $ (432,354) | $ (2,320,832) | $ (34,110) |
| **Adjustments to Reconcile Operating Loss to Net Cash Provided by (Used in) Operating Activities** | | | | |
| Depreciation and Amortization | 591,957 | 140,200 | 732,157 | 724,347 |
| Change in Assets and Liabilities: | | | | |
| Decrease in Accounts Receivable | 265 | 1,382 | 1,647 | - |
| Decrease in Intergovermental Receivable | 31,230 | 39,329 | 70,559 | - |
| Increase in Deferred Expense | (31,387) | - | (31,387) | - |
| Decrease in Inventory | - | 35,717 | 35,717 | - |
| Increase (Decrease) in Accounts Payable | 4,661 | 37,615 | 42,276 | (21) |
| Increase in Accrued Liabilities | 4,800 | 1,713 | 6,513 | - |
| Increase (Decrease) in Comp. Absences Payable | 12,464 | (569) | 11,895 | - |
| Total Adjustments | 613,990 | 255,387 | 869,377 | 724,326 |
| **Net Cash Provided by (Used in) Operating Activities** | $ (1,274,488) | $ (176,967) | $ (1,451,455) | $ 690,216 |
| **NONCASH INVESTING, CAPITAL AND FINANCING ACTIVITIES** | | | | |
| **Noncash Transactions Affecting Financial Position** | | | | |
| Contributions of Capital Assets from Governmental Activities | $ 215,750 | $ - | $ 215,750 | $ 1,017,806 |
| Contributions of Lease Payable from Governmental Activities | (258,258) | - | (258,258) | - |
| Capital Assets Disposed | - | - | - | (30,360) |
| Principal on Capital Leases Paid from Governmental Activities | - | - | - | 165,129 |
| Amortization of Premium and Gain on Advance Refunding of Debt | - | 2,910 | 2,910 | - |
| | $ (42,508) | $ 2,910 | $ (39,598) | $ 1,152,575 |

The financial statements of the Town of Avon have been prepared in conformity with generally accepted accounting principles ("GAAP") as applied to governmental entities. The Governmental Accounting Standards Board ("GASB") is the accepted standard-setting board for establishing governmental accounting and financial reporting principles. The following notes are an integral part of the Town's Comprehensive Annual Financial Report.

## Note 1. Summary of Significant Accounting Policies

### A. Financial Reporting Entity

*Primary Government*. The Town of Avon, Colorado, was incorporated as a Town on April 24, 1978. On June 13, 1978, the citizenry voted to become a Home Rule City, as authorized by Article 20 of the Colorado State Constitution. The Town operates under a Council-Manager form of government and provides the following services as authorized by its charter: public safety, highways and streets, culture-recreation, public improvements, community development, planning and zoning, transportation, and general administrative services.

As required by generally accepted accounting principles, these financial statements present the Town of Avon (the primary government) and its component unit for which the Town is considered financially accountable. Financial accountability exists if the Town appoints a voting majority of an organization's governing board and is able to impose its will on the organization, or if the organization provided benefits to, or imposes financial burdens upon the Town. Blended component units, although legally separate entities, are, in substance, part of the Town's operations, so data from these units are combined with data of the Town.

The Town's blended component unit are –

*Avon Urban Renewal Authority (AURA)* – The AURA is a body corporate duly organized and existing as an urban renewal authority established by the Town of Avon, Colorado pursuant to the Urban Renewal Law of the State of Colorado for undertaking certain urban renewal activities within the Town. The boundaries of the AURA are coterminous with the boundaries of the Town. The bylaws of the AURA provide that the members of the Avon Town Council shall constitute the Commissioners of the AURA. The Mayor of the Town services as Chairman, the Mayor Pro-Tem serves as Vice Chairman, the Town Manager serves as the Executive Director and Secretary, the Finance Director serves as Treasurer, and the Town Clerk serves as the AURA Clerk. For financial reporting purposes, the AURA is blended into the Town's financial statements and is reported in a single special revenue fund as a blended component unit. A separate budget is adopted for the AURA, however separate financial statements of the AURA are not issued.

*Avon General Improvement District No. 1* – The Town of Avon General Improvement District No. 1 was organized on August 28, 2007, by adoption of Ordinance No. 07-07. The services to be provided within and for the District include transportation and recreation

services and include the property known as Lots 1 and 2 of the final plat of the Chateau St. Claire subdivision, now commonly known as the Ascent. The members of the Avon Town Council constitute the Board of the District. The District levies a property tax to be used for transportation operations. For financial reporting purposes, the District is blended into the Town's financial statements and is reported in the Mobility enterprise fund as a blended component unit. Separate budgets and financial statements of the District are not adopted or issued.

**B. Government-wide and Fund Financial Statements**

*Government-wide Financial Statements*. The government-wide financial statements (i.e. the Statement of Net Position and the Statement of Activities) report information on all non-fiduciary activities of the Town (the primary government) and its component units. Governmental activities, which normally are supported by taxes and intergovernmental revenues, are reported separately from business-type activities, which primarily rely on fees and charges for support. Generally, interfund activity has been eliminated from the government-wide financial statements except for interfund services provided and used.

The Statement of Activities demonstrates the degree to which the direct expenses of a given function or business segment are offset by program revenues and helps identify the extent to which each is self-financing or draws from the general revenues of the Town. Direct expenses are those that are clearly identifiable with a specific function or business segment. Program revenues include 1) charges to customers who purchase, use, or directly benefit from goods, services, or privileges provided by a given function and, 2) grants and contributions that are restricted to meeting the operational or capital requirements of a particular function or business segment. Taxes and other items not properly included among program revenues are reported instead as general revenues.

*Fund Financial Statements*. Fund financial statements report detailed information about the Town with the focus on major funds rather than on reporting funds by type. Separate financial statements are provided for governmental funds and proprietary funds. Major individual governmental funds and major individual enterprise funds are reported as separate columns in the fund financial statements. Nonmajor funds are aggregated and presented in a single column. The internal service fund is presented in a single column on the face of the proprietary fund statements.

**C. Measurement Focus, Basis of Accounting and Financial Statement Presentation**

*Measurement Focus and Basis of Accounting*. The government-wide financial statements have been prepared using the economic resources measurement focus and the accrual basis of accounting. This is the same approach used in the preparation of the proprietary fund financial statements. Revenues are recognized when earned and expenses are recognized when the liability is incurred regardless of the timing of related cash flows. Depreciation is computed and recorded as an operating expense. Expenditures for property, plant and

equipment are shown as increases in assets and redemption of bonds and notes are recorded as a reduction in liabilities.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenue is recorded when susceptible to accrual, i.e., both measurable and available. Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period (60 days). The major sources of revenue which are susceptible to accrual are property taxes, accommodations and sales taxes, and certain intergovernmental revenues. Expenditures generally are recorded when the liability is incurred, as under full accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due.

*Financial Statement Presentation – Fund Accounting*. A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts which are segregated for the purpose of accounting for specific activities. The Town uses funds to report results of operations and financial position, and demonstrate compliance with legal, contractual and regulatory requirements.

The Town's funds are classified into two broad fund categories and six generic fund types for financial reporting purposes: Governmental funds include the general, special revenue, debt service, and capital projects funds. Proprietary funds include enterprise funds and an internal service fund.

The Town's major governmental funds are:

- *General Fund* – This is the Town's primary operating fund. It is used to account for all activities of the Town not required to be accounted for in some other fund.
- *Avon Urban Renewal Fund* – This fund is used to account for the receipt of tax increment revenues and the activities of redevelopment that are undertaken by the Avon Urban Renewal Authority, including issuing debt and constructing public improvements.
- *Debt Service Fund* – This fund is used to account for the accumulation of resources and payment of principal and interest on the Town's general obligation and sales tax revenue bonds.
- *Capital Projects Fund* – This fund is used to account for the acquisition and construction of major capital facilities other than those financed by proprietary funds.

Proprietary funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations. The principal operating revenues of all the Town's enterprise and internal service funds are charges to customers for sales and services. Operating expenses for enterprise and internal

service funds include the cost of sales and services, administrative expenses, and depreciation on capital assets. All revenues and expenses not meeting this definition are reported as nonoperating revenues and expenses.

The Town's major proprietary funds are:

- *Mobility Fund* – This fund is used to account for the activities involved in operating the Town's transportation system.
- *Fleet Maintenance Fund* – This fund is used to account for the accumulation and allocation of costs associated with the maintenance of vehicles and rolling stock for the Town and certain other third-party governmental entities.

The Town's only internal service fund is the Equipment Replacement Fund. This fund is used to account for the rental of certain vehicles and equipment to other departments for the accumulation of funds for future replacement.

**D. Budget Information**

Budgets are adopted on a basis consistent with generally accepted accounting principles for all funds, except for proprietary funds which are budgeted on the modified accrual basis of accounting. According to the Town's Charter, all appropriations except for capital projects or special revenue funds lapse at fiscal year-end. However, as a matter of practice, the Town adopts annual budgets for all funds. During the year, changes may be made to budgets by adoption of supplemental amendments by resolution of the Town Council.

**E. Assets, Liabilities, and Deferred Outflows/Inflows of Resources**

*Cash, Cash Equivalents, and Investments.* The Town concentrates the cash resources of its various funds to facilitate the management of cash. The balance in this concentration account is available to meet the Town's current operating requirements. Cash resources more than current requirements is invested in various interest-bearing securities and disclosed as part of the Town's investments. Cash and cash equivalents include amounts in demand deposits as well as short-term investments with a maturity date within 3 months of the date acquired by the Town.

Town Charter and Colorado State statutes authorize the Town to invest its excess funds in direct U.S. Government treasury and agency securities, bonds and other obligations of states and political subdivisions, corporate bonds, and local government investment pools. Investments are stated at fair value. The change in fair value of investments is recognized as an increase or decrease to investment assets and investment income. Investment income is recognized when earned.

*Inventories*. Inventories are valued at cost using the first-in/first-out (FIFO) method. The costs of any governmental fund inventories are recorded as expenditures when consumed rather than when purchased.

*Restricted Assets.* Restricted assets in the amount of $628,240 are reported in the Avon Urban Renewal Fund. This consists of a $628,240 required debt service reserve for purposes of the Authority's 2013 Tax Increment Revenue Bonds.

Restricted assets in the amount of $519,533 are reported in the Debt Service Fund. This amount consists of a $518,362 required debt service reserve, $307 in a base rental fund for the Series 2010 Certificates of Participation, $456 in a base rental fund for the Series 2014B Certificates of Participation. And $406 in a base rental fund for the Series 2016 Certificates of Participation. These reserves are all held in UMB Bank's trust department.

Restricted assets in the amount of $928,230 are reported in the Capital Project Fund. This consists of unspent capital lease proceeds of $43,563 for the installation of solar panels at the Avon Regional Transportation Facility, and an additional $884,667 held in an escrow account with FirstBank for accumulating funds for asphalt overlay in the Village at Avon pursuant to the Town's lawsuit settlement agreement with Traer Creek Metropolitan District and the developer.

When both restricted and unrestricted resources are available for use, it is the Town's policy to use unrestricted resources first, then restricted, as they are needed.

*Capital Assets*. Capital assets, which include property, plant, equipment, and infrastructure assets are reported in the applicable governmental or business-type activities columns in the government-wide financial statements. It is the Town's policy to capitalize expenditures with a cost greater than $5,000 and an estimated useful life of more than one year. All purchased capital assets are stated at cost or estimated historical cost if actual historical records are not available. Donated capital assets and donated works of art and similar items are recorded at acquisition value at the date of contribution. Major outlays for capital improvement projects are capitalized as projects are completed.

The Town's infrastructure consists of streets and roads, bridges, storm drainage, water rights and storage, heat recovery system, irrigation ditches, bike paths, and public parking.
The costs of normal maintenance and repair that do not add to the value of the asset or extend the estimated useful life are not capitalized but charged to operations as incurred. Depreciation of property, plant and equipment is computed using the straight-line method over the following estimated useful lives:

| | |
|---|---|
| Buildings | 10-50 years |
| Utilities | 10-50 years |
| Machinery and Equipment | 3-15 years |
| Infrastructure | 10-100 years |

*Deferred Inflows of Resources***.** The government-wide and proprietary funds statement of net position and governmental funds balance sheet will sometimes report a separate section for deferred inflows of resources. This separate financial statement element, *deferred inflows of resources*, represents an acquisition of net position that applies to a future period(s) and so will *not* be recognized as an inflow of resources (revenue) until that time. The Town has two types of items that qualify for reporting in this category: deferred gain on advance refunding of debt and unavailable revenue. In the government-wide and proprietary funds statement of net position *deferred gain on advance refunding of debt* is the result of the difference between the carrying value of refunded debt and its reacquisition price. This amount is deferred and amortized over the life of the refunding bonds. The other type of item, *unavailable revenue*, is reported in the government-wide and proprietary fund statement of net position and in the governmental funds balance sheet. The Town reports *unavailable revenues* from two sources: property tax and notes receivable. *Unavailable revenue - notes receivable* arises only under a modified accrual basis of accounting and as such is only reported in the governmental funds balance sheet. *Unavailable revenue – property taxes* is reported in the government-wide and proprietary funds statement of net position and in the governmental funds balance sheet. These amounts are deferred and recognized as an inflow of resources in the period that the amounts become available.

*Long-term Obligations.* In the government-wide and proprietary fund statement of net position long-term debt and other long-term obligations are reported as liabilities in the applicable governmental activities, business-type activities, or proprietary fund type statement of net position. Bond premiums and discounts are deferred and amortized over the life of the bonds using the straight-line method, which approximates the interest method. Bonds payable are reported net of the applicable bond premium or discount.

In the fund financial statements, governmental fund types recognize bond premiums and discounts, as well as bond issuance costs, during the current period. The face amount of debt issued is reported as other financing sources. Premiums received on debt issuances are reported as other financing sources while discounts on debt issuances are reported as other financing uses. Issuance costs, whether or not withheld from the actual debt proceeds are reported as debt service expenditures.

**F. Property Taxes**

Property taxes are levied by the Town Council. The levy is based on the assessed valuation of property located within the Town as determined by the County Assessor generally as of January 1 of each year. The levy is normally set by December 15 by certification to the County Commissioners. The County Treasurer collects the property taxes during the ensuing calendar year and remits the taxes collected to the Town on a monthly basis.

Property taxes are payable in full by April 30, or if in two equal installments, by February 28 and June 15. Delinquent taxpayers are notified in August and generally sales of the tax liens on delinquent properties are held in November or December. Property taxes, net of

estimated uncollectible taxes, are recorded as receivable in the year levied and offset to deferred inflows of resources as unavailable revenue since they typically do not meet the availability criterion.

### G. Compensated Absences

It is the Town's policy to permit employees to accumulate earned but unused personal time off (a combination of vacation and holidays) and sick pay benefits. There is no liability for unpaid accumulated sick leave since the Town's policy is to not pay for accumulated sick leave when employees separate from service. The liability for compensated absences is recorded as a non-current liability in the government-wide financial statements.

The current portion of this debt is estimated based on historical trends. In the fund financial statements, governmental funds reports a compensated liability payable only if it has matured, for example, as a result of employee resignations and retirements, while the proprietary funds report the liability as it is incurred. Within the governmental funds, the General Fund typically is used to liquidate any liabilities for compensated absences.

### H. Fund Equity

The following fund balance classifications describe the relative strength of the spending constraints placed on the purposes for which resources can be used:

- Nonspendable fund balance – amounts that are not in a spendable form (such as inventory or prepaid charges) or are required to be maintained intact;
- Restricted fund balance – amounts constrained to specific purposes by their providers (such as grantors, bondholders, and higher levels of government), through constitutional provisions, or by enabling legislation;
- Committed fund balance – amounts constrained to specific purposes by a government itself, using its highest level of decision-making authority. In Avon's case this is an ordinance adopted by the Town Council. To be reported as committed, amounts cannot be used for any other purpose unless the government takes the same highest-level action to remove or change the constraint;
- Assigned fund balance – amounts a government intends to use for a specific purpose; intent can be expressed by the governing body or an official or body to which the governing body delegates the authority;
- Unassigned fund balance – amounts that are available for any purpose; positive amounts are reported only in the general fund.

The Town establishes (and modifies or rescinds) fund balance commitments by passage of an ordinance. A fund balance commitment is further indicated in the budget document as a designation or commitment of the fund. Assigned fund balance is established by the Town Council through adoption or amendment of the budget as intended for a specific purpose (such as the purchase of capital assets, construction, debt service, or other purposes).

When fund balance resources are available for a specific purpose in more than one classification, it is the Town's policy to use the most restrictive funds first in the following order: restricted, committed, assigned, and unassigned as they are needed. The Town considers all unassigned fund balances to be "reserves" for future operations or capital replacement as defined within Article X, Section 20 of the Constitution of the State of Colorado (see Note 10).

**I. Statements of Cash Flows**

For purposes of the statement of cash flows, the Town considers all highly liquid investments with a maturity when purchased of three months or less and all local government investment pools to be cash equivalents.

**J. Debt Costs**

Unamortized premiums of $309,299 are reflected in noncurrent liabilities. Premiums are amortized over the remaining lives of the related debt issues using the effective interest method.

**Note 2. Legal Compliance – Budgets**

No later than October 15th, the Town Manager submits to the Mayor and Town Council a proposed budget for the calendar year commencing the following January 1st. The budget is prepared by fund, department, program and project and includes information on the prior year, current estimates and requested appropriations and estimated revenues for the upcoming year.

The Town Council holds public hearings and may change appropriations except for expenditures required by law for debt service or for estimated cash deficits. No change to the budget may increase the authorized expenditures to any amount greater than the total amount of funds available. The Town Council must adopt the budget by resolution prior to December 15th. Once adopted, the Town Council may at any time, by resolution, amend the budget. In addition, the Town Manager may transfer part or all of any unencumbered appropriation balance among programs within a department. A department is defined by the Town as a distinct, principal or specialized division (e.g. the Department of Public Works).

Expenditures may not legally exceed budgeted appropriations at the fund level. Budgetary comparisons in the accompanying combined financial statements and in the individual fund statements are presented at a lower-than-required level of control to facilitate detailed financial analysis. The Avon Urban Renewal Fund, Debt Service Fund, and Fleet Maintenance Fund expenditures exceeded budgeted appropriations during 2018. This may be a violation of Colorado budget law.

### Note 3. Cash and Investments

Cash and investments as of December 31, 2018 are classified in the accompanying financial statements as follows:

| | |
|---|---|
| Cash and Cash Equivalents | $ 5,062,809 |
| Investments | 12,172,997 |
| Restricted Assets - Cash and Cash Equivalents | 2,076,003 |
| Total | $ 19,311,809 |

Cash and investments as of December 31, 2018 consist of the following:

| | |
|---|---|
| Cash on Hand | $ 4,925 |
| Demand Deposits | 1,071,716 |
| Other Deposits with Financial Institutions | 1,447,762 |
| Local Government Investment Pools | 4,614,409 |
| Investments | 12,172,997 |
| Total | $ 19,311,809 |

### Investments Authorized by the Town of Avon Investment Policy

The table below identifies the investment types that are authorized for the Town by the Town's investment policy. The table also identifies certain provision of the Town's investment policy that address interest rate risk, credit risk, and concentration of credit risk.

| Authorized Investment Type | Maximum Maturity | Maximum Percentage Of Portfolio | Maximum Investment In One Issuer |
|---|---|---|---|
| U.S. Government Treasury Securities | 5 years | None | None |
| U.S. Government Agency Securities | 5 years | None | None |
| Repurchase Agreements | 180 days | None | None |
| Commercial Paper | 270 days | 20% | 5% |
| General Obligation Debt | 5 years | None | None |
| Revenue Obligation Debt | 5 years | None | None |
| Local Government Investment Pools | N/A | None | None |

### Fair Value of Investments

The Town measures and records its investments using fair value measurement guidelines established by generally accepted accounting principles. These guidelines recognize a three-tiered fair value hierarchy, as follows:

- Level 1: Quoted prices for identical investments in active markets;
- Level 2: Observable inputs other than quoted market prices; and,
- Level 3: Unobservable inputs.

At December 31, 2018, the Town had the following recurring fair value measurements:

| Investments Measured at Fair Value | Total | Fair Value Measurements Using Level 1 | Level 2 | Level 3 |
|---|---|---|---|---|
| U.S. Government Treasury Securities | $ 2,481,480 | $ 2,481,480 | $ - | $ - |
| Federal Instrumentality Securities | 9,691,517 | 9,691,517 | - | - |
| Total | $12,172,997 | $12,172,997 | $ - | $ - |

| Investments Measured at Net Asset Value | Total |
|---|---|
| Colotrust | $ 4,614,409 |

Debt and equity securities classified in Level 1 are valued using prices quoted in active markets for those securities. Debt and equity securities classified in Level 2 are valued using the following approaches:

- U.S. Government treasury securities, U.S. Government agency securities, and commercial paper: quoted prices for identical securities in markets that are not active;
- Corporate and municipal bonds: quoted prices for similar securities in active markets;
- Repurchase agreements, negotiable certificates of deposit, and collateralized debt obligations: matrix pricing based on the securities' relationship to benchmark quoted prices.

At December 31, 2018, unrealized losses were $27,395 which reflects changes in the fair market value of investments.

### Interest Rate Risk

Interest rate risk is the risk that changes in market interest rates will adversely affect the fair value of an investment. Generally, the longer the maturity of an investment, the greater the sensitivity of its fair value to changes in market interest rates. The investment policy of the Town states that, to the extent possible, investments shall be matched with anticipated cash flow requirements and known future liabilities. Unless matched to a specific cash flow requirement, the Town will not invest in securities maturing more than five years from the date of purchase. In addition, the Town shall maintain at least 15% of its total investment portfolio in investments maturing in 120 days or less. At least 10% of the portfolio shall be invested in overnight investments or securities that can be sold to raise cash on one day's notice.

Information about the sensitivity of the fair values of the Town's investments to market interest rate fluctuations is provided by the following table that shows the distribution of the Town's investments by maturity:

| | | Weighted Average Maturity (in Years) |
|---|---|---|
| U.S. Government Treasury Notes | $ 2,481,480 | 1.65 |
| U.S. Government Agency Securities: | | |
| Federal Home Loan Bank | 4,497,785 | 1.56 |
| Federal Home Loan Mortgage Corp. | 499,235 | 1.31 |
| Federal National Mortgage Assn. | 1,987,440 | 1.71 |
| Federal Farm Credit Bank | 2,707,057 | 1.28 |
| Colotrust | 4,614,409 | NA |
| Total | $ 16,787,406 | |

### Credit Risk

Generally, credit risk is the risk that an issuer of an investment will not fulfill its obligation to the holder of the investment. This is measured by the assignment of a rating by a nationally recognized statistical rating organization.

Presented below is the minimum rating, as required by the Town's investment policy, for investments of the Town as of December 31, 2018.

| Ratings Standard & Poor's | Investment |
|---|---|
| AAAm | Colotrust |
| AA+ | US Treasury |
| AA+ | Government National Mortgage Assoc. |
| AA+ | Federal Farm Credit Bank |
| AA+ | Federal Home Loan Bank |
| AA+ | Federal Home Loan Mortgage Corporation |
| AA+ | Federal National Mortgage Corporation |

### Concentration of Credit Risk

Except for commercial paper investments, the investment policy of the Town contains no limitations on the amount that can be invested in any one issuer. Commercial paper issuers are limited to no more than 5% of the Town's portfolio. The Town had no investments in commercial paper at December 31, 2018.

Investments in any one issuer (other than U.S. Treasury obligations, mutual funds, and local government investment pools) that represent 5% or more of total Town investments are as follows:

| Issuer | Investment Type | Reported Amount | % of Total Investments |
|---|---|---|---|
| Federal Home Loan Bank | Federal Instrumentality Securities | $ 4,497,785 | 26.79% |
| Federal National Mortgage Assn. | Federal Instrumentality Securities | 1,987,440 | 11.84% |
| Federal Farm Credit Bank | Federal Instrumentality Securities | 2,707,057 | 16.12% |

**Custodial Credit Risk**

*Deposits*. Custodial credit risk for deposits is the risk that, in the event of the failure of a depository financial institution, the Town would not be able to recover its deposits or would not be able to recover collateral securities that are in the possession of an outside party.

The Town's deposits are entirely covered by federal depository insurance ("FDIC") or by collateral held under Colorado's Public Deposit Protection Act ("PDPA"). The FDIC insures the first $250,000 of the Town's deposits at each financial institution. Deposit balances over $250,000 are collateralized as required by PDPA. The Colorado Public Deposit Protection Act (PDPA) requires that cash be deposited in eligible public depositories and that deposits in excess of federal insurance levels must be collateralized. The eligible collateral is determined by the PDPA. PDPA allows the institution to create a single collateral pool for all public funds with the Town being a named participant in the single institution collateral pool. The minimum pledging requirement is 102% of the uninsured deposits. The Colorado State Banking Board verifies the market value at least monthly. Bank assets (usually securities) are required by PDPA to be delivered to a third-party institution for safekeeping and pledged to the Colorado Division of Banking. Based on the above, the Colorado State Auditor has concluded that there is no custodial risk for public deposits collateralized under PDPA. The carrying amount of the Town's demand deposits was $1,071,716 at year end.

*Investments*. Custodial credit risk for investments is the risk that, in the event of the failure of the counterparty (e.g. broker-dealer) to a transaction, the Town would not be able to recover the value of its investment or collateral securities that are in the possession of another party. The Town's investment policy provides that all investment securities, except certificates of deposit, local government investment pools, and money market funds purchased by the Town shall be settled on a delivery versus payment basis and will be delivered by either book entry or physical delivery and will be held in third-party safekeeping by the Town's approved custodian bank, its correspondent bank or the Depository Trust Company. An approved Safekeeping Agreement must be executed with each custodian bank prior to utilizing that bank's safekeeping services.

### Local Government Investment Pools

Local government investment pools are trusts established for local government entities in Colorado to pool surplus funds. The State Securities Commissioner administers and enforces all State statutes governing the trusts. The trusts value their shares based on a stable net value of $1.00 per share. A designated custodial bank serves as custodian pursuant to a custodian agreement. The custodian acts as safekeeping agent for the trusts' investment portfolios and provides services as the depository in connection with direct investments and withdrawals. The custodian's internal records segregate investments owned by the trusts.

As of December 31, 2018, the Town of Avon held investments in the Colorado Local Government Liquid Asset Trust (Colotrust Plus portfolio). The Plus portfolios may invest in U.S. Treasury securities and repurchase agreements collateralized by U.S. Treasury securities as well as in certain obligations of U.S. government agencies, highest rated commercial paper and repurchase agreements collateralized by certain obligations of U.S. government agencies. At December 31, 2018, the Town's investments in Colotrust Plus were 27.5% of the Town's investment portfolio.

### Note 4. Capital Assets

Capital asset activity for the year ended December 31, 2018 was as follows:

| **Governmental Activities:** | Beginning Balance | Increases | Decreases | Ending Balance |
|---|---|---|---|---|
| Capital Assets, Not Being Depreciated: | | | | |
| Land and Land Improvements | $ 11,626,736 | $ 13,935 | $ - | $ 11,640,671 |
| Public Art | 1,361,400 | - | - | 1,361,400 |
| Water Rights | 1,792,959 | - | - | 1,792,959 |
| Construction in Progress | 1,539,297 | 7,819,159 | (6,591,031) | 2,767,425 |
| Total Capital Assets, Not Being Depreciated | 16,320,392 | 7,833,094 | (6,591,031) | 17,562,455 |
| Capital Assets, Being Depreciated: | | | | |
| Buildings | 24,614,507 | 5,186,669 | (11,054) | 29,790,122 |
| Utilities | 4,575,956 | 171,419 | - | 4,747,375 |
| Machinery and Equipment | 6,324,655 | 521,686 | (305,235) | 6,541,106 |
| Infrastructure | 86,463,721 | 795,843 | (145,000) | 87,114,564 |
| Total Capital Assets, Being Depreciated | 121,978,839 | 6,675,617 | (461,289) | 128,193,167 |
| Less Accumulated Depreciation: | | | | |
| Buildings | (9,826,324) | (981,330) | 3,225 | (10,804,429) |
| Utilities | (1,448,499) | (218,662) | - | (1,667,161) |
| Machinery and Equipment | (3,710,666) | (438,519) | 274,875 | (3,874,310) |
| Infrastructure | (45,861,248) | (3,674,254) | 145,000 | (49,390,502) |
| Total Accumulated Depreciation | (60,846,737) | (5,312,765) | 423,100 | (65,736,402) |
| Total Capital Assets, Being Depreciated, Net | 61,132,102 | 1,362,852 | (38,189) | 62,456,765 |
| Governmental Activities Capital Assets, Net | $ 77,452,494 | $ 9,195,945 | $(6,629,220) | $ 80,019,220 |

| Business-type Activities: | Beginning Balance | Increases | Decreases | Ending Balance |
|---|---|---|---|---|
| Capital Assets, Not Being Depreciated: | | | | |
| Land | $ 411,834 | $ - | $ - | $ 411,834 |
| Construction in Progress | - | 215,750 | - | 215,750 |
| Total Capital Assets, Not Being Depreciated | 411,834 | 215,750 | - | 627,584 |
| Capital Assets, Being Depreciated: | | | | |
| Buildings | 15,567,610 | - | - | 15,567,610 |
| Machinery and Equipment | 4,639,749 | 16,386 | - | 4,656,135 |
| Total Capital Assets, Being Depreciated | 20,207,359 | 16,386 | - | 20,223 745 |
| Less Accumulated Depreciation: | | | | |
| Buildings and Facilities | (3,908,997) | (396,059) | - | (4,305,056) |
| Machinery and Equipment | (2,719,461) | (336,098) | - | (3,055,559) |
| Total Accumulated Depreciation | (6,628,458) | (732,157) | - | (7,360,615) |
| Total Capital Assets, Being Depreciated, Net | 13,578,901 | (715,771) | - | 12,863,130 |
| Business-type Activities Capital Assets, Net | $ 13,990,735 | $ (500,021) | $ - | $ 13,490,714 |

Depreciation expense was charged to functions/programs of the Town as follows:

| | |
|---|---|
| Governmental Activities: | |
| General Government | $ 156,529 |
| Community Development | 2,555 |
| Public Safety | 387,552 |
| Public Works and Utilities, including general infrastructure assets | 4,319,252 |
| Recreation and Culture | 446,877 |
| Total Depreciation Expense – Governmental Activities | $ 5,312,765 |
| Business-type Activities: | |
| Transportation | $ 591,957 |
| Fleet Maintenance | 140,200 |
| Total Depreciation Expense – Business-type Activities | $ 732,157 |

## Note 5. Long-term Debt

*Revenue Bonds and Loans – Avon Urban Renewal Authority.* Pursuant to the Urban Renewal Plan adopted for the Town Center West Urban Renewal Project Area (Project Area), generally known as Avon Town Center West, the Avon Urban Renewal Authority issued $25 million in Series 2008 Tax Increment Adjustable Rate Revenue Bonds (Series 2008 Bonds) in February 2008 for financing the cost of constructing traffic, street and pedestrian improvements. In 2009, the Avon Urban Renewal Authority entered into a Series 2009 Variable Rate Loan Agreement (Series 2009 Loan) in the amount of $7,200,000 with Vectra Bank for refinancing the Authority's Series 2008 Tax Increment Adjustable Rate

Revenue Bonds. Net proceeds from the Series 2009 Loan, along with unused proceeds and the reserve account balance from the Series 2008 bonds, were used to redeem the Series 2008 bonds.

In 2013, the Avon Urban Renewal Authority issued Series 2013 Tax Increment Revenue Bonds to refinance outstanding obligations of the Authority and to finance certain capital improvements. The 2013 Bonds have a reserve requirement of $628,240. If, at any time, the balance of the Reserve Account is less than the Reserve Requirement the Town Council has agreed to consider but is not obligated to, replenish the Reserve Account balance to the Reserve Requirement. The Bonds shall be subject to optional redemption on any interest payment date with a redemption price of the Bonds not exceeding 101% of the principal amount so redeemed.

In 2017, the Avon Urban Renewal Authority issued Series 2017 Tax Increment Revenue Bonds to finance tenant improvements related to the future occupancy of a new Town Hall. The 2013 and 2017 Bonds constitute a pledge of, and an irrevocable first lien (but not an exclusive first lien), on all pledged revenues. Pledged revenues include the portion of the ad valorem proprietary taxes produced by the levies at the rates fixed each year by the governing bodies of the various taxing jurisdictions within the Urban Renewal Project Area. The levies are assessed upon that portion of the valuation for assessment of all taxable property in excess of a defined property tax base amount. The pledged revenues are reduced by a) any County collection fee (b) tax increment revenues required to be remitted by the Authority to the Confluence Metropolitan District pursuant to the Avon Station/Confluence IGA; and (c) ad valorem property taxes produced by a mill levy of any special district formed after May 28, 2009. Pledged revenues also include all amounts appropriated to the Authority to replenish reserves along with applicable investment earnings and any other legally available moneys which the Town determines, in its sole discretion, to deposit in the Bond Account. Revenue bonds and loans outstanding at December 31, 2018, are as follows:

| Purpose | Interest Rates | Amount |
|---|---|---|
| General Government – Avon Urban Renewal Authority | 2.9% - 3.52% | $ 7,649,283 |

Annual debt service requirements to maturity for revenue bonds outstanding at December 31, 2018, are as follows:

| Year Ending | Avon Urban Renewal Authority | |
|---|---|---|
| December 31 | Principal | Interest |
| 2019 | $ 595,998 | $ 252,557 |
| 2020 | 616,063 | 232,532 |
| 2021 | 636,278 | 211,829 |
| 2022 | 656,647 | 190,444 |
| 2023 | 677,175 | 168,371 |
| 2024-2028 | 3,759,702 | 483,398 |
| 2029-2031 | 707,420 | 36,828 |
| Total | $ 7,649,283 | $ 1,575,959 |

*Certificates of Participation.* In 1998, the Town of Avon Finance Authority issued Certificates of Participation to finance the cost of constructing a fleet maintenance facility. The Certificates evidence assignments of proportionate interest in rights to receive payments pursuant to an annually terminable Lease Purchase and Sublease Agreement, dated as of July 1, 1998, between the Authority as lessor, and the Town of Avon as lessee. In 1999, the fleet maintenance facility was completed and the proceeds from the Certificates that were used directly in the construction of the fleet maintenance facility in the amount of $5,141,250 (approximately 75%) were capitalized in the Fleet Maintenance Fund.

On November 16, 2010, the Town issued $6,680,000 of Series 2010 Certificates of Participation with interest rates of 2% to 5%. The Certificates evidence a proportionate interest in the base rentals and other revenues under an annually renewable lease purchase agreement dated as of November 1, 2010, between UMB Bank, solely in its capacity as trustee under the Indenture, as lessor, and the Town of Avon, as lessee. These Certificates were used to refund the outstanding 1998 Certificates of Participation in the aggregate principal amount of $3,990,000. The refunding resulted in an economic gain of $43,298 with a cash flow savings of $904,642. The remaining funds from the 2010 Certificates were used as matching funds for the construction of the Avon Regional Transit Facility, which was completed and placed into service in October 2013.

On January 14, 2015, the Town issued $3,800,000 of Series 2014B Certificates of Participation with an interest rate of 3.03% to finance the cost of street improvements. The Certificates evidence a proportionate interest in the base rentals and other revenues under an annually renewable lease purchase agreement dated as of January 14, 2015, between UMB Bank, N.A., solely in its capacity as trustee under the Indenture, as lessor, and the Town of Avon, as lessee.

On May 3, 2016, the Town held a special election concerning the financing for a joint public safety facility in partnership with the Eagle River Fire Protection District. The election was successful and on August 2, 2016, the Town issued $6,300,000 of Series 2016 Certificates of Participation with interest rates of 2% to 4%. The Certificates evidence a proportionate interest in the base rentals and other revenues under an annually renewable lease purchase agreement dated as of August 2, 2016, between UMB Bank, N.A., solely in its capacity as trustee under the Indenture, as lessor, and the Town of Avon, as lessee.

Certificates of Participation outstanding at December 31, 2018, are as follows:

| Purpose | Interest Rates | Amount |
|---|---|---|
| General Government – Refunding and Capital | 2.0% - 5.0% | $13,365,000 |

Annual debt service requirements to maturity for Certificates of Participation outstanding at December 31, 2018, are as follows:

| Year Ending | Governmental Activities | | Business Activities | |
|---|---|---|---|---|
| December 31 | Principal | Interest | Principal | Interest |
| 2019 | $ 650,000 | $ 362,707 | $ 150,000 | $ 104,825 |
| 2020 | 675,000 | 342,413 | 155,000 | 99,575 |
| 2021 | 695,000 | 324,167 | 160,000 | 94,150 |
| 2022 | 710,000 | 302,944 | 170,000 | 86,150 |
| 2023 | 735,000 | 281,219 | 180,000 | 77,650 |
| 2024-2028 | 4,040,000 | 1,022,985 | 1,025,000 | 251,800 |
| 2029-2033 | 2,690,000 | 345,187 | 480,000 | 32,625 |
| 2034-2035 | 850,000 | 38,400 | - | - |
| Total | $ 11,045,000 | $ 3,020,022 | $ 2,320,000 | $ 746,775 |

*Capital Lease Obligations.* The following leases are renewable on an annual basis, at the option of the Town, for consecutive one-year periods. Upon final payment, title to the leased assets will pass to the Town.

- Lease obligation for equipment with a total cost of $217,004 and a book value net of accumulated depreciation at December 31, 2018 of $88,964. Due in five remaining semi-annual installments of $16,803.27 through March 2019. Amortization is based on an interest rate of 2.19%. The Town may terminate the lease by paying the applicable purchase option price on any scheduled payment. The balance at December 31, 2018 is $16,621.
- Lease obligation for equipment with a total cost of $168,986 and a book value net of accumulated depreciation at December 31, 2018 of $106,883. Due in ten semi-annual installments of $13,139 through July 2021. Amortization is based on an interest rate of 2.10%. The Town may terminate the lease by paying the applicable purchase option on any scheduled payment. Balance at December 31, 2018 is $76,020.
- Lease obligation for equipment with a total cost of $355,818 and a book value net of accumulated depreciation at December 31, 2018 of $348,074. Due in seven annual installments beginning with the first installment in November 2018 of $55,720 through November 2024. Amortization is based on an interest rate of 2.35%. The Town may terminate the lease by paying the applicable purchase option on any scheduled payment. Balance at December 31, 2018 is $308,459.
- Lease obligation for equipment with a total cost of $258,258 and a book value net of accumulated depreciation at December 31, 2018 of $258,258. Due in seven semi-annual installments beginning with the first installment in February 2019 of $20,877 through August 2025. Amortization is based on an interest rate of 3.39%. The Town may terminate the lease by paying the applicable purchase option on any scheduled payment. Balance at December 31, 2018 is $258,258.

Annual debt service requirements to maturity for Capital Lease Obligations outstanding at December 31, 2018, are as follows:

| Year Ending December 31 | Governmental Activities Principal | Interest |
|---|---|---|
| 2019 | $ 123,185 | $ 17,372 |
| 2020 | 109,364 | 14,390 |
| 2021 | 112,241 | 11,513 |
| 2022 | 88,780 | 8,695 |
| 2023 | 91,260 | 6,215 |
| 2024-2025 | 134,528 | 4,702 |
| Total | $ 659,358 | $ 62,887 |

*Changes in Long-term Liabilities*. Long-term liability activity for the year ended December 31, 2018, was as follows:

| | Beginning Balance | Additions | Deletions | Ending Balance | Due Within One Year |
|---|---|---|---|---|---|
| **Governmental Activities**: | | | | | |
| Bonds Payable: | | | | | |
| Revenue Bonds | $ 8,225,362 | $ - | $ 576,079 | $ 7,649,283 | $ 595,998 |
| Certificates of Participation | 11,675,000 | - | 630,000 | 11,045,000 | 650,000 |
| | 19,900,362 | - | 1,206,079 | 18,694,283 | 1,245,998 |
| Bond Premium | 292,371 | - | 12,712 | 279,659 | 13,191 |
| Total Bonds Payable | 20,192,733 | - | 1,218,791 | 18,973,942 | 1,259,189 |
| Capitalized Leases Payable | 566,230 | - | 165,130 | 401,100 | 89,905 |
| Compensated Absences | 353,386 | 634,774 | 627,241 | 360,919 | 360,919 |
| Governmental Activity Long-term Liabilities | $21,112,349 | $ 634,774 | $ 2,011,162 | $19,735,961 | $ 1,710,013 |
| **Business-type Activities**: | | | | | |
| Certificates of Participation | $ 2,465,000 | $ - | $ 145,000 | $ 2,320,000 | $ 150,000 |
| Bond Premium | 32,136 | - | 2,496 | 29,640 | 2,496 |
| Total Bonds Payable | 2,497,136 | - | 147,496 | 2,349,640 | 152,496 |
| Capitalized Leases Payable | 63,864 | 258,258 | 63,864 | 258,258 | 33,280 |
| Compensated Absences | 53,115 | 111,700 | 99,806 | 65,009 | 65,009 |
| Business-type Activity Long-term Liabilities | $ 2,614,115 | $ 369,958 | $ 311,166 | $ 2,672,907 | $ 250,785 |

*Conduit Debt Obligations*. The Town has sponsored the issuance of revenue bonds in prior years to provide financial assistance to private-sector entities for the acquisition and construction of facilities deemed to be in the public interest. Neither the Town, the State of Colorado, nor any political subdivision thereof is obligated in any manner for repayment of

the bonds. Accordingly, the bonds are not reported as liabilities in the accompanying general purpose financial statements. Conduit debt obligations at December 31, 2018, are described as follows:

*Eaglebend Dowd Affordable Housing Corporation*. The Eaglebend Dowd Affordable Housing Corporation (Dowd) was formed on March 24, 1998, to help provide for affordable housing within Eagle County. Dowd operates a 50-unit apartment project within Eagle County. The Town approved the formation and the issuance of the revenue bonds to finance the project and will obtain full legal title to the land, buildings and equipment upon payment in full of the bonds. The Town, however, is in no way obligated to pay the debt service on the bonds.

In 2003, the Town approved the issuance by Dowd of $9,520,000 in Series 2003 Refunding Revenue Bonds to defease the outstanding Series 1998A Revenue Bonds by placing the proceeds of the Series 2003 bonds in an irrevocable trust to provide for all future debt service payments on the old bonds. In August 2013, Dowd issued $8,450,000 in Series 2013 Multifamily Housing Project Refunding Revenue Bonds to refund the Series 2003 Bonds. In November 2014, Dowd issued $8,850,000 of Multifamily Housing Project Refunding Revenue Bonds, Series 2014A to refund and defease the Series 2013 bonds. As of December 31, 2018, there was $8,152,166 outstanding in Series 2014A Multifamily Housing Project Refunding Revenue Bonds, and $1,600,000 outstanding in Series 1998 B&C Subordinate Revenue Bonds.

*Defeased Debt.* Certain other bonds previously issued by the Town have been defeased by the issuance of refunding bonds. As of December 31, 2018, there are no amounts outstanding on any refunded bonds.

## Note 6. Employee Retirement Plans

*Full-time Employees.* The Town maintains two single-employer, defined contribution pension plans for full-time employees: (1) the Town of Avon Police Officers Money Purchase Pension Plan of which there are 24 participants, and (2) the Town of Avon General Employee Money Purchase Pension Plan of which there are 114 participants as of December 31, 2018. Plan administration and recordkeeping of these plans is provided by The Principal Financial Group.

A defined contribution pension plan has terms that specify how contributions to an individual's account are to be determined rather than the amount of pension benefits the individual is to receive. In a defined contribution plan, the pension benefits a participant will receive depend only on the amount contributed to the participant's account, earnings on investments of those contributions, and forfeitures of other participant's benefits that may be allocated to the participant's account.

All full-time employees are required to participate in one of the above retirement plans upon employment with the Town. The type of plan that an employee participates in is dependent on the type of employee (police officer or general government employee). Town ordinance provides that both the employee and the Town will contribute an amount equal to 11% of the employee's base salary each month.

Employees hired prior to September 30, 1990, become vested in accordance with a vesting schedule which is dependent on the type of employee and hire date. All employees hired after September 30, 1990, start partial vesting after two years of service and are fully vested after five years of service. In addition, if an employee reaches normal retirement age, dies, or becomes totally and permanently disabled his account becomes fully vested regardless of length of service. Forfeitures by employees who leave employment before being fully vested are applied, first, to offset administrative expenses of the plans, and second, to reduce matching employer contributions. Forfeitures totaling $47,390 were used in 2018 for administrative expenses. No forfeitures were used to reduce matching employer contributions.

Contributions made by employees and the Town for the three years ended December 31, 2018, are as follows:

| | 2018 | 2017 | 2016 |
|---|---|---|---|
| Employee Contributions | $ 681,141 | $ 659,359 | $ 607,999 |
| Town Contributions | $ 681,141 | $ 659,359 | $ 607,999 |

Both the Town and the covered employees each made the required 11% contributions to the plans. There are no liabilities for benefits beyond the Town's matching payments. No changes in the various plan's provisions occurred in 2018.

*Part-time, Temporary and Seasonal Employees.* On October 14, 1997, the Town adopted a PTS Retirement Plan administered by the ICMA Retirement Corporation and established under Section 457 of the Internal Revenue Code that pertains to deferred compensation plans. Plan administration and recordkeeping of this plans was transferred to The Principal Financial Group in November 2017. The PTS plan is designed specifically for employees who are part-time, temporary, or seasonal, and is defined as a Social Security replacement retirement plan. The PTS plan allows participants to defer federal and state income taxes on savings until retirement. The PTS plan requires a minimum contribution of 7.5% of an employee's salary per plan year. This 7.5% may be the employee's contribution, the employer's contribution or a combination of both. The Town elected to have 3.75% contributed by the employee and 3.75% matched by the Town. Employees also have the option to contribute additional amounts.

Upon separation of service, participants may withdraw the account balance in a lump-sum payment, roll the account balance over into another 457 plan, or continue to allow the account balance earn interest tax free. Taxes are paid when funds are withdrawn from the plan.

Contributions made by plan members and the Town for the three years ended December 31, 2018, are as follows:

| | 2018 | 2017 | 2016 |
|---|---|---|---|
| Employees | $37,081 | $33,993 | $36,031 |
| Town | $31,397 | $26,697 | $25,239 |

Both the Town and the covered employees each made the required 3.75% contributions to the plan. There are no liabilities for benefits beyond the Town's matching payments. As of December 31, 2018, there were 378 participants in this plan.

**Note 7. 457 Deferred Compensation Plan**

The Town offers its full-time employees an optional supplemental deferred compensation plan created in accordance with Internal Revenue Code Section 457. Plan administration and recordkeeping is provided by The Principal Financial Group. The 457 plan allows eligible participants the opportunity to accumulate additional retirement savings with certain tax advantages. Deposits into the 457 plan are not subject to state or federal income taxes at the time of deposit, and earnings on these deposits are deferred until withdrawn. As of December 31, 2018, there were 46 participants in the 457 plan.

**Note 8. Employee Health Care**

The Town has a self-insurance plan for employee health and dental care. A third-party administrator processes individual employee claims and negotiates excess stop-loss insurance policies. Excess stop-loss insurance policies are purchased to cover individual claims in excess of $35,000 and aggregate total yearly claims in excess of $1,710,852. Settled benefit claims did not exceed the aggregate total yearly claims for 2018. As of December 31, 2018, the Town held reserves for future claims in the amount of $808,857.

The following represents the changes in the claims reserve for the Town for 2018 and 2017:

| | 2018 | 2017 |
|---|---|---|
| Claims Reserve for Future Claims, Beginning of Year | $ 449,162 | $ 615,630 |
| Current Year Deposits for Estimated Claims | 1,677,369 | 1,484,558 |
| Excess Stop Loss Refunds for Specific (Individual) Claims | 241,761 | 240,840 |
| Claim Payments | (1,559,435) | (1,891,866) |
| Claims Reserve for Future Claims, End of Year | $ 808,857 | $ 449,162 |

## Note 9. Interfund Receivables, Payables and Transfers

Activity between funds that are representative of lending/borrowing arrangements outstanding at the end of the fiscal year are reported in the fund financial statements as "due to/from other funds". These interfund receivables and payables are expected to be repaid within the next year. The composition of these interfund balances as of December 31, 2018, is as follows:

| Receivable Fund | Payable Fund | Amount |
|---|---|---|
| General Fund | Fleet Maintenance Fund | $ 100,000 |
| Mobility Fund | Fleet Maintenance Fund | 300,000 |
| Capital Projects Fund | Avon Urban Renewal Fund | 200,000 |
| Total | | $ 600,000 |

Interfund Transfers:

| Fund | Transfers In | Transfers Out |
|---|---|---|
| Major Funds: | | |
| General Fund | $ 233,117 | $ 2,230,000 |
| Urban Renewal Authority Fund | - | 1,420,000 |
| Debt Service | 1,008,354 | - |
| Capital Projects Fund | 2,025,000 | 1,241,471 |
| Mobility Enterprise Fund | 1,200,000 | - |
| Fleet Maintenance Enterprise Fund | 550,000 | - |
| Nonmajor Funds: | | |
| Water Fund | - | 125,000 |
| | 5,016,471 | 5,016,471 |
| Transfers of Non-financial Resources: | | |
| Mobility Enterprise Fund | 215,750 | 258,258 |
| Internal Service Fund | 1,182,935 | - |
| Total | $ 6,199,406 | $ 5,058,979 |

In the fund financial statements, total transfers in of $6,199,406 are greater than total transfers out of $5,058,979 because of the treatment of transfers of non-financial resources to the Mobility enterprise fund and the internal service fund. During the year, capital assets purchased in 2018 related to governmental funds, with a book value of $215,750 and $1,017,806 were transferred to the Mobility enterprise fund and internal service fund, respectively. In addition, capital lease obligations of $258,258 were transferred to the Mobility enterprise fund and capital lease principal payments of $165,129 were made on behalf of the internal service fund. No amounts were reported in the governmental funds as the amounts did not involve the transfer of financial resources. However, the internal service fund reported a transfer in for the capital resources received.

## Note 10. Commitments and Contingencies

*Litigation*. The Town is a party to various legal proceedings. Town management believes ultimate disposition of those subsequent pending claims and legal proceedings will not likely have a material adverse effect, if any, on the financial condition of the Town.

*Construction Contract Commitments.* As of December 31, 2018, the Town had several construction contract commitments outstanding in the amount of $1,839,024.

*Intergovernmental Agreement*. The Town entered into an Intergovernmental Agreement (IGA) with the Eagle River Fire Protection District (Fire District) on April 28, 2015 for jointly designing, financing, and constructing a Joint Public Safety Facility in the Town of Avon. The IGA expires on June 2, 2020. The IGA provides for many covenants and mutual agreements including temporary financing, design, construction bid process, construction financing, sale and conveyance of land, and construction.

As of December 31, 2018, there have been three amendments to the IGA including entering into a memorandum of agreement regarding cost sharing, and the waiver of various fees by both parties.

*Tax, Spending and Debt Limitations*. Article X, Section 20 of the Colorado Constitution, commonly known as the Taxpayer's Bill of Rights (TABOR) contains tax, spending, revenue and debt limitations which apply to the State of Colorado and all local governments. Spending and revenue limits are determined based on the prior year's Fiscal Year Spending adjusted for allowable increases based upon inflation and local growth. Fiscal Year Spending is generally defined as expenditures plus reserve increases with certain exceptions. Revenue in excess of the Fiscal Year Spending limit must be refunded unless the voters approve retention of such revenue.

In November 1997, voters within the Town passed a ballot issue which permanently authorizes the Town, without an election, to take action on all spending and revenue raising measures which are limited by TABOR. In addition, voters authorized the Town to keep and spend all revenue collected by the Town regardless of any limitation contained in TABOR. The only exceptions are proposed sales or use tax rate increases and property tax rate increases which must be submitted to the voters, unless otherwise allowed by law.

Enterprises, defined as government-owned business authorized to issue revenue bonds and receiving less than 10 percent of annual revenue in grants from all state and local governments combined, are excluded from the provisions of TABOR. TABOR also requires local governments to establish Emergency Reserves. These reserves must be at least 3% of Fiscal Year Spending (excluding bonded debt service). Local governments are not allowed to use the emergency reserves to compensate for economic conditions, revenue shortfalls, or salary or benefit increases. The Town has established an emergency reserve in the General Fund for the year ended December 31, 2018 in the amount of $693,001.

Town management believes it is in compliance with the provisions of TABOR. However, TABOR is complex and subject to interpretation. Many of the provisions, including the interpretation of how to calculate Fiscal Year Spending limits will require judicial interpretation.

**Note 11. Risk Management**

The Town is exposed to various risks of loss related to torts; thefts of, damage to, and destruction of assets; errors or omissions; injuries to employees; and natural disasters.

The Town is a member of the Colorado Intergovernmental Risk Sharing Agency (CIRSA). CIRSA is a joint self-insurance pool created by intergovernmental agreement of 230 municipalities and 47 special districts to provide property, general and automobile liability and public officials coverage to its members. CIRSA is governed by a seven-member Board elected by and from its members.

Coverage is provided through pooling of self-insured losses and the purchase of excess insurance coverage. CIRSA has a legal obligation for claims against its members to the extent that funds are available in its annually established loss fund and that amounts are available from insurance providers under excess specific and aggregate insurance contracts.

Losses incurred in excess of loss funds and amounts recoverable from excess insurance are direct liabilities of the participating members. CIRSA has indicated that the amount of any excess losses would be billed to members in proportion to their contributions in the year such excess occurs, although it is not legally required to do so. The Town's annual contribution to CIRSA amounted to $216,514 for 2018. The Town has not been informed of any excess losses that may have been incurred by the pool.

The Town continues to carry commercial insurance coverage for other risks of loss including workers compensation. Settled claims have not exceeded this commercial coverage in any of the past three fiscal years.

**Note 12. Upper Eagle Regional Water Authority**

The Town is a participant in the Upper Eagle Regional Water Authority. The Authority was formed pursuant to an establishing contract on September 18, 1984, by the following municipal and quasi-municipal corporations (Members) located in Eagle County, Colorado.

- Arrowhead Metropolitan District
- Beaver Creek Metropolitan District
- Berry Creek Metropolitan District
- Eagle-Vail Metropolitan District
- Edwards Metropolitan District
- Town of Avon

The Authority also provides water services to the Cordillera and Bachelor Gulch developments through contracts with Members. The Authority was formed to make the best practicable use of the Members' joint resources in supplying water to the members and to further develop water resources and facilities in Eagle County. The Authority may not be terminated so long as bonds, notes or other obligations are outstanding, unless provision for full payment of such obligations has been made. At December 31, 2018, the Authority had debt with maturities through the year 2039.

The Town has a service contract with the Authority whereby the Authority provides and bills residents of the Town with water at a rate which is expected to cover its costs in providing water services and other functions. Such costs specifically include debt service requirements, depreciation, and operations and maintenance, including maintenance of the Town's water distribution system. As part of the agreement, the Town conveyed its water distributions facilities and leased its water rights, associated easements and improvements to the Authority at no cost. In consideration, the Authority has agreed to maintain the associated improvements and to administer and protect the Town's plan for augmentation and water decrees at no cost.

During 2018, the Authority collected $155,291 in water surcharges for the Town.

## Note 13. Tax Abatements

The Town has entered into various agreements in order to meet development goals within certain areas of Town. The following areas have continuing development requirements or abatement agreements requiring disclosure.

| Development Area | Revenues Impacted | Governing Document | Amount | Requirements |
|---|---|---|---|---|
| Village at Avon PUD | Sales Tax, Accommodation Tax, Real Estate Transfer Tax | Consolidated, Amended and Restated Annexation and Development Agreement | $4,190,181 | 100% tax credit against sales, accommodations and real estate transfer taxes paid within the development area. |
| Riverfront PUD | Property Tax Increment | Intergovernmental Agreement | $ 352,683 | 100% tax rebate of incremental property taxes received from Avon Station Metropolitan District, excluding Lot B. |

## Note 14. Major Taxpayers

For the year ended December 31, 2018 forty-five percent (45%) of the Town's sales tax revenues were received from the ten highest-paying companies.

# TOWN OF AVON, COLORADO

## REQUIRED SUPPLEMENTAL INFORMATION
## GENERAL FUND
## SCHEDULE OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES (BUDGETARY BASIS) - BUDGET AND ACTUAL
## FOR THE YEAR ENDED DECEMBER 31, 2018

| | Budgeted Amounts | | Actual | Variance with Final Budget - Positive |
|---|---|---|---|---|
| | Original | Final | Amounts | (Negative) |
| **Revenues** | | | | |
| Taxes | $ 12,828,034 | 13,109,453 | $ 13,067,960 | $ (41,493) |
| Licenses and Permits | 226,100 | 340,600 | 354,584 | 13,984 |
| Intergovernmental | 1,029,926 | 1,045,685 | 1,009,176 | (36,509) |
| Charges for Services | 1,615,108 | 1,584,360 | 1,662,196 | 77,836 |
| Fines and Forfeitures | 92,445 | 61,375 | 52,220 | (9,155) |
| Investment Earnings | 135,000 | 140,000 | 282,054 | 142,054 |
| Other Revenues | 420,300 | 455,300 | 499,933 | 44,633 |
| **Total Revenues** | 16,346,913 | 16,736,773 | 16,928,123 | 191,350 |
| **Expenditures** | | | | |
| Current: | | | | |
| General Govt., Finance & Administration | 3,669,039 | 3,617,993 | 3,624,522 | (6,529) |
| Community Development | 1,334,749 | 1,384,862 | 1,342,798 | 42,064 |
| Public Safety | 3,631,929 | 3,740,346 | 3,690,530 | 49,816 |
| Public Works | 4,513,089 | 4,355,468 | 4,198,368 | 157,100 |
| Recreation | 1,517,394 | 1,464,614 | 1,585,571 | (120,957) |
| Contingency | 200,000 | - | - | - |
| **Total Expenditures** | 14,866,200 | 14,563,283 | 14,441,789 | 121,494 |
| Excess (Deficiency) of Revenues Over (Under) Expenditures | 1,480,713 | 2,173,490 | 2,486,334 | 312,844 |
| **Other Financing Sources (Uses)** | | | | |
| Transfers In: | | | | |
| Capital Projects Fund | 233,117 | 233,117 | 233,117 | - |
| Transfers Out: | | | | |
| Capital Projects Fund | (120,000) | (600,000) | (480,000) | 120,000 |
| Transit Enterprise Fund | (1,167,000) | (1,200,000) | (1,200,000) | - |
| Fleet Maintenance Enterprise Fund | (415,000) | (550,000) | (550,000) | - |
| **Total Other Financing Sources (Uses)** | (1,468,883) | (2,116,883) | (1,996,883) | 120,000 |
| **Net Change in Fund Balances** | 11,830 | 56,607 | 489,451 | 432,844 |
| **Fund Balances, Beginning of Year** | 5,904,568 | 5,814,591 | 5,814,591 | - |
| **Fund Balances, End of year** | $ 5,916,398 | $ 5,871,198 | $ 6,304,042 | $ 432,844 |

# TOWN OF AVON, COLORADO

## REQUIRED SUPPLEMENTAL INFORMATION
## AVON URBAN RENEWAL AUTHORITY FUND
## SCHEDULE OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES (BUDGETARY BASIS) - BUDGET AND ACTUAL
## FOR THE YEAR ENDED DECEMBER 31, 2018

| | Budgeted Amounts | | Actual | Variance with Final Budget - Positive |
|---|---|---|---|---|
| | Original | Final | Amounts | (Negative) |
| **Revenues** | | | | |
| Taxes | $ 1,419,328 | $ 1,442,409 | $ 1,429,646 | $ (12,763) |
| Investment Earnings | 7,853 | 12,450 | 13,436 | 986 |
| **Total Revenues** | 1,427,181 | 1,454,859 | 1,443,082 | (11,777) |
| **Expenditures** | | | | |
| Current: | | | | |
| General Government | 3,450 | 3,450 | 3,000 | 450 |
| Debt Service: | | | | |
| Principal | 576,079 | 576,079 | 576,079 | - |
| Interest | 271,907 | 271,907 | 271,908 | (1) |
| Fiscal Charges | 43,080 | 43,772 | 55,587 | (11,815) |
| **Total Expenditures** | 894,516 | 895,208 | 906,574 | (11,366) |
| Excess (Deficiency) of Revenues Over (Under) Expenditures | 532,665 | 559,651 | 536,508 | (23,143) |
| **Other Financing Sources (Uses)** | | | | |
| Transfers Out: | | | | |
| Capital Project Fund | (20,000) | (1,420,000) | (1,420,000) | - |
| **Net Change in Fund Balances** | 512,665 | (860,349) | (883,492) | (23,143) |
| **Fund Balances, Beginning of Year** | 1,323,321 | 1,357,451 | 1,357,451 | - |
| **Fund Balances, End of year** | $ 1,835,986 | $ 497,102 | $ 473,959 | $ (23,143) |

### Note 1. Budgetary Information

An annual budget is legally adopted on a basis consistent with generally accepted accounting principles for all funds, with the exception of proprietary funds which are budgeted on the modified accrual basis of accounting. Appropriations lapse at fiscal year-end except for capital projects and special revenue funds which may have project-length budgets that carryover from year-to-year. However, as a matter of practice, the Town adopts annual budgets for all funds. The budget is prepared by fund, department, program, object and project. Expenditures may not legally exceed budgeted appropriations at the fund level.

The Town Council holds public hearings and may change appropriations except for expenditures required by law for debt service or for estimated cash deficits. No change to the budget may increase the authorized expenditures to any amount greater than the total amount of funds available. The Town Council must adopt the budget by resolution prior to December 15$^{th}$. Once adopted, the Town Council may at any time, by resolution, amend the budget. In addition, the Town Manager may transfer part or all of any unencumbered appropriation balance among programs within a department. A department is defined by the Town as a distinct, principal or specialized division (e.g. the Department of Public Works).

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# NONMAJOR GOVERNMENTAL FUNDS

## Special Revenue Funds

Special revenue funds are used to account for specific revenues that are legally restricted to expenditure for particular purposes.

**Water Fund** – This fund is used to account for the cost of maintaining certain water-related assets and for the receipt of water surcharges and tap fees within the Town limits.

**Community Enhancement Fund** – This fund is used to account for revenues received from a franchisee and restricted for use for beautification projects, energy conservation projects, equipment and technology upgrades for schools, scholarship funds, acquisition of open space and/or park land and development thereof, sponsorship of special community events, and undergrounding of overhead electric and other utility lines.

**Affordable Housing Fund** – This fund is used to accumulate and account for resources received and restricted for use in the Town's affordable housing program.

**Exterior Energy Offset Fund** – This fund is used to account for fees collected at building permit to create financial assistance, rebates, and incentives to promote energy efficient projects within the Town of Avon. Fees are established based on a formula using BTUs required for certain amenities over a 20-year period.

**Disposable Paper Bag Fee Fund -** This fund is used to account for fees received by the Town from retailers who are required to pay ten cents ($0.10) for each disposable paper bag used during a retail purchase. Effective May 1, 2018 it became unlawful for retailers to provide plastic bags to customers at point of sale. The intent is to encourage the use of reusable bags. Fees are restricted for use to programs and education related to waste reduction, and for providing reusable bags to Town residents and guests.

# TOWN OF AVON, COLORADO

## COMBINING BALANCE SHEET
## NONMAJOR GOVERNMENTAL FUNDS
## DECEMBER 31, 2018

| | Special Revenue Funds | | | |
|---|---|---|---|---|
| | Water Fund | Community Enhancement Fund | Affordable Housing Fund | Exterior Energy Offset Fund |
| **ASSETS** | | | | |
| Cash and Cash Equivalents | $ 95,346 | $ - | $ 718,549 | $ 77,044 |
| Receivables: | | | | |
| - Accounts | - | 83,009 | - | - |
| - Intergovernmental | 102,009 | - | - | - |
| Notes Receivable | - | - | 17,475 | - |
| **Total Assets** | $ 197,355 | $ 83,009 | $ 736,024 | $ 77,044 |
| **LIABILITIES** | | | | |
| Accounts Payable | $ 11,753 | $ - | $ - | $ - |
| Accrued Liabilities | 700 | - | - | - |
| Deposits and Reserves | - | - | 2,000 | - |
| **Total Liabilities** | 12,453 | - | 2,000 | - |
| **DEFERRED INFLOWS OF RESOURCES** | | | | |
| Unavailable Revenue - Notes Receivable | - | - | 17,475 | - |
| **Total Deferred Inflows of Resources** | - | - | 17,475 | - |
| **FUND BALANCES** | | | | |
| **Restricted For:** | | | | |
| Water Projects | 184,902 | - | - | - |
| Community Enhancement | - | 83,009 | - | - |
| Affordable Housing Programs | - | - | 716,549 | - |
| Exterior Energy Offset Programs | - | - | - | 77,044 |
| Waste Reduction Programs | - | - | - | - |
| **Total Fund Balances** | 184,902 | 83,009 | 716,549 | 77,044 |
| **Total Liabilities, Deferred Inflows of Resources, and Fund Balances** | $ 197,355 | $ 83,009 | $ 736,024 | $ 77,044 |

| Disposable Paper Bag Fee Fund | Total Nonmajor Governmental Funds |
|---|---|
| $ 17,882 | $ 908,821 |
| - | 83,009 |
| 3,345 | 105,354 |
| - | 17,475 |
| $ 21,227 | $ 1,114,659 |
| $ - | 11,753 |
| - | 700 |
| - | 2,000 |
| - | 14,453 |
| - | 17,475 |
| - | 17,475 |
| - | 184,902 |
| - | 83,009 |
| - | 716,549 |
| - | 77,044 |
| 21,227 | 21,227 |
| 21,227 | 1,082,731 |
| $ 21,227 | $ 1,114,659 |

# TOWN OF AVON, COLORADO

## COMBINING STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES NONMAJOR GOVERNMENTAL FUNDS FOR THE YEAR ENDED DECEMBER 31, 2018

| | Special Revenue Funds | | | |
|---|---|---|---|---|
| | Water Fund | Community Enhancement Fund | Affordable Housing Fund | Exterior Energy Offset Fund |
| **Revenues** | | | | |
| Licenses and Permits | $ - | $ - | $ - | $ 44,276 |
| Charges for Services | 229,957 | - | 35,548 | - |
| Investment Earnings | - | - | 621 | - |
| Other Revenues | - | 83,009 | 104,133 | - |
| **Total Revenues** | 229,957 | 83,009 | 140,302 | 44,276 |
| **Expenditures** | | | | |
| Current: | | | | |
| General Government | - | - | 9,239 | - |
| Public Works and Utilities | 112,228 | - | - | - |
| **Total Expenditures** | 112,228 | - | 9,239 | - |
| Excess (Deficiency) of Revenues Over (Under) Expenditures | 117,729 | 83,009 | 131,063 | 44,276 |
| **Other Financing Sources (Uses):** | | | | |
| Transfers Out: | | | | |
| Capital Projects Fund | (125,000) | - | - | - |
| **Net Change in Fund Balances** | (7,271) | 83,009 | 131,063 | 44,276 |
| **Fund Balances, Beginning of Year** | 192,173 | - | 585,486 | 32,768 |
| **Fund Balances, End of year** | $ 184,902 | $ 83,009 | $ 716,549 | $ 77,044 |

| Disposable Paper Bag Fee Fund | Total Nonmajor Governmental Funds |
|---|---|
| $ - | $ 44,276 |
| - | 265,505 |
| - | 621 |
| 21,227 | 208,369 |
| 21,227 | 518,771 |
| - | 9,239 |
| - | 112,228 |
| - | 121,467 |
| 21,227 | 397,304 |
| - | (125,000) |
| 21,227 | 272,304 |
| - | 810,427 |
| $ 21,227 | $ 1,082,731 |

# TOWN OF AVON, COLORADO

## WATER FUND
## SCHEDULE OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES (BUDGETARY BASIS) - BUDGET AND ACTUAL
## FOR THE YEAR ENDED DECEMBER 31, 2018

| | Budgeted Amounts | | Actual | Variance with Final Budget - Positive |
|---|---|---|---|---|
| | Original | Final | Amounts | (Negative) |
| **Revenues** | | | | |
| Charges for Services | $ 170,000 | $ 176,176 | $ 229,957 | $ 53,781 |
| **Total Revenues** | 170,000 | 176,176 | 229,957 | 53,781 |
| **Expenditures** | | | | |
| Current: | | | | |
| Public Works and Utilities | 144,149 | 144,149 | 112,228 | 31,921 |
| **Total Expenditures** | 144,149 | 144,149 | 112,228 | 31,921 |
| Excess (Deficiency) of Revenues Over (Under) Expenditures | 25,851 | 32,027 | 117,729 | 85,702 |
| **Other Financing Sources (Uses)** | | | | |
| Transfers Out: | | | | |
| Capital Projects Fund | (125,000) | (125,000) | (125,000) | - |
| **Net Change in Fund Balances** | (99,149) | (92,973) | (7,271) | 85,702 |
| **Fund Balances, Beginning of Year** | 111,946 | 192,173 | 192,173 | - |
| **Fund Balances, End of year** | $ 12,797 | $ 99,200 | $ 184,902 | $ 85,702 |

# TOWN OF AVON, COLORADO

## COMMUNITY ENHANCEMENT FUND
## SCHEDULE OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES
## BUDGET AND ACTUAL (BUDGETARY BASIS)
## FOR THE YEAR ENDED DECEMBER 31, 2018

| | Budgeted Amounts | | Actual | Variance with Final Budget - Positive |
|---|---|---|---|---|
| | Original | Final | Amounts | (Negative) |
| **Revenues** | | | | |
| Other Revenues | $ 80,000 | $ 80,000 | $ 83,009 | $ 3,009 |
| **Total Revenues** | 80,000 | 80,000 | 83,009 | 3,009 |
| **Expenditures** | | | | |
| Current: | | | | |
| Public Works and Utilities | - | - | - | - |
| **Total Expenditures** | - | - | - | - |
| **Net Change in Fund Balances** | 80,000 | 80,000 | 83,009 | 3,009 |
| **Fund Balances, Beginning of Year** | 205 | - | - | - |
| **Fund Balances, End of year** | $ 80,205 | $ 80,000 | $ 83,009 | $ 3,009 |

# TOWN OF AVON, COLORADO

## AFFORDABLE HOUSING FUND
## SCHEDULE OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES
## BUDGET AND ACTUAL (BUDGETARY BASIS)
## FOR THE YEAR ENDED DECEMBER 31, 2018

| | Budgeted Amounts | | Actual | Variance with Final Budget - Positive |
|---|---|---|---|---|
| | Original | Final | Amounts | (Negative) |
| **Revenues** | | | | |
| Charges for Services | $ 28,800 | $ 28,800 | $ 35,548 | $ 6,748 |
| Investment Earnings | 621 | 621 | 621 | - |
| Other Revenues | 3,120 | 3,120 | 104,133 | 101,013 |
| **Total Revenues** | 32,541 | 32,541 | 140,302 | 107,761 |
| **Expenditures** | | | | |
| Current: | | | | |
| General Government | 25,000 | 25,000 | 9,239 | 15,761 |
| **Total Expenditures** | 25,000 | 25,000 | 9,239 | 15,761 |
| **Net Change in Fund Balances** | 7,541 | 7,541 | 131,063 | 123,522 |
| **Fund Balances, Beginning of Year** | 563,329 | 585,486 | 585,486 | - |
| **Fund Balances, End of year** | $ 570,870 | $ 593,027 | $ 716,549 | $ 123,522 |

# TOWN OF AVON, COLORADO

## EXTERIOR ENERGY OFFSET FUND
## SCHEDULE OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES
## BUDGET AND ACTUAL (BUDGETARY BASIS)
## FOR THE YEAR ENDED DECEMBER 31, 2018

| | Budgeted Amounts | | Actual | Variance with Final Budget - Positive |
|---|---|---|---|---|
| | Original | Final | Amounts | (Negative) |
| **Revenues** | | | | |
| Licenses and Permits | $ 5,000 | $ 5,000 | $ 44,276 | $ 39,276 |
| **Total Revenues** | 5,000 | 5,000 | 44,276 | 39,276 |
| **Expenditures** | | | | |
| Current: | | | | |
| Community Development | - | - | - | - |
| **Total Expenditures** | - | - | - | - |
| **Net Change in Fund Balances** | 5,000 | 5,000 | 44,276 | 39,276 |
| **Fund Balances, Beginning of Year** | 32,768 | 32,768 | 32,768 | - |
| **Fund Balances, End of year** | $ 37,768 | $ 37,768 | $ 77,044 | $ 39,276 |

# TOWN OF AVON, COLORADO

## DISPOSABLE PAPER BAG FEE FUND
## SCHEDULE OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES
## BUDGET AND ACTUAL (BUDGETARY BASIS)
## FOR THE YEAR ENDED DECEMBER 31, 2018

| | Budgeted Amounts | | Actual | Variance with Final Budget - Positive |
|---|---|---|---|---|
| | Original | Final | Amounts | (Negative) |
| **Revenues** | | | | |
| Other Revenues | $ - | $ 18,000 | $ 13,540 | $ (4,460) |
| **Total Revenues** | - | 18,000 | 13,540 | (4,460) |
| **Expenditures** | | | | |
| Current: | | | | |
| General Government | - | - | - | - |
| **Total Expenditures** | - | - | - | - |
| **Net Change in Fund Balances** | - | 18,000 | 13,540 | (4,460) |
| **Fund Balances, Beginning of Year** | - | - | - | - |
| **Fund Balances, End of year** | $ - | $ 18,000 | $ 13,540 | $ (4,460) |

# TOWN OF AVON, COLORADO

## DEBT SERVICE FUND
## SCHEDULE OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES
## BUDGET AND ACTUAL (BUDGETARY BASIS)
## FOR THE YEAR ENDED DECEMBER 31, 2018

| | Budgeted Amounts | | Actual | Variance with Final Budget - Positive |
|---|---|---|---|---|
| | Original | Final | Amounts | (Negative) |
| **Revenues** | | | | |
| Investment Earnings | $ 6,000 | $ 10,000 | $ 10,475 | $ 475 |
| **Total Revenues** | 6,000 | 10,000 | 10,475 | 475 |
| **Expenditures** | | | | |
| Debt Service: | | | | |
| Principal | 630,000 | 630,000 | 630,000 | - |
| Interest | 381,854 | 381,854 | 381,853 | 1 |
| Fiscal Charges | 5,000 | 6,500 | 7,750 | (1,250) |
| **Total Expenditures** | 1,016,854 | 1,018,354 | 1,019,603 | (1,249) |
| Excess (Deficiency) of Revenues Over (Under) Expenditures | (1,010,854) | (1,008,354) | (1,009,128) | (774) |
| **Other Financing Sources (Uses)** | | | | |
| Transfers In: | | | | |
| Capital Projects Fund | 1,010,854 | 1,008,354 | 1,008,354 | - |
| **Net Change in Fund Balances** | - | - | (774) | (774) |
| **Fund Balances, Beginning of Year** | 536,567 | 535,590 | 535,590 | - |
| **Fund Balances, End of year** | $ 536,567 | $ 535,590 | $ 534,816 | $ (774) |

# TOWN OF AVON, COLORADO

## CAPITAL PROJECTS FUND
## SCHEDULE OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES
## BUDGET AND ACTUAL (BUDGETARY BASIS)
## FOR THE YEAR ENDED DECEMBER 31, 2018

| | Budgeted Amounts | | Actual | Variance with Final Budget - Positive |
|---|---|---|---|---|
| | Original | Final | Amounts | (Negative) |
| **Revenues** | | | | |
| Taxes: | | | | |
| Real Estate Transfer Tax | $ 3,700,000 | $ 3,500,000 | $ 3,621,125 | $ 121,125 |
| Intergovernmental | 40,000 | 530,000 | 490,000 | (40,000) |
| Investment Earnings | 37,500 | 37,500 | 92,412 | 54,912 |
| Other Revenues | 80,000 | 80,000 | 39,799 | (40,201) |
| **Total Revenues** | 3,857,500 | 4,147,500 | 4,243,336 | 95,836 |
| **Expenditures** | | | | |
| Capital Projects: | | | | |
| Facilities | 630,000 | 4,977,692 | 4,896,180 | 81,512 |
| Land and Land Improvements | 100,000 | 914,899 | 603,350 | 311,549 |
| Roads and Streets | 1,440,000 | 4,738,651 | 2,933,518 | 1,805,133 |
| Water Fund Projects | 125,000 | 125,000 | 16,723 | 108,277 |
| Communications and Technology | 125,000 | - | - | - |
| Contingency | 250,000 | 41,512 | - | 41,512 |
| Debt Service: | | | | |
| Capital Leases | 121,770 | 177,490 | 177,490 | - |
| **Total Expenditures** | 2,791,770 | 10,975,244 | 8,627,261 | 2,347,983 |
| Excess (Deficiency) of Revenues Over (Under) Expenditures | 1,065,730 | (6,827,744) | (4,383,925) | 2,443,819 |
| **Other Financing Sources (Uses)** | | | | |
| Transfers In: | | | | |
| General Fund | 120,000 | 600,000 | 480,000 | (120,000) |
| Avon Urban Renewal Fund | 20,000 | 1,420,000 | 1,420,000 | - |
| Water Fund | 125,000 | 125,000 | 125,000 | - |
| Transfers Out: | | | | |
| General Fund | (233,117) | (233,117) | (233,117) | - |
| Debt Service Fund | (1,010,854) | (1,010,854) | (1,008,354) | 2,500 |
| Debt Issuance Proceeds | 375,000 | 258,258 | 258,258 | - |
| **Total Other Financing Sources (Uses)** | (603,971) | 1,159,287 | 1,041,787 | (117,500) |
| **Net Change in Fund Balances** | 461,759 | (5,668,457) | (3,342,138) | 2,326,319 |
| **Fund Balances, Beginning of Year** | 4,418,512 | 11,282,615 | 11,282,615 | - |
| **Fund Balances, End of Year** | $ 4,880,271 | $ 5,614,158 | $ 7,940,477 | $ 2,326,319 |

# ENTERPRISE FUNDS

Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises – where the intent of the Town Council is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered through user charges: or where the Town Council has decided that periodic determination of net income is appropriate for accountability purposes.

**Mobility Fund –** This fund is used to account for the activities involved in operating the Town's transportation system.

**Fleet Maintenance Fund** – This fund is used to account for the accumulation and allocation of costs associated with the maintenance of vehicles and rolling stock for the Town and certain other third-party governmental entities.

# TOWN OF AVON, COLORADO

## MOBILITY FUND
## SCHEDULE OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES
## BUDGET AND ACTUAL (BUDGETARY BASIS)
## FOR THE YEAR ENDED DECEMBER 31, 2018

| | Budgeted Amounts | | Actual | Variance with Final Budget - Positive |
|---|---|---|---|---|
| | Original | Final | Amounts | (Negative) |
| **Revenues:** | | | | |
| Taxes | $ 41,532 | $ 41,532 | $ 41,566 | $ 34 |
| Intergovernmental | - | 75,000 | 75,000 | - |
| Charges for Services | 239,246 | 283,430 | 249,185 | (34,245) |
| Other Revenue | 104,122 | 104,122 | 133,338 | 29,216 |
| **Total Revenues** | 384,900 | 504,084 | 499,089 | (4,995) |
| **Expenditures:** | | | | |
| Administration | 271,617 | 277,084 | 269,820 | 7,264 |
| Operations | 1,258,194 | 1,319,418 | 1,317,650 | 1,768 |
| Wash Bay | 157,973 | 177,740 | 151,795 | 25,945 |
| **Total Expenditures** | 1,687,784 | 1,774,242 | 1,739,265 | 34,977 |
| Excess (Deficiency) of Revenues Over (Under) Expenditures | (1,302,884) | (1,270,158) | (1,240,176) | 29,982 |
| **Other Financing Sources (Uses):** | | | | |
| Transfers In: | | | | |
| General Fund | 1,167,000 | 1,200,000 | 1,200,000 | - |
| **Net Change in Fund Balances** | (135,884) | (70,158) | (40,176) | 29,982 |
| **Fund Balances, Beginning of Year** | 625,541 | 660,464 | 660,464 | - |
| **Fund Balances, End of Year** | $ 489,657 | $ 590,306 | $ 620,288 | $ 29,982 |

Fund Balances at December 31, 2018, is computed as follows:

| | |
|---|---|
| Current Assets | $ 732,295 |
| Less: Current Liabilities and Deferred Inflows of Resources | (145,287) |
| Add: Current Portion of Capital Leases Payable | 33,280 |
| Fund Balances - December 31, 2018 | $ 620,288 |

**RECONCILIATION OF NET CHANGE IN FUND BALANCES (BUDGETARY BASIS) TO CHANGE IN NET POSITION (GAAP BASIS)**

| | |
|---|---|
| **Net Change in Fund Balances (Budgetary Basis)** | $ (40,176) |
| **Adjustments to Reconcile Budgetary Basis to GAAP Basis** | |
| Principal Paid on Capital Leases | 58,821 |
| Transfers In of Non-financial Resources | 215,750 |
| Transfers Out of Non-financial Resources | (258,258) |
| Depreciation | (591,957) |
| **Total Adjustments** | (575,644) |
| **Change in Net Position (GAAP Basis)** | $ (615,820) |

# TOWN OF AVON, COLORADO

## FLEET MAINTENANCE FUND
## SCHEDULE OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES
## BUDGET AND ACTUAL (BUDGETARY BASIS)
## FOR THE YEAR ENDED DECEMBER 31, 2018

| | Budgeted Amounts | | Actual | Variance with Final Budget - Positive |
|---|---|---|---|---|
| | Original | Final | Amounts | (Negative) |
| **Revenues:** | | | | |
| Charges for Services: | | | | |
| Third-party Fleet Maintenance Charges | $ 758,240 | $ 632,428 | $ 612,763 | $ (19,665) |
| Departmental Fleet Maintenance Services | 511,186 | 537,271 | 529,815 | (7,456) |
| Fuel Mark-up | 10,000 | 10,000 | 39,364 | 29,364 |
| Other Revenues | - | - | - | - |
| **Total Revenues** | 1,279,426 | 1,179,699 | 1,181,942 | 2,243 |
| **Expenditures:** | | | | |
| Fleet Maintenance | 1,693,973 | 1,723,855 | 1,749,572 | (25,717) |
| **Total Expenditures** | 1,693,973 | 1,723,855 | 1,749,572 | (25,717) |
| Excess (Deficiency) of Revenues Over (Under) Expenditures | (414,547) | (544,156) | (567,630) | (23,474) |
| **Other Financing Sources (Uses):** | | | | |
| Transfers In: | | | | |
| General Fund | 415,000 | 550,000 | 550,000 | - |
| **Net Change in Fund Balances** | 453 | 5,844 | (17,630) | (23,474) |
| **Fund Balances, Beginning of Year** | 239,818 | 49,964 | 49,964 | - |
| **Fund Balances, End of Year** | $ 240,271 | $ 55,808 | $ 32,334 | $ (23,474) |

Fund Balances at December 31, 2018, is computed as follows:

| | |
|---|---|
| Current Assets | $ 629,208 |
| Less: Current Liabilities | (749,370) |
| Add: Current Portion of Certificates of Participation | 152,496 |
| Fund Balances - December 31, 2018 | $ 32,334 |

**RECONCILIATION OF NET CHANGE IN FUND BALANCES (BUDGETARY BASIS) TO CHANGE IN NET POSITION (GAAP BASIS)**

| | |
|---|---|
| **Net Change in Fund Balances (Budgetary Basis)** | $ (17,630) |
| **Adjustments to Reconcile Budgetary Basis to GAAP Basis** | |
| Capitalization of Capital Assets | 16,386 |
| Principal Paid on Certificates of Participation | 145,000 |
| Principal Paid on Capital Lease Obligations | 5,043 |
| Amortization of Premium and Gain on Advance Refunding of Debt | 2,910 |
| Depreciation | (140,200) |
| **Total Adjustments** | 29,139 |
| **Change in Net Position (GAAP Basis)** | $ 11,509 |

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# INTERNAL SERVICE FUNDS

Internal service funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the Town and to other government units, on a cost reimbursement basis.

**Equipment Replacement Fund** – This fund is used to account for the rental of certain vehicles and equipment to other departments for the accumulation of funds for future replacement.

# TOWN OF AVON, COLORADO

## EQUIPMENT REPLACEMENT FUND
## SCHEDULE OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES
## BUDGET AND ACTUAL (BUDGETARY BASIS)
## FOR THE YEAR ENDED DECEMBER 31, 2018

| | Budgeted Amounts | | Actual | Variance with Final Budget - Positive |
|---|---|---|---|---|
| | Original | Final | Amounts | (Negative) |
| **Revenues:** | | | | |
| Charges for Services: | | | | |
| Equipment Replacement Charges | $ 639,478 | $ 664,888 | $ 665,735 | $ 847 |
| Other Revenues | - | - | 27,750 | 27,750 |
| **Total Revenues** | 639,478 | 664,888 | 693,485 | 28,597 |
| **Expenditures:** | | | | |
| Capital Outlay: | | | | |
| Fleet and Heavy Equipment | 473,485 | 795,894 | 823,976 | (28,082) |
| Recreation Center Equipment & Improvements | 31,515 | 42,595 | 10,779 | 31,816 |
| Computer and Office Equipment | 47,587 | 54,228 | 52,512 | 1,716 |
| Machinery and Equipment | 31,930 | 12,718 | 7,849 | 4,869 |
| Heat Recovery System | - | 6,188 | 7,039 | (851) |
| **Total Expenditures** | 584,517 | 911,623 | 902,155 | 9,468 |
| Excess (Deficiency) of Revenues Over (Under) Expenditures | 54,961 | (246,735) | (208,670) | 38,065 |
| **Other Financing Sources (Uses):** | | | | |
| Sales of Capital Assets | 23,000 | 45,000 | 26,601 | (18,399) |
| **Net Change in Fund Balances** | 77,961 | (201,735) | (182,069) | 19,666 |
| **Fund Balances, Beginning of Year** | 3,231,619 | 3,534,505 | 3,534,505 | - |
| **Fund Balances, End of Year** | $ 3,309,580 | $ 3,332,770 | $ 3,352,436 | $ 19,666 |

Fund Balances at December 31, 2018, is computed as follows:

| | |
|---|---|
| Current Assets | $ 3,352,441 |
| Less: Current Liabilities | (89,910) |
| Add: Current Portion of Capital Leases Payable | 89,905 |
| Fund Balances - December 31, 2018 | $ 3,352,436 |

**RECONCILIATION OF NET CHANGE IN FUND BALANCES (BUDGETARY BASIS) TO CHANGE IN NET POSITION (GAAP BASIS)**

| | |
|---|---|
| **Net Change in Fund Balances (Budgetary Basis)** | $ (182,069) |
| **Basis to GAAP Basis** | |
| Capitalization of Capital Assets | 910,032 |
| Book Value of Capital Assets Disposed | (30,360) |
| Transfers In of Non-financial Resources | 1,182,935 |
| Depreciation | (724,347) |
| **Total Adjustments** | 1,338,260 |
| **Change in Net Position (GAAP Basis)** | $ 1,156,191 |

# MISCELLANEOUS SCHEDULES

# TOWN OF AVON, COLORADO

## DEBT SCHEDULE
## DECEMBER 31, 2018

| | Schedule of Indebtedness | | | | | Payments Due In 2019 | |
|---|---|---|---|---|---|---|---|
| Purpose | Date Issued | Interest Rate | Maturity Date | Amount Issued | Amount Outstanding | Principal | Interest |
| **Revenue Bonds:** | | | | | | | |
| Series 2013, Avon URA Tax Increment Revenue Bonds | 11/27/13 | 3.52% | 12/1/28 | $ 6,825,000 | $ 4,985,000 | $ 425,000 | $ 175,472 |
| Series 2017, Avon URA Tax Increment Revenue Bonds | 1/5/17 | 2.90% | 12/1/31 | 3,000,000 | 2,664,283 | 170,998 | 77,085 |
| **Total Revenue Bonds** | | | | 9,825,000 | 7,649,283 | 595,998 | 252,557 |
| **Certificates of Participation:** | | | | | | | |
| Series 2010, Certificates of Participation | 11/16/10 | 2.00%-5.00% | 12/1/30 | 6,680,000 | 4,595,000 | 295,000 | 207,625 |
| Series 2014B, Certificates of Participation | 1/14/15 | 3.03% | 12/1/29 | 3,800,000 | 2,940,000 | 230,000 | 89,082 |
| Series 2016, Certificates of Participation | 8/2/16 | 2.00%-4.00% | 12/1/35 | 6,300,000 | 5,830,000 | 275,000 | 170,825 |
| **Total Certificates of Participation** | | | | 16,780,000 | 13,365,000 | 800,000 | 467,532 |
| **Capital Lease Obligations** | | | | | | | |
| Master Lease-Purchase, US Bancorp | 3/15/12 | 2.19% | 3/15/19 | 217,004 | 16,621 | 16,621 | 182 |
| Master Lease-Purchase, US Bancorp | 7/25/14 | 2.10% | 7/15/21 | 170,246 | 76,020 | 24,813 | 1,466 |
| Master Lease-Purchase, Clayton Holdings | 10/5/17 | 2.35% | 11/27/24 | 355,818 | 308,459 | 48,471 | 7,249 |
| Master Lease-Purchase, Clayton Holdings | 8/24/18 | 3.39% | 8/24/25 | 258,258 | 258,258 | 33,280 | 8,475 |
| **Total Capital Lease Obligations** | | | | 1,001,326 | 659,358 | 123,185 | 17,372 |
| **Total Long-term Debt** | | | | $ 27,606,326 | $ 21,673,641 | $ 1,519,183 | $ 737,461 |

# TOWN OF AVON, COLORADO

## DETAILED SCHEDULE OF GENERAL FUND EXPENDITURES (BUDGETARY BASIS) - BUDGET AND ACTUAL FOR THE YEAR ENDED DECEMBER 31, 2018

| Description | Budgeted Amounts Original | Budgeted Amounts Final | Actual Amounts | Variance with Final Budget - Positive (Negative) |
|---|---|---|---|---|
| **General Government:** | | | | |
| Mayor and Town Council | $ 226,760 | $ 232,288 | $ 224,164 | $ 8,124 |
| Boards and Commissions | 16,049 | 16,049 | 16,135 | (86) |
| Town Attorney | 132,000 | 132,000 | 143,696 | (11,696) |
| Town Clerk | 117,913 | 118,313 | 112,727 | 5,586 |
| Municipal Court | 148,899 | 148,899 | 153,869 | (4,970) |
| Town Manager | 375,561 | 363,558 | 343,707 | 19,851 |
| Community Relations | 195,666 | 196,416 | 212,449 | (16,033) |
| **Subtotal General Government** | 1,212,848 | 1,207,523 | 1,206,747 | 776 |
| **Human Resources:** | | | | |
| Human Resources | 503,153 | 461,613 | 467,380 | (5,767) |
| **Finance and Information Technology:** | | | | |
| Finance | 1,021,522 | 960,219 | 948,460 | 11,759 |
| Information Systems | 434,262 | 387,291 | 390,180 | (2,889) |
| Nondepartmental | 497,254 | 601,347 | 611,755 | (10,408) |
| **Subtotal Finance and Administration** | 1,953,038 | 1,948,857 | 1,950,395 | (1,538) |
| **Total General Government, Finance and Administraion** | 3,669,039 | 3,617,993 | 3,624,522 | (6,529) |
| **Community Development:** | | | | |
| Planning | 281,940 | 296,038 | 285,715 | 10,323 |
| Building Inspection | 151,049 | 150,591 | 150,462 | 129 |
| Town Produced Events | 243,760 | 274,579 | 233,029 | 41,550 |
| Signature Event Seed Funding | 400,000 | 366,620 | 402,928 | (36,308) |
| Community Grants | 161,000 | 200,034 | 191,902 | 8,132 |
| Salute to the USA | 97,000 | 97,000 | 78,762 | 18,238 |
| **Total Community Development** | 1,334,749 | 1,384,862 | 1,342,798 | 42,064 |

| Description | Budgeted Amounts Original | Budgeted Amounts Final | Actual Amounts | Variance with Final Budget - Positive (Negative) |
|---|---|---|---|---|
| **Public Safety: Police** | | | | |
| Administration | $ 775,392 | $ 795,442 | $ 763,568 | $ 31,874 |
| Patrol | 2,570,770 | 2,648,142 | 2,634,838 | 13,304 |
| Investigations | 285,767 | 296,762 | 292,124 | 4,638 |
| **Total Public Safety** | 3,631,929 | 3,740,346 | 3,690,530 | 49,816 |
| **Public Works and Engineering** | | | | |
| *Engineering:* | | | | |
| Engineering | 283,636 | 249,063 | 241,861 | 7,202 |
| Buildings and Facilities | 1,194,952 | 1,212,135 | 1,261,144 | (49,009) |
| *Public Works:* | | | | |
| Roads and Bridges | 2,362,984 | 2,246,203 | 2,140,617 | 105,586 |
| Parks and Grounds | 671,517 | 648,067 | 554,746 | 93,321 |
| **Total Public Works** | 4,513,089 | 4,355,468 | 4,198,368 | 157,100 |
| **Recreation:** | | | | |
| Administration | 237,063 | 227,560 | 231,723 | (4,163) |
| Adult Programs | 61,906 | 61,393 | 61,690 | (297) |
| Aquatics | 542,219 | 509,851 | 595,029 | (85,178) |
| Fitness | 144,227 | 140,387 | 156,099 | (15,712) |
| Guest Services | 325,124 | 319,070 | 331,601 | (12,531) |
| Youth Programs | 149,536 | 149,034 | 166,058 | (17,024) |
| Community Swim Program | 57,319 | 57,319 | 43,371 | 13,948 |
| **Total Recreation** | 1,517,394 | 1,464,614 | 1,585,571 | (120,957) |
| **Contingency** | 200,000 | - | - | - |
| **TOTAL EXPENDITURES** | $ 14,866,200 | $ 14,563,283 | $ 14,441,789 | $ 121,494 |

# TOWN OF AVON, COLORADO

## DETAILED SCHEDULE OF GENERAL FUND REVENUES (BUDGETARY BASIS) - BUDGET AND ACTUAL FOR THE YEAR ENDED DECEMBER 31, 2018

| Description | Budgeted Amounts Original | Budgeted Amounts Final | Actual Amounts | Variance with Final Budget - Positive (Negative) |
|---|---|---|---|---|
| **Taxes:** | | | | |
| General Property Tax | $ 1,836,085 | $ 1,836,085 | $ 1,829,624 | $ (6,461) |
| General Property Tax - Delinquent Collections | 500 | 500 | 181 | (319) |
| General Property Tax - Interest and Penalties | 1,500 | 1,500 | 1,485 | (15) |
| Abatements | - | (265) | (379) | (114) |
| Specific Ownership Tax | 120,000 | 105,000 | 105,234 | 234 |
| Sales Tax | 8,218,606 | 8,435,145 | 8,425,432 | (9,713) |
| Utility Tax | 110,000 | 105,000 | 105,881 | 881 |
| Accommodations Tax | 1,306,343 | 1,346,488 | 1,334,306 | (12,182) |
| Penalties and Interest | 25,000 | 50,000 | 41,713 | (8,287) |
| Sales Tax Audit Assessments | 5,000 | 10,000 | 8,795 | (1,205) |
| VAA Retail Sales Fee | 775,000 | 795,000 | 785,659 | (9,341) |
| Franchise Fees | 430,000 | 425,000 | 430,029 | 5,029 |
| **Total Taxes** | 12,828,034 | 13,109,453 | 13,067,960 | (41,493) |
| **Licenses and Permits:** | | | | |
| Liquor Licenses | 7,000 | 12,500 | 9,730 | (2,770) |
| Business Licenses | 85,000 | 95,000 | 91,825 | (3,175) |
| Contractor's Licenses | 10,500 | 10,500 | 12,095 | 1,595 |
| Tobacco / Cigarette Retailers License | - | - | 1,500 | 1,500 |
| Building Permits | 115,000 | 215,000 | 235,059 | 20,059 |
| Road Cut Permits | 8,000 | 7,000 | 4,025 | (2,975) |
| Mobile Vendor Cart Permits | 600 | 600 | 350 | (250) |
| **Total Licenses and Permits** | 226,100 | 340,600 | 354,584 | 13,984 |
| **Intergovernmental:** | | | | |
| Federal: | | | | |
| Click It or Ticket | 5,500 | 2,225 | 2,225 | - |
| Bullet Proof Vest Grant | 2,000 | 1,600 | 1,600 | - |
| State: | | | | |
| LEAF Grant | 18,000 | - | - | - |
| High Visibility Grants | 20,000 | 25,000 | 20,923 | (4,077) |
| POST I70 Training Grants | 21,000 | 40,976 | 43,459 | 2,483 |
| Local Government/Other Agency | | | | |
| Eagle River Youth Coalition | 8,500 | 5,000 | 8,823 | 3,823 |
| State/County Shared Revenue: | | | | |
| Conservation Trust | 72,000 | 72,000 | 66,524 | (5,476) |
| Motor Vehicle Registration | 22,000 | 24,800 | 24,194 | (606) |
| Highway User's Tax | 201,963 | 253,469 | 234,437 | (19,032) |
| Cigarette Tax | 42,000 | 35,000 | 23,525 | (11,475) |
| County Sales Tax | 483,743 | 450,000 | 447,938 | (2,062) |
| Road & Bridge Fund | 132,220 | 134,615 | 134,741 | 126 |
| State Severance Tax | 1,000 | 1,000 | 787 | (213) |
| **Total Intergovernmental** | 1,029,926 | 1,045,685 | 1,009,176 | (36,509) |

| Description | Budgeted Amounts Original | Budgeted Amounts Final | Actual Amounts | Variance with Final Budget - Positive (Negative) |
|---|---|---|---|---|
| **Charges for Services:** | | | | |
| **General Government:** | | | | |
| Photocopying Charges | $ 300 | $ 100 | $ 10 | $ (90) |
| License Hearing Fees | 100 | 100 | - | (100) |
| Other Fees and Charges | 1,250 | 2,000 | 3,338 | 1,338 |
| Credit Card and Paper Filing Fees | - | 2,500 | 2,591 | 91 |
| Plan Check Fees | 95,000 | 65,000 | 76,116 | 11,116 |
| Subdivision Review Fees | 1,000 | - | - | - |
| Design Review Fees | 14,295 | 22,000 | 24,725 | 2,725 |
| Animal Control Fees | 500 | 150 | - | (150) |
| Impact Fee Administrative Fees | 750 | 1,500 | 2,968 | 1,468 |
| Police Reports | 600 | 500 | 692 | 192 |
| Off-duty Police Employment | 25,000 | 50,000 | 57,835 | 7,835 |
| Fingerprinting Fees | 5,000 | 3,500 | 4,287 | 787 |
| VIN Inspection Fees | 5,000 | 750 | 1,035 | 285 |
| False Alarm Fees | 500 | 75 | 175 | 100 |
| National Night Out | 2,000 | 3,500 | 3,219 | (281) |
| DUI Reimbursement | 24,250 | 40,900 | 26,403 | (14,497) |
| **Subtotal: General Government** | 175,545 | 192,575 | 203,394 | 10,819 |
| **Recreation Center:** | | | | |
| Admission Fees | 915,000 | 915,000 | 986,743 | 71,743 |
| Program Fees | 94,580 | 94,580 | 83,027 | (11,553) |
| Rentals | 42,500 | 54,424 | 51,867 | (2,557) |
| Merchandise Sales | 8,500 | 8,600 | 8,340 | (260) |
| Other Recreation Center Services | 10,000 | 11,296 | 10,471 | (825) |
| Fitness Program Revenues | 50,125 | 58,000 | 63,251 | 5,251 |
| **Other Recreation:** | | | | |
| Adult Program Revenues | 24,921 | 26,000 | 21,606 | (4,394) |
| Cabin Equipment Rentals | 17,500 | 31,350 | 32,857 | 1,507 |
| Athletic Field Rentals | 2,000 | 1,500 | 1,678 | 178 |
| Youth Program Revenues | 215,625 | 168,000 | 177,395 | 9,395 |
| Sponsorships | 38,000 | 7,000 | 6,500 | (500) |
| Event Fees | 10,525 | 5,550 | 5,800 | 250 |
| Special Event Admission Fees | 10,287 | 10,485 | 9,267 | (1,218) |
| **Subtotal: Recreation** | 1,439,563 | 1,391,785 | 1,458,802 | 67,017 |
| **Total Charges for Services** | 1,615,108 | 1,584,360 | 1,662,196 | 77,836 |

# TOWN OF AVON, COLORADO

## DETAILED SCHEDULE OF GENERAL FUND REVENUES (BUDGETARY BASIS) - BUDGET AND ACTUAL FOR THE YEAR ENDED DECEMBER 31, 2018 (CONTINUED)

| Description | Budgeted Amounts Original | Budgeted Amounts Final | Actual Amounts | Variance with Final Budget - Positive (Negative) |
|---|---|---|---|---|
| **Fines and Forfeitures:** | | | | |
| Court Fines - Traffic | $ 51,300 | $ 37,700 | $ 30,594 | $ (7,106) |
| Court Fines - Criminal | 21,000 | 10,200 | 9,890 | (310) |
| Court Fines - Parking | 6,735 | 2,890 | 2,705 | (185) |
| Court Costs | 7,000 | 5,860 | 4,846 | (1,014) |
| Jury Fees | 100 | 25 | 25 | - |
| Bond Forfeitures | 100 | 200 | 200 | - |
| Police Training Surcharge | 6,210 | 4,500 | 3,960 | (540) |
| **Total Fines and Forfeitures** | 92,445 | 61,375 | 52,220 | (9,155) |
| **Investment Earnings** | 135,000 | 140,000 | 282,054 | 142,054 |
| **Miscellaneous Revenues:** | | | | |
| Recreational Amenity Fees | 325,000 | 275,000 | 278,904 | 3,904 |
| Bond Issuance Fee | 10,200 | 10,200 | 10,248 | 48 |
| Lease of Town-owned Property | 40,000 | 60,000 | 60,875 | 875 |
| Miscellaneous Nonclassified Revenues | 45,100 | 110,100 | 149,906 | 39,806 |
| **Total Miscellaneous Revenues** | 420,300 | 455,300 | 499,933 | 44,633 |
| **TOTAL REVENUES** | $ 16,346,913 | $ 16,736,773 | $ 16,928,123 | $ 191,350 |

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# TOWN OF AVON, COLORADO

## SCHEDULE OF CAPITAL PROJECT FUND PROJECT EXPENDITURES (BUDGETARY BASIS) - BUDGET AND ACTUAL FROM INCEPTION AND FOR THE YEAR ENDED DECEMBER 31, 2018

| Project Description | Actual Amounts Prior Years | Actual Amounts Current Year | Actual Amounts Total | Total Project Budget | Variance with Budget - Positive (Negative) |
|---|---|---|---|---|---|
| **CAPITAL IMPROVEMENT PROJECTS** | | | | | |
| **Facilities:** | | | | | |
| *General Government Facilities:* | | | | | |
| *New Town Hall:* | | | | | |
| New Town Hall | $ 262,088 | $ 4,437,428 | $ 4,699,516 | $ 4,716,259 | $ 16,743 |
| Fiber - PSF to NTH | 43,647 | 58,710 | 102,357 | 135,275 | 32,918 |
| *Joint Public Safety Facility Project:* | | | | | |
| Construction | 6,390,304 | 22,294 | 6,412,598 | 6,320,855 | (91,743) |
| *Transportation Facilities:* | | | | | |
| ARTF Doors | 13,137 | 9,284 | 22,421 | 55,000 | 32,579 |
| ARTF Solar Panels | - | 215,750 | 215,750 | 325,000 | 109,250 |
| *Cultural and Recreational Facilities:* | | | | | |
| Nottingham Park Pavilion Retractable Door | 7,303 | 24,925 | 32,228 | 239,532 | 207,304 |
| *Other Facilities* | | | | | |
| Recycling Center, Lot 5 | - | 21,774 | 21,774 | 15,000 | (6,774) |
| Hahnewald Barn Predesign / Feasibility Study | - | 106,015 | 106,015 | 135,000 | 28,985 |
| **Land and Land Improvements:** | | | | | |
| Nottingham Park Zone C Imp. - Playground | 329,386 | 422,230 | 751,616 | 872,266 | 120,650 |
| Eagle River Whitewater Park Repair | 6,720 | 24,670 | 31,390 | 190,000 | 158,610 |
| Nottingham Park Light Upgrade | 110,905 | 10,600 | 121,505 | 310,000 | 188,495 |
| Nottingham Park Fitness Court | - | 145,850 | 145,850 | 210,221 | 64,371 |
| **Roads and Streets:** | | | | | |
| *Streetscape Improvements:* | | | | | |
| Wayfinding Signage | 34,642 | 8,549 | 43,191 | 84,145 | 40,954 |
| Avon Rd. / I70 Overpass Aesthetics Imp. | - | 8,245 | 8,245 | 270,000 | 261,755 |

| Project Description | Actual Amounts Prior Years | Actual Amounts Current Year | Actual Amounts Total | Total Project Budget | Variance with Budget - Positive (Negative) |
|---|---|---|---|---|---|
| **CAPITAL IMPROVEMENT PROJECTS** | | | | | |
| **Roads and Streets (Continued)** | | | | | |
| *Street Maintenance and Repair:* | | | | | |
| East B/C Blvd. Repair | $ - | $ 59,579 | $ 59,579 | $ - | $ (59,579) |
| 2018 Microsurface Project | - | 205,229 | 205,229 | 250,000 | 44,771 |
| Wildwood Road Repair | 8,850 | - | 8,850 | 75,000 | 66,150 |
| Eaglebend Dr. and Nottingham Rd. Repaving | 664,044 | 304,437 | 968,481 | 1,097,500 | 129,019 |
| *Street Improvements:* | | | | | |
| West B/C Blvd. RR Crossing Improvements | 9,831 | 21,790 | 31,621 | 231,621 | 200,000 |
| East and West B/C Blvd. Street Rebuild | 198,943 | 2,314,992 | 2,513,935 | 4,025,943 | 1,512,008 |
| *Recreational Trails Program:* | | | | | |
| Trail Improvements | 2,600 | - | 2,600 | 73,600 | 71,000 |
| Riverfront Trail Connector | - | 10,697 | 10,697 | 210,000 | 199,303 |
| **Water Fund Projects:** | | | | | |
| Nottingham Rd. Debris Flow Study and Imp. | 24,618 | 16,723 | 41,341 | 425,000 | 383,659 |
| **Total Capital Improvement Projects** | $ 8,107,018 | $ 8,449,771 | $ 16,556,789 | $ 20,267,217 | $ 3,710,428 |

The public report burden for this information collection is estimated to average 380 hours annually.



| LOCAL HIGHWAY FINANCE REPORT | City or County: Avon |
|---|---|
| | YEAR ENDING : December 2018 |
| This Information From The Records Of (example - City of _ or County of _) | Prepared By: Valerie Barry<br>Phone: 970-748-4044 |

## I. DISPOSITION OF HIGHWAY-USER REVENUES AVAILABLE FOR LOCAL GOVERNMENT EXPENDITURE

| ITEM | A. Local Motor-Fuel Taxes | B. Local Motor-Vehicle Taxes | C. Receipts from State Highway-User Taxes | D. Receipts from Federal Highway Administration |
|---|---|---|---|---|
| 1. Total receipts available | | | | |
| 2. Minus amount used for collection expenses | | | | |
| 3. Minus amount used for nonhighway purposes | | | | |
| 4. Minus amount used for mass transit | | | | |
| 5. Remainder used for highway purposes | | | | |

## II. RECEIPTS FOR ROAD AND STREET PURPOSES

| ITEM | AMOUNT |
|---|---|
| **A. Receipts from local sources:** | |
| 1. Local highway-user taxes | |
| a. Motor Fuel (from Item I.A.5.) | |
| b. Motor Vehicle (from Item I.B.5.) | |
| c. Total (a.+b.) | |
| 2. General fund appropriations | 2,977,380 |
| 3. Other local imposts (from page 2) | 105,234 |
| 4. Miscellaneous local receipts (from page 2) | 569,245 |
| 5. Transfers from toll facilities | |
| 6. Proceeds of sale of bonds and notes: | |
| a. Bonds - Original Issues | |
| b. Bonds - Refunding Issues | |
| c. Notes | |
| d. Total (a. + b. + c.) | 0 |
| 7. Total (1 through 6) | 3,651,859 |
| **B. Private Contributions** | |
| **C. Receipts from State government** (from page 2) | 258,631 |
| **D. Receipts from Federal Government** (from page 2) | 0 |
| **E. Total receipts (A.7 + B + C + D)** | 3,910,490 |

## III. DISBURSEMENTS FOR ROAD AND STREET PURPOSES

| ITEM | AMOUNT |
|---|---|
| **A. Local highway disbursements:** | |
| 1. Capital outlay (from page 2) | 0 |
| 2. Maintenance: | 2,012,338 |
| 3. Road and street services: | |
| a. Traffic control operations | 51,073 |
| b. Snow and ice removal | 646,505 |
| c. Other | |
| d. Total (a. through c.) | 697,577 |
| 4. General administration & miscellaneous | |
| 5. Highway law enforcement and safety | 396,382 |
| 6. Total (1 through 5) | 3,106,298 |
| **B. Debt service on local obligations:** | |
| 1. Bonds: | |
| a. Interest | 250,679 |
| b. Redemption | 553,513 |
| c. Total (a. + b.) | 804,192 |
| 2. Notes: | |
| a. Interest | |
| b. Redemption | |
| c. Total (a. + b.) | 0 |
| 3. Total (1.c + 2.c) | 804,192 |
| **C. Payments to State for highways** | |
| **D. Payments to toll facilities** | |
| **E. Total disbursements (A.6 + B.3 + C + D)** | 3,910,490 |

## IV. LOCAL HIGHWAY DEBT STATUS

(Show all entries at par)

| | Opening Debt | Amount Issued | Redemptions | Closing Debt |
|---|---|---|---|---|
| **A. Bonds (Total)** | 7,797,291 | | 553,513 | 7,243,778 |
| 1. Bonds (Refunding Portion) | | | | |
| **B. Notes (Total)** | | | | 0 |

## V. LOCAL ROAD AND STREET FUND BALANCE

| | A. Beginning Balance | B. Total Receipts | C. Total Disbursements | D. Ending Balance | E. Reconciliation |
|---|---|---|---|---|---|
| | | 3,910,490 | 3,910,490 | | 0 |

**Notes and Comments:**

**FORM FHWA-536 (Rev. 1-05)** PREVIOUS EDITIONS OBSOLETE (Next Page)

| LOCAL HIGHWAY FINANCE REPORT | STATE: Colorado |
|---|---|
| | YEAR ENDING (mm/yy): December 2018 |

## II. RECEIPTS FOR ROAD AND STREET PURPOSES - DETAIL

| ITEM | AMOUNT | ITEM | AMOUNT |
|---|---|---|---|
| **A.3. Other local imposts:** | | **A.4. Miscellaneous local receipts:** | |
| a. Property Taxes and Assessments | | a. Interest on investments | |
| b. Other local imposts: | | b. Traffic Fines & Penalities | |
| 1. Sales Taxes | | c. Parking Garage Fees | |
| 2. Infrastructure & Impact Fees | | d. Parking Meter Fees | |
| 3. Liens | | e. Sale of Surplus Property | |
| 4. Licenses | | f. Charges for Services | |
| 5. Specific Ownership &/or Other | 105,234 | g. Other Misc. Receipts | |
| 6. Total (1. through 5.) | 105,234 | h. Other RETT | 569,245 |
| c. Total (a. + b.) | 105,234 | i. Total (a. through h.) | 569,245 |
| | (Carry forward to page 1) | | (Carry forward to page 1) |

| ITEM | AMOUNT | ITEM | AMOUNT |
|---|---|---|---|
| **C. Receipts from State Government** | | **D. Receipts from Federal Government** | |
| 1. Highway-user taxes | 234,437 | 1. FHWA (from Item I.D.5.) | |
| 2. State general funds | | 2. Other Federal agencies: | |
| 3. Other State funds: | | a. Forest Service | |
| a. State bond proceeds | | b. FEMA | |
| b. Project Match | | c. HUD | |
| c. Motor Vehicle Registrations | 24,194 | d. Federal Transit Admin | |
| d. Other (Specify) - DOLA Grant | | e. U.S. Corps of Engineers | |
| e. Other (Specify) | | f. Other Federal | |
| f. Total (a. through e.) | 24,194 | g. Total (a. through f.) | 0 |
| 4. Total (1. + 2. + 3.f) | 258,631 | 3. Total (1. + 2.g) | |
| | | | (Carry forward to page 1) |

## III. DISBURSEMENTS FOR ROAD AND STREET PURPOSES - DETAIL

| | ON NATIONAL HIGHWAY SYSTEM (a) | OFF NATIONAL HIGHWAY SYSTEM (b) | TOTAL (c) |
|---|---|---|---|
| **A.1. Capital outlay:** | | | |
| a. Right-Of-Way Costs | | | 0 |
| b. Engineering Costs | | | 0 |
| c. Construction: | | | |
| (1). New Facilities | | | 0 |
| (2). Capacity Improvements | | | 0 |
| (3). System Preservation | | | 0 |
| (4). System Enhancement & Operation | | | 0 |
| (5). Total Construction (1) + (2) + (3) + (4) | 0 | 0 | 0 |
| d. Total Capital Outlay (Lines 1.a. + 1.b. + 1.c.5) | 0 | 0 | 0 |
| | | | (Carry forward to page 1) |

**Notes and Comments:**

**FORM FHWA-536 (Rev.1-05)** PREVIOUS EDITIONS OBSOLETE

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# STATISTICAL SECTION

This section of the Town of Avon's comprehensive annual financial report presents detailed information as a context for understanding what the information in the financial statements, note disclosures, and required supplementary information says about the Town's overall financial health.

**Financial Trends** (Pages 92-100) – These schedules contain trend information to help readers understand how the Town's financial performance and well-being have changed over time.

**Revenue Capacity** (Pages 101-105) – These schedules contain information to help readers understand and assess the factors affecting the Town's ability to generate its own-source revenues, specifically property taxes.

**Debt Capacity** (Pages 106-109) – These schedules present information to help readers understand and assess the Town's debt burden and ability to issue additional debt.

**Demographic and Economic Information** (Pages 110-112) – These schedules offer demographic and economic information to help readers understand the environment in which the Town's financial activities take place and to provide information that facilitates comparisons of financial statement information over time and among other local governments.

**Operating Information** (Pages 113-115) – These schedules contain service and infrastructure information to help readers understand how the information in the Town's financial report relates to the services the Town provides and the activities it performs.

# TOWN OF AVON, COLORADO

## NET POSITION BY COMPONENT
## LAST TEN FISCAL YEARS

| | Fiscal Year | | | |
|---|---|---|---|---|
| | 2009 | 2010 | 2011 | 2012 |
| **Governmental Activities** | | | | |
| Net Investment in Capital Assets | $ 34,458,411 | $ 35,651,654 | $ 34,738,700 | $ 36,904,217 |
| Restricted For: | | | | |
| Emergencies | 470,037 | 503,650 | 447,963 | 428,947 |
| Debt Service | 1,258,256 | 1,055,410 | 1,047,077 | 1,015,589 |
| Capital Improvements | - | 3,000,722 | 2,972,175 | 2,530,266 |
| Urban Renewal | - | - | 242,620 | 216,002 |
| Purposes of Grantors | - | - | 2,725,334 | 2,238,966 |
| Unrestricted | 16,488,477 | 15,935,700 | 14,345,936 | 13,544,676 |
| Total Governmental Activities Net Position | $ 52,675,181 | $ 56,147,136 | $ 56,519,805 | $ 56,878,663 |
| **Business-type Activities** | | | | |
| Net Investment in Capital Assets | $ 2,729,412 | $ 2,154,069 | $ 1,815,425 | $ 1,761,245 |
| Unrestricted | 1,147,965 | 1,219,055 | 1,256,004 | 943,960 |
| Total Business-type Activities Net Position | $ 3,877,377 | $ 3,373,124 | $ 3,071,429 | $ 2,705,205 |
| **Primary Government** | | | | |
| Net Investment in Capital Assets | $ 37,187,823 | $ 37,805,723 | $ 36,554,125 | $ 38,665,462 |
| Restricted | 1,728,293 | 4,559,782 | 7,435,169 | 6,429,770 |
| Unrestricted | 17,636,442 | 17,154,755 | 15,601,940 | 14,488,636 |
| Total Primary Government Net Position | $ 56,552,558 | $ 59,520,260 | $ 59,591,234 | $ 59,583,868 |

**Source:** Town of Avon Finance Department

| Fiscal Year | | | | | |
|---|---|---|---|---|---|
| 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
| $ 34,774,531 | $ 64,112,399 | $ 60,000,945 | $ 58,088,785 | $ 56,693,531 | $ 60,092,867 |
| 476,619 | 598,376 | 552,335 | 664,805 | 688,786 | 693,001 |
| 1,139,575 | 1,136,228 | 1,157,629 | 1,169,163 | 1,175,301 | 1,163,056 |
| 4,635,904 | 3,386,451 | 6,198,817 | 5,921,087 | 3,373,917 | 702,390 |
| 367,082 | 305,379 | 404,048 | 555,167 | 717,740 | (124,281) |
| 2,007,140 | 929,226 | 1,106,628 | 142,100 | 192,173 | 267,911 |
| 10,217,136 | 10,466,381 | 11,283,921 | 16,341,288 | 20,329,098 | 20,665,218 |
| $ 53,617,987 | $ 80,934,440 | $ 80,704,323 | $ 82,882,395 | $ 83,170,546 | $ 83,460,162 |
| $ 12,583,125 | $ 12,097,298 | $ 11,633,282 | $ 11,430,538 | $ 11,424,412 | $ 10,877,907 |
| 783,529 | 843,503 | 859,368 | 908,749 | 710,428 | 652,622 |
| $ 13,366,654 | $ 12,940,801 | $ 12,492,650 | $ 12,339,287 | $ 12,134,840 | $ 11,530,529 |
| $ 47,357,656 | $ 76,209,697 | $ 71,634,227 | $ 69,519,323 | $ 68,117,943 | $ 70,970,774 |
| 8,626,320 | 6,355,660 | 9,419,457 | 8,452,322 | 6,147,917 | 2,702,077 |
| 11,000,665 | 11,309,884 | 12,143,289 | 17,250,037 | 21,039,526 | 21,317,840 |
| $ 66,984,641 | $ 93,875,241 | $ 93,196,973 | $ 95,221,682 | $ 95,305,386 | $ 94,990,691 |

# TOWN OF AVON, COLORADO

## CHANGES IN NET POSITION
## LAST TEN FISCAL YEARS

| | Fiscal Year | | | |
|---|---|---|---|---|
| | 2009 | 2010 | 2011 | 2012 |
| **Expenses** | | | | |
| **Governmental Activities:** | | | | |
| General Government | $ 2,431,143 | $ 2,832,514 | $ 3,539,636 | $ 3,400,499 |
| Community Development | 1,286,956 | 644,968 | 519,631 | 421,554 |
| Public Safety | 2,608,604 | 2,409,115 | 2,569,100 | 2,554,404 |
| Public Works and Utilities | 6,302,284 | 5,948,003 | 5,821,879 | 5,479,239 |
| Recreation and Culture | 2,752,142 | 2,437,556 | 2,276,473 | 2,737,458 |
| Interest and Fiscal Charges on Long-term Debt | 1,195,981 | 637,344 | 575,100 | 516,160 |
| **Total Governmental Activity Expenses** | 16,577,110 | 14,909,500 | 15,301,819 | 15,109,314 |
| **Business-type Activities:** | | | | |
| Transportation | 1,485,763 | 1,175,818 | 1,123,640 | 1,083,097 |
| Fleet Maintenance | 2,325,339 | 2,076,364 | 1,618,698 | 1,382,954 |
| **Total Business-type Activity Expenses** | 3,811,102 | 3,252,182 | 2,742,338 | 2,466,051 |
| **Total Primary Government Expenses** | $ 20,388,212 | $ 18,161,682 | $ 18,044,157 | $ 17,575,365 |
| **Program Revenues** | | | | |
| **Governmental Activities:** | | | | |
| Charges for Services: | | | | |
| General Government | $ 164,061 | $ 59,768 | $ 259,609 | $ 183,969 |
| Community Development | 143,826 | 216,263 | 230,570 | 225,778 |
| Public Safety | 221,262 | 376,440 | 248,442 | 52,649 |
| Public Works and Utilities | 504,403 | 407,391 | 524,047 | 278,662 |
| Recreation and Culture | 1,272,902 | 1,207,964 | 1,208,130 | 1,116,947 |
| Operating Grants and Contributions | 59,857 | 51,048 | 59,329 | 39,607 |
| Capital Grants and Contributions | 269,853 | 1,855,346 | 247,368 | 1,715,337 |
| **Total Governmental Activity Program Revenues** | 2,636,164 | 4,174,220 | 2,777,495 | 3,612,949 |
| **Business-type Activities:** | | | | |
| Charges for Services | 2,437,178 | 2,081,674 | 1,520,018 | 1,135,929 |
| Capital Grants and Contributions | - | - | - | 305,351 |
| **Total Business-type Activity Program Revenues** | 2,437,178 | 2,081,674 | 1,520,018 | 1,441,280 |
| **Total Primary Government Program Revenues** | $ 5,073,342 | $ 6,255,894 | $ 4,297,513 | $ 5,054,229 |
| **Net (Expense) Revenue** | | | | |
| Governmental Activities | $ (13,940,946) | $ (10,735,280) | $ (12,524,324) | $ (11,496,365) |
| Business-type Activities | (1,373,924) | (1,170,508) | (1,222,320) | (1,024,771) |
| **Total Primary Government Net Expense** | $ (15,314,870) | $ (11,905,788) | $ (13,746,644) | $ (12,521,136) |

| Fiscal Year | | | | | |
|---|---|---|---|---|---|
| 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
| $ 2,836,303 | $ 3,186,870 | $ 3,042,126 | $ 3,291,190 | $ 3,500,101 | $ 3,661,274 |
| 365,960 | 463,821 | 1,341,706 | 1,202,097 | 1,617,329 | 1,454,581 |
| 2,551,559 | 2,792,174 | 3,039,333 | 3,214,680 | 3,703,871 | 3,983,349 |
| 4,814,364 | 7,179,132 | 8,458,218 | 9,656,808 | 9,026,700 | 9,448,309 |
| 3,851,812 | 2,061,033 | 1,430,648 | 1,584,531 | 1,684,492 | 1,978,431 |
| 600,367 | 504,343 | 639,267 | 754,238 | 796,462 | 720,441 |
| 15,020,365 | 16,187,373 | 17,951,298 | 19,703,544 | 20,328,955 | 21,246,385 |
| 1,193,289 | 1,686,778 | 1,979,505 | 1,963,223 | 2,253,558 | 2,272,401 |
| 1,608,295 | 1,609,134 | 1,506,138 | 1,623,046 | 1,655,774 | 1,720,433 |
| 2,801,584 | 3,295,912 | 3,485,643 | 3,586,269 | 3,909,332 | 3,992,834 |
| $ 17,821,949 | $ 19,483,285 | $ 21,436,941 | $ 23,289,813 | $ 24,238,287 | $ 25,239,219 |
| $ 135,448 | $ 163,429 | $ 219,364 | $ 239,199 | $ 294,431 | $ 272,153 |
| 485,406 | 279,179 | 380,130 | 369,867 | 396,731 | 395,239 |
| 54,205 | 66,662 | 69,629 | 99,862 | 64,275 | 93,646 |
| 256,749 | 564,090 | 764,549 | 698,195 | 287,151 | 233,982 |
| 1,064,314 | 1,092,276 | 1,238,395 | 1,334,056 | 1,519,254 | 1,458,802 |
| 39,217 | 52,151 | 11,713 | 104,217 | 84,761 | 75,430 |
| 7,823,132 | 1,027,911 | 61,779 | 1,816,456 | 31,237 | 491,600 |
| 9,858,471 | 3,245,698 | 2,745,559 | 4,661,852 | 2,677,840 | 3,020,852 |
| 1,450,388 | 1,645,083 | 1,670,213 | 1,557,439 | 1,482,770 | 1,564,465 |
| 90,494 | - | - | 100,000 | 328,000 | 75,000 |
| 1,540,882 | 1,645,083 | 1,670,213 | 1,657,439 | 1,810,770 | 1,639,465 |
| $ 11,399,353 | $ 4,890,781 | $ 4,415,772 | $ 6,319,291 | $ 4,488,610 | $ 4,660,317 |
| $ (5,161,894) | $ (12,941,675) | $ (15,205,739) | $ (15,041,692) | $ (17,651,115) | $ (18,225,533) |
| (1,260,702) | (1,650,829) | (1,815,430) | (1,928,830) | (2,098,562) | (2,353,369) |
| $ (6,422,596) | $ (14,592,504) | $ (17,021,169) | $ (16,970,522) | $ (19,749,677) | $ (20,578,902) |

# TOWN OF AVON, COLORADO

## CHANGES IN NET POSITION (CONTINUED)
## LAST TEN FISCAL YEARS

| | Fiscal Year | | | |
|---|---|---|---|---|
| | 2009 | 2010 | 2011 | 2012 |
| **General Revenues and Other Changes in Net Position** | | | | |
| **Governmental Activities:** | | | | |
| Taxes: | | | | |
| Property Taxes | $ 3,640,183 | $ 4,195,297 | $ 3,672,307 | $ 3,027,319 |
| Real Estate Transfer Taxes | 1,761,980 | 2,159,525 | 1,616,982 | 1,707,648 |
| Sales and Accommodation Taxes | 5,651,085 | 5,748,325 | 6,190,839 | 6,340,557 |
| Other Taxes | 1,334,692 | 1,268,120 | 1,323,246 | 499,114 |
| Unrestricted Investment Earnings | 246,225 | 163,991 | 87,099 | 37,827 |
| Loss on Disposal of Capital Assets | - | - | - | (30,857) |
| Grants and Contributions Not Restricted to Specific Programs | 872,084 | 854,130 | 857,474 | 839,112 |
| Miscellaneous | 522,920 | 442,522 | 372,222 | 344,503 |
| Capital Contributions | - | 907,500 | - | - |
| Transfers | (1,295,000) | (1,532,175) | (950,000) | (910,000) |
| **Total Governmental Activities** | 12,734,169 | 14,207,235 | 13,170,169 | 11,855,223 |
| **Business-type Activities:** | | | | |
| Property Taxes | 42,800 | 41,580 | 40,371 | 40,032 |
| Capital Contributions | - | (907,500) | - | - |
| Loss on Disposal of Capital Assets | - | - | - | (291,485) |
| Transfers | 1,295,000 | 1,532,175 | 950,000 | 910,000 |
| **Total Business-type Activities** | 1,337,800 | 666,255 | 990,371 | 658,547 |
| **Total Primary Government** | $ 14,071,969 | $ 14,873,490 | $ 14,160,540 | $ 12,513,770 |
| **Change in Net Position** | | | | |
| Governmental Activities | $ (1,206,777) | $ 3,471,955 | $ 645,845 | $ 358,858 |
| Business-type Activities | (36,124) | (504,253) | (231,949) | (366,224) |
| **Total Primary Government** | $ (1,242,901) | $ 2,967,702 | $ 413,896 | $ (7,366) |

**Source:** Town of Avon Finance Department

| Fiscal Year | | | | | |
|---|---|---|---|---|---|
| 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
| $ 3,039,132 | $ 2,873,055 | $ 2,904,509 | $ 3,315,020 | $ 2,876,177 | $ 3,260,557 |
| 1,574,502 | 3,764,526 | 2,369,314 | 3,497,602 | 4,411,530 | 3,621,125 |
| 7,249,935 | 8,089,010 | 8,754,673 | 9,540,260 | 9,437,658 | 10,595,905 |
| 625,756 | 1,197,603 | 1,208,352 | 1,389,896 | 1,385,171 | 641,144 |
| 21,296 | 45,844 | 53,161 | 139,665 | 178,997 | 398,998 |
| - | - | - | - | - | - |
| 864,231 | 883,884 | 482,769 | 513,912 | 913,784 | 932,146 |
| 408,142 | 500,925 | 529,843 | 558,618 | 589,767 | 772,766 |
| (10,955,776) | 24,063,281 | - | (150,215) | (103,403) | - |
| (926,000) | (1,160,000) | (1,326,999) | (1,584,994) | (1,750,415) | (1,707,492) |
| 1,901,218 | 40,258,128 | 14,975,622 | 17,219,764 | 17,939,266 | 18,515,149 |
| 40,375 | 40,079 | 40,280 | 40,258 | 40,297 | 41,566 |
| 10,955,776 | 24,897 | - | 150,215 | 103,403 | - |
| - | - | - | - | - | - |
| 926,000 | 1,160,000 | 1,326,999 | 1,584,994 | 1,750,415 | 1,707,492 |
| 11,922,151 | 1,224,976 | 1,367,279 | 1,775,467 | 1,894,115 | 1,749,058 |
| $ 13,823,369 | $ 41,483,104 | $ 16,342,901 | $ 18,995,231 | $ 19,833,381 | $ 20,264,207 |
| $ (3,260,676) | $ 27,316,453 | $ (230,117) | $ 2,178,072 | $ 288,151 | $ 289,616 |
| 10,661,449 | (425,853) | (448,151) | (153,363) | (204,447) | (604,311) |
| $ 7,400,773 | $ 26,890,600 | $ (678,268) | $ 2,024,709 | $ 83,704 | $ (314,695) |

# TOWN OF AVON, COLORADO

## CHANGES IN FUND BALANCES, GOVERNMENTAL FUNDS
## LAST TEN FISCAL YEARS

| | Fiscal Year | | | |
|---|---|---|---|---|
| | 2009 | 2010 | 2011 | 2012 |
| **Revenues** | | | | |
| Taxes | $ 11,710,148 | $ 12,728,883 | $ 12,083,403 | $ 11,574,638 |
| Licenses and Permits | 124,130 | 215,635 | 219,265 | 207,670 |
| Intergovernmental | 1,201,794 | 2,760,524 | 1,164,171 | 2,594,056 |
| Charges for Services | 1,706,803 | 1,474,968 | 1,593,303 | 1,473,552 |
| Fines and Forfeitures | 129,530 | 147,057 | 197,103 | 151,533 |
| Investment Earnings | 246,225 | 163,991 | 87,099 | 37,827 |
| Other Revenues | 469,688 | 442,522 | 368,568 | 380,647 |
| **Total Revenues** | 15,588,318 | 17,933,580 | 15,712,912 | 16,419,923 |
| **Expenditures** | | | | |
| Current: | | | | |
| General Government and Housing | 3,138,391 | 2,560,405 | 3,411,329 | 3,088,911 |
| Community Development | 697,820 | 598,692 | 519,268 | 421,133 |
| Public Safety | 2,511,717 | 2,354,235 | 2,516,612 | 2,551,488 |
| Public Works and Utilities | 3,660,540 | 3,224,695 | 3,429,238 | 3,192,763 |
| Recreation and Culture | 2,375,945 | 2,144,447 | 2,054,477 | 2,148,410 |
| Capital Improvements | 2,746,286 | 5,554,096 | 1,023,914 | 4,087,083 |
| Debt Service: | | | | |
| Principal | 26,416,250 | 1,495,000 | 1,195,000 | 1,240,000 |
| Interest | 824,535 | 543,331 | 526,288 | 470,455 |
| Fiscal Charges | 57,315 | 70,657 | 56,614 | 43,622 |
| Bond Issuance Costs | 160,000 | 77,695 | - | - |
| **Total Expenditures** | 42,588,799 | 18,623,253 | 14,732,740 | 17,243,865 |
| Excess (Defieiency) of Revenues Over (Under) Expenditures | (27,000,481) | (689,673) | 980,172 | (823,942) |
| **Other Financing Sources (Uses)** | | | | |
| Transfers In | 1,810,032 | 1,945,004 | 1,090,335 | 1,591,071 |
| Transfers Out | (3,105,032) | (3,477,179) | (2,040,335) | (2,501,071) |
| Debt Issuance Proceeds | 7,200,000 | 3,310,000 | - | - |
| Premium on Debt Issued | - | - | - | - |
| Payments to Escrow Agent | - | (92,067) | - | - |
| Sales of Capital Assets | - | - | - | - |
| **Total Other Financing Sources (Uses)** | 5,905,000 | 1,685,758 | (950,000) | (910,000) |
| **Net Change in Fund Balances** | $ (21,095,481) | $ 996,085 | $ 30,172 | $ (1,733,942) |
| **Debt Service as a Percentage of Noncapital Expenditures** | 66.88% | 14.76% | 12.39% | 12.60% |

**Source:** Town of Avon Finance Department

| Fiscal Year | | | | | |
|---|---|---|---|---|---|
| 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
| $ 12,489,325 | $ 15,924,194 | $ 15,236,848 | $ 17,742,776 | $ 18,148,536 | $ 18,118,731 |
| 336,548 | 210,636 | 335,741 | 259,997 | 374,311 | 398,860 |
| 8,324,980 | 1,963,946 | 989,546 | 2,868,277 | 1,029,782 | 1,499,176 |
| 1,556,262 | 1,757,625 | 1,682,724 | 1,772,510 | 2,005,812 | 1,927,701 |
| 104,736 | 131,513 | 129,356 | 91,014 | 94,311 | 52,220 |
| 21,296 | 45,827 | 53,158 | 139,665 | 178,997 | 398,998 |
| 531,738 | 503,354 | 532,353 | 651,603 | 664,037 | 748,101 |
| 23,364,885 | 20,537,095 | 18,959,726 | 23,525,842 | 22,495,786 | 23,143,787 |
| 2,762,979 | 3,084,616 | 2,916,095 | 3,119,007 | 3,379,282 | 3,636,761 |
| 369,158 | 456,063 | 1,348,166 | 1,201,086 | 1,505,073 | 1,342,798 |
| 2,539,475 | 2,726,711 | 3,007,164 | 3,122,942 | 3,416,991 | 3,690,530 |
| 1,911,225 | 3,799,489 | 4,080,272 | 5,067,825 | 4,318,222 | 4,310,596 |
| 3,328,177 | 1,654,078 | 1,147,149 | 1,293,277 | 1,436,483 | 1,585,571 |
| 11,837,101 | 7,927,709 | 3,284,852 | 8,864,565 | 6,721,147 | 8,449,771 |
| 7,300,000 | 1,491,042 | 1,264,966 | 1,382,506 | 1,239,743 | 1,371,210 |
| 423,487 | 453,883 | 503,269 | 473,674 | 746,385 | 666,120 |
| 39,145 | 51,007 | 41,289 | 54,071 | 81,625 | 63,337 |
| 133,330 | - | 80,569 | 147,270 | 41,162 | - |
| 30,644,077 | 21,644,598 | 17,673,791 | 24,726,223 | 22,886,113 | 25,116,694 |
| (7,279,192) | (1,107,503) | 1,285,935 | (1,200,381) | (390,327) | (1,972,907) |
| 2,081,160 | 4,888,511 | 4,361,441 | 2,819,319 | 5,508,421 | 3,266,471 |
| (3,007,160) | (6,048,511) | (5,138,440) | (4,404,313) | (7,258,836) | (5,016,471) |
| 6,851,367 | - | 3,800,000 | 6,300,000 | 3,080,204 | 258,258 |
| - | - | - | 302,205 | - | - |
| - | - | - | - | - | - |
| 1,151 | - | - | - | - | - |
| 5,926,518 | (1,160,000) | 3,023,001 | 5,017,211 | 1,329,789 | (1,491,742) |
| $ (1,352,674) | $ (2,267,503) | $ 4,308,936 | $ 3,816,830 | $ 939,462 | $ (3,464,649) |
| 39.77% | 12.95% | 11.37% | 10.95% | 10.85% | 10.65% |

# TOWN OF AVON, COLORADO

## FUND BALANCES, GOVERNMENTAL FUNDS
## LAST TEN FISCAL YEARS

| | Fiscal Year | | | | |
|---|---|---|---|---|---|
| | 2009 | 2010 | 2011 | 2012 | 2013 |
| **General Fund** | | | | | |
| Nonspendable | $ - | $ 7,710 | $ - | $ - | $ 7,442 |
| Restricted | 470,037 | 503,650 | 447,963 | 428,947 | 476,619 |
| Assigned | - | - | 413,251 | 413,251 | 413,251 |
| Unassigned | 3,959,093 | 3,581,941 | 3,329,981 | 3,134,327 | 4,369,187 |
| **Total General Fund** | 4,429,130 | 4,093,301 | 4,191,195 | 3,976,525 | 5,266,499 |
| **All Other Governmental Funds** | | | | | |
| Nonspendable | - | - | - | - | - |
| Restricted | 3,933,265 | 6,930,731 | 6,987,206 | 6,045,396 | 2,803,943 |
| Committed | 5,539,422 | 3,968,735 | 4,100,746 | 3,656,294 | 3,624,653 |
| Assigned | 1,218,920 | 1,066,626 | 810,418 | 680,408 | 1,307,854 |
| Unassigned | (57,429) | - | - | - | - |
| **Total All Other Governmental Funds** | $ 10,634,178 | $ 11,966,092 | $ 11,898,370 | $ 10,382,098 | $ 7,736,450 |

| | Fiscal Year | | | | |
|---|---|---|---|---|---|
| | 2014 | 2015 | 2016 | 2017 | 2018 |
| **General Fund** | | | | | |
| Nonspendable | $ - | $ 13,061 | $ 86,136 | $ - | $ - |
| Restricted | 598,376 | 552,335 | 664,805 | 688,786 | 693,001 |
| Assigned | 325,000 | 47,878 | - | - | - |
| Unassigned | 3,540,922 | 5,046,651 | 5,312,950 | 5,125,805 | 5,611,041 |
| **Total General Fund** | 4,464,298 | 5,659,925 | 6,063,891 | 5,814,591 | 6,304,042 |
| **All Other Governmental Funds** | | | | | |
| Nonspendable | 270 | - | - | - | |
| Restricted | 2,370,833 | 2,668,305 | 7,787,517 | 5,459,131 | 1,979,076 |
| Committed | 3,386,451 | 6,198,817 | 4,493,621 | 7,941,466 | 7,336,358 |
| Assigned | 513,594 | 517,335 | 516,183 | 585,486 | 716,549 |
| Unassigned | - | - | - | - | - |
| **Total All Other Governmental Funds** | $ 6,271,148 | $ 9,384,457 | $ 12,797,321 | $ 13,986,083 | $ 10,031,983 |

**Source:** Town of Avon Finance Department

**Notes:**
(1) Fiscal years 2006 through 2010 have been reclassified with implementation of GASB Statement No. 54 in fiscal year 2011.

# TOWN OF AVON, COLORADO

## TAX REVENUES BY SOURCE, GOVERNMENTAL FUNDS
## LAST TEN FISCAL YEARS

| Year | Property Tax | | | | Sales Tax |
|---|---|---|---|---|---|
| | General | Specific Ownership | Penalties, Interest & Abatements | Delinquent Taxes | |
| 2009 | $ 3,608,547 | $ 132,059 | $ 12,663 | $ 18,973 | $ 5,104,620 |
| 2010 | 4,187,345 | 117,354 | 6,566 | 1,387 | 5,120,543 |
| 2011 | 3,689,677 | 93,596 | (42,784) | 25,414 | 5,461,559 |
| 2012 | 2,953,002 | 92,105 | 1,805 | (19,593) | 5,607,160 |
| 2013 | 2,935,986 | 96,850 | 5,421 | 875 | 6,492,756 |
| 2014 | 2,824,449 | 112,848 | (64,246) | 6 | 7,777,302 |
| 2015 | 2,783,905 | 113,308 | 7,124 | 172 | 8,320,021 |
| 2016 | 3,310,530 | 119,483 | 4,491 | - | 8,985,661 |
| 2017 | 2,870,600 | 99,498 | 5,555 | 22 | 8,868,497 |
| 2018 | 3,259,270 | 105,234 | 1,106 | 181 | 9,261,599 |

| Year | Utility Tax | Franchise Tax | Accommodations Tax | Real Estate Transfer Tax | Total |
|---|---|---|---|---|---|
| 2009 | $ 129,118 | $ 371,192 | $ 570,996 | $ 1,761,980 | $ 11,710,148 |
| 2010 | 146,852 | 361,530 | 627,782 | 2,159,525 | 12,728,883 |
| 2011 | 125,155 | 367,778 | 746,026 | 1,616,982 | 12,083,403 |
| 2012 | 127,060 | 372,054 | 733,397 | 1,707,648 | 11,574,638 |
| 2013 | 110,474 | 383,594 | 888,867 | 1,574,502 | 12,489,325 |
| 2014 | 109,441 | 404,328 | 995,540 | 3,764,526 | 15,924,194 |
| 2015 | 106,786 | 403,642 | 1,132,576 | 2,369,314 | 15,236,848 |
| 2016 | 102,643 | 432,488 | 1,289,879 | 3,497,602 | 17,742,776 |
| 2017 | 102,279 | 419,479 | 1,333,939 | 4,448,666 | 18,148,536 |
| 2018 | 105,881 | 430,029 | 1,334,306 | 3,621,125 | 18,118,731 |

**Source:** Town of Avon Finance Department

# TOWN OF AVON, COLORADO

## ASSESSED VALUE AND ACTUAL VALUE OF TAXABLE PROPERTY
## LAST TEN FISCAL YEARS

| Levy Year | Collection Year | Vacant Land | Residential Property | Commercial Property | Other Property | Total Gross Assessed Value |
|---|---|---|---|---|---|---|
| 2008 | 2009 | $ 22,764,190 | $ 120,861,970 | $ 90,753,760 | $ 2,030,920 | $ 236,410,840 |
| 2009 | 2010 | 23,830,510 | 138,215,140 | 98,306,000 | 3,079,680 | 263,431,330 |
| 2010 | 2011 | 23,241,510 | 138,877,350 | 97,287,710 | 3,127,070 | 262,533,640 |
| 2011 | 2012 | 17,238,450 | 101,871,140 | 73,141,140 | 3,361,120 | 195,611,850 |
| 2012 | 2013 | 15,456,680 | 102,328,980 | 71,704,020 | 3,441,730 | 192,931,410 |
| 2013 | 2014 | 16,403,340 | 90,703,150 | 67,157,140 | 4,576,530 | 178,840,160 |
| 2014 | 2015 | 15,183,630 | 92,056,060 | 66,419,690 | 4,280,110 | 177,939,490 |
| 2015 | 2016 | 14,261,780 | 121,724,600 | 70,940,420 | 3,929,820 | 211,061,910 |
| 2016 | 2017 | 13,201,140 | 123,870,280 | 69,822,570 | 4,310,460 | 211,204,450 |
| 2017 | 2018 | 12,927,680 | 129,786,330 | 79,660,040 | 4,387,310 | 226,761,360 |

| Levy Year | Collection Year | Less TIF District Increment (1) | Total Net Assessed Value | Direct Tax Rate | Actual Taxable Value | Value as a Percentage of Actual Value |
|---|---|---|---|---|---|---|
| 2008 | 2009 | $ 10,266,600 | $ 226,144,240 | 11.392 | $ 1,880,466,430 | 12.57% |
| 2009 | 2010 | 17,517,540 | 245,913,790 | 11.208 | 2,125,079,840 | 12.40% |
| 2010 | 2011 | 17,481,590 | 245,052,050 | 11.220 | 2,127,634,050 | 12.34% |
| 2011 | 2012 | 12,538,960 | 183,072,890 | 12.072 | 1,566,445,080 | 12.49% |
| 2012 | 2013 | 12,511,160 | 180,420,250 | 11.983 | 1,564,516,920 | 12.33% |
| 2013 | 2014 | 12,105,380 | 166,734,780 | 12.258 | 1,406,594,920 | 12.71% |
| 2014 | 2015 | 11,501,900 | 166,437,590 | 12.207 | 1,417,405,720 | 12.55% |
| 2015 | 2016 | 16,476,380 | 194,585,530 | 11.765 | 1,806,178,690 | 11.69% |
| 2016 | 2017 | 17,221,870 | 193,982,580 | 8.956 | 1,825,187,770 | 11.57% |
| 2017 | 2018 | 21,857,430 | 204,903,930 | 8.956 | 2,104,646,220 | 10.77% |

**Source:** Eagle County Assessor's Office, Abstract of Assessments

**Notes:** Property tax rates are stated in mills per $1,000 of assessed valuation. Other property includes state assessed, agricultural, and abatements and corrections.

(1) The Avon Urban Renewal Authority was established in August, 2007.

# TOWN OF AVON, COLORADO

## DIRECT AND OVERLAPPING PROPERTY TAX RATES
## LAST TEN FISCAL YEARS

| | Collection Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **Taxing Entity** | **2009** | **2010** | **2011** | **2012** | **2013** | **2014** | **2015** | **2016** | **2017** | **2018** |
| **Town of Avon** | | | | | | | | | | |
| General Operating | 8.956 | 8.956 | 8.956 | 8.956 | 8.956 | 8.956 | 8.956 | 8.956 | 8.956 | 8.956 |
| General Obligation Debt Service | 2.436 | 2.252 | 2.264 | 3.116 | 3.027 | 3.302 | 3.251 | 2.809 | 0.000 | 0.000 |
| **Total Direct** | 11.392 | 11.208 | 11.220 | 12.072 | 11.983 | 12.258 | 12.207 | 11.765 | 8.956 | 8.956 |
| **Eagle County** | 8.499 | 8.499 | 8.499 | 8.499 | 8.499 | 8.499 | 8.499 | 8.499 | 8.499 | 8.499 |
| **Colleges and School Districts** | | | | | | | | | | |
| Colorado Mountain College | 3.997 | 3.997 | 3.997 | 3.997 | 3.997 | 3.997 | 3.997 | 3.997 | 3.997 | 3.997 |
| Eagle County School District RE-50J | 20.414 | 19.402 | 19.474 | 21.601 | 21.362 | 20.826 | 21.517 | 20.331 | 25.209 | 24.912 |
| **Metropolitan Districts** | | | | | | | | | | |
| Avon Metropolitan District | 2.705 | 2.535 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Avon Station Metropolitan District | 45.000 | 45.000 | 45.000 | 58.000 | 58.000 | 58.000 | 58.000 | 58.000 | 63.000 | 65.585 |
| Confluence Metropolitan District | 45.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Mountain Vista Metropolitan District | 25.000 | 25.000 | 25.000 | 25.000 | 25.000 | 25.000 | 25.000 | 25.000 | 25.000 | 26.155 |
| Village Metropolitan District | 15.000 | 15.000 | 40.000 | 50.000 | 50.000 | 50.000 | 50.000 | 50.000 | 50.000 | 50.000 |
| **Other Special Districts** | | | | | | | | | | |
| Avon General Improvement District No. 1 | 9.396 | 9.396 | 9.396 | 15.288 | 15.288 | 17.557 | 17.557 | 14.077 | 14.005 | 14.005 |
| Eagle River Fire Protection District | 5.550 | 5.550 | 5.550 | 5.650 | 7.553 | 9.238 | 9.392 | 8.205 | 9.740 | 9.828 |
| Eagle Valley Library District | 2.750 | 2.750 | 2.750 | 2.750 | 2.750 | 2.750 | 2.750 | 2.750 | 2.750 | 2.750 |
| Eagle River Water and Sanitation District | 0.826 | 0.795 | 0.796 | 0.932 | 0.931 | 0.946 | 0.954 | 1.375 | 1.385 | 1.302 |
| Colorado River Water Conservancy District | 0.199 | 0.166 | 0.188 | 0.228 | 0.242 | 0.254 | 0.253 | 0.243 | 0.253 | 0.254 |
| Eagle County Health Services District | 2.055 | 1.780 | 1.768 | 1.764 | 2.023 | 2.006 | 2.019 | 2.008 | 2.755 | 2.753 |

**Source:** Eagle County Assessor's Office, Abstract of Assessment

**Notes:** Property tax rates are stated in mills per $1,000 of assessed valuation. The Town's general operating mill rate may be increased only by a majority approval of the Town's residents during a general election. Rates for debt service are set based on each year's debt service requirements.

# TOWN OF AVON, COLORADO

## PRINCIPAL PROPERTY TAX PAYERS
## CURRENT YEAR AND NINE YEARS AGO

| | 2018 | | | 2009 | | |
|---|---|---|---|---|---|---|
| Taxpayer | Taxable Assessed Value | Rank | Percentage of Total Town of Avon Assessed Value | Taxable Assessed Value | Rank | Percentage of Total Town of Avon Assessed Value |
| CSB Properties Holdings LLC | $ 9,710,940 | 1 | 4.28% | | | |
| Traer Creek-WMT LLC | 5,967,740 | 2 | 2.63% | $ 7,508,370 | 3 | 3.31% |
| Avon MOB LLC | 4,803,630 | 3 | 2.12% | | | |
| Traer Creek-HD LLC | 4,315,330 | 4 | 1.90% | 5,382,540 | 6 | 2.38% |
| Avon Wynfield LLC | 3,747,820 | 5 | 1.65% | 2,957,460 | 10 | 1.31% |
| Beaver Creek Vacation Ownership Plan | 3,740,230 | 6 | 1.65% | | | |
| Prime Group Mountain Center LLC | 3,654,870 | 7 | 1.61% | | | |
| SS Venture LLC dba Avon Warehouse | 3,304,250 | 8 | 1.46% | | | |
| Points of Colorado - Time Share | 2,814,190 | 9 | 1.24% | 8,718,880 | 2 | 2.94% |
| Riverfront Village Hotel, LLC | 2,733,000 | 10 | 1.21% | 11,714,450 | 1 | 1.33% |
| Dillon Real Estate Co, Inc | 2,412,080 | 11 | 1.06% | 2,174,780 | 13 | 0.96% |
| Prime Group Avon LLC | 2,181,200 | 12 | 0.96% | | | |
| Mountain Vista Condominium Assoc Inc. | 2,068,550 | 13 | 0.91% | | | |
| Avon Partners II, LLC | 1,875,350 | 14 | 0.83% | 5,398,100 | 5 | 2.34% |
| Public Service Co. of Colorado (Xcel) | 1,822,780 | 15 | 0.80% | | | |
| Traer Creek-L2 LLC | - | NA | 0.00% | 5,412,970 | 4 | 2.67% |
| Chapel Square Ventures LP | - | NA | 0.00% | 5,296,510 | 7 | 1.76% |
| CSC Land LLC | - | NA | 0.00% | 4,295,830 | 8 | 1.34% |
| ARI Mountain Center LLC | - | NA | 0.00% | 3,412,810 | 9 | 1.31% |
| Traer Creek-RP LLC | - | NA | 0.00% | 2,414,760 | 11 | 0.88% |
| Riverview Park Assoc., Inc | - | NA | 0.00% | 2,204,950 | 12 | 0.92% |
| Christie Lodge Assoc Ltd | - | NA | 0.00% | 2,063,870 | 14 | 2.92% |
| East Avon-Hudson LLC | - | NA | 0.00% | 1,560,930 | 15 | 0.69% |
| **Total Assessed Value of the Fifteen Largest Taxpayers** | 55,151,960 | | 24.32% | 70,517,210 | | 29.83% |
| **Total Gross Assessed Value of Other Taxpayers** | 171,609,400 | | 75.68% | 165,893,630 | | 70.17% |
| **Total Gross Assessed Value of All Taxpayers** | $ 226,761,360 | | 100.00% | $ 236,410,840 | | 100.00% |

**Source:** Eagle County Assessor's Office

# TOWN OF AVON, COLORADO

## PROPERTY TAX LEVIES AND COLLECTIONS
## LAST TEN FISCAL YEARS

| Levy Year | Collection Year | (1) Total Tax Levy | Current Tax Collections | Percent of Current Taxes Collected | (2) Delinquent Tax Collections | Total Tax Collections | Ratio of Total Tax Collections To Total Tax Levy |
|---|---|---|---|---|---|---|---|
| 2008 | 2009 | $ 3,110,763 | $ 3,060,762 | 98.39% | $ 21,861 | $ 3,082,623 | 99.10% |
| 2009 | 2010 | 3,285,710 | 3,208,908 | 97.66% | 1,387 | 3,210,295 | 97.70% |
| 2010 | 2011 | 2,789,855 | 2,704,440 | 96.94% | 4,970 | 2,709,409 | 97.12% |
| 2011 | 2012 | 2,250,055 | 2,209,593 | 98.20% | (19,296) | 2,190,298 | 97.34% |
| 2012 | 2013 | 2,202,287 | 2,160,634 | 98.11% | 875 | 2,161,509 | 98.15% |
| 2013 | 2014 | 2,083,835 | 2,042,508 | 98.02% | 6 | 2,042,514 | 98.02% |
| 2014 | 2015 | 2,071,895 | 2,029,571 | 97.96% | 172 | 2,029,743 | 97.97% |
| 2015 | 2016 | 2,329,489 | 2,286,146 | 98.14% | - | 2,286,146 | 98.14% |
| 2016 | 2017 | 1,777,498 | 1,736,538 | 97.70% | 22 | 1,736,560 | 97.70% |
| 2017 | 2018 | 1,876,652 | 1,829,624 | 97.49% | 181 | 1,829,805 | 97.50% |

**Source:** Town of Avon Finance Department

**Notes:** (1) Taxes are due and payable on January 1 based on the prior year's assessed valuation.
(2) Information on outstanding delinquent taxes is not available.

# TOWN OF AVON, COLORADO

## RATIOS OF OUTSTANDING DEBT BY TYPE
## LAST TEN FISCAL YEARS

| | Governmental Activities | | | | | |
|---|---|---|---|---|---|---|
| Fiscal Year | General Obligation Bonds | Special Assessment Bonds | Revenue Bonds | Certificates of Participation | Loans | Capital Leases |
| 2009 | $ 3,714,230 | $ - | $ 2,050,000 | $ 997,500 | $ 7,075,000 | $ 503,368 |
| 2010 | 2,842,835 | - | 1,670,000 | 3,310,000 | 6,825,000 | 335,205 |
| 2011 | 2,411,440 | - | 1,275,000 | 3,195,000 | 6,565,000 | 420,063 |
| 2012 | 1,960,045 | - | 870,000 | 3,075,000 | 6,295,000 | 476,227 |
| 2013 | 1,498,650 | - | 7,270,000 | 2,950,000 | - | 516,378 |
| 2014 | 1,017,255 | - | 6,520,000 | 2,825,000 | - | 547,990 |
| 2015 | 520,860 | - | 6,200,000 | 6,280,000 | - | 438,024 |
| 2016 | - | - | 5,790,000 | 12,235,000 | - | 325,518 |
| 2017 | - | - | 8,225,362 | 11,675,000 | - | 566,231 |
| 2018 | - | - | 7,649,283 | 11,045,000 | - | 659,358 |

| | Business-Type Activities | | | | |
|---|---|---|---|---|---|
| Fiscal Year | Certificates of Participation | Capital Leases | Total Primary Government | Percentage of Personal Income | Per Capita |
| 2009 | $ 2,992,500 | $ 20,954 | $ 17,353,553 | 0.69% | $ 2,582 |
| 2010 | 3,419,606 | 8,621 | 18,411,267 | 0.73% | 2,856 |
| 2011 | 3,302,110 | 377,753 | 17,546,366 | 0.70% | 2,477 |
| 2012 | 3,174,614 | 326,774 | 16,177,660 | 0.64% | 2,531 |
| 2013 | 3,047,119 | 303,251 | 15,585,398 | 0.62% | 2,440 |
| 2014 | 2,914,623 | 244,259 | 14,069,127 | 0.56% | 2,195 |
| 2015 | 2,777,127 | 185,937 | 16,401,948 | 0.65% | 2,534 |
| 2016 | 2,605,000 | 125,825 | 21,081,343 | 0.84% | 3,241 |
| 2017 | 2,465,000 | 63,864 | 22,995,457 | 0.92% | 3,603 |
| 2018 | 2,320,000 | - | 21,673,641 | 0.86% | 3,314 |

**Source:** Town of Avon Finance Department

# TOWN OF AVON, COLORADO

## DIRECT AND OVERLAPPING GOVERNMENTAL ACTIVITIES DEBT
## DECEMBER 31, 2018

| Government Unit | Debt Outstanding | Estimated Percentage Applicable [a] | Estimated Share of Overlapping Debt |
|---|---|---|---|
| **Debt Repaid With Property Taxes** | | | |
| Confluence Metropolitan District | $ 21,875,000 | 100.00% | $ 21,875,000 |
| Eagle County School District RE-50J | 269,781,446 | 7.54% | 20,344,432 |
| Eagle River Fire Protection District | 22,800,000 | 21.85% | 4,980,774 |
| **Other Debt** | | | |
| Eagle County | 13,145,000 | 7.54% | 991,275 |
| Traer Creek Metropolitan District | 31,125,000 | 100.00% | 31,125,000 |
| **Subtotal - Overlapping debt** | | | 79,316,480 |
| **Town of Avon Direct Debt** | | | - |
| **Total Direct and Overlapping Debt** | | | $ 79,316,480 |

**Source:** Various Governmental Entities, Eagle County Finance Department

**Note:** Overlapping governments are those that coincide, at least in part, with the geographic boundaries of the Town. This schedule estimates the portion of the outstanding debt of those overlapping governments that is borne by the residents and businesses of Avon. This process recognizes that, when considering the Town's ability to issue and repay long-term debt, the entire debt burden borne by the residents and businesses should be taken into account. However, this does not imply that every taxpayer is a resident, and therefore responsible for repaying the debt of each overlapping government.

[a] The basic approach to estimating the applicable percentage of overlapping debt was to divide the assessed value of the portion overlapping the Town to the total assessed value of the overlapping entity.

# TOWN OF AVON, COLORADO

## RATIO OF GENERAL BONDED DEBT OUTSTANDING AND LEGAL DEBT MARGIN LAST TEN FISCAL YEARS

| | Fiscal Year | | | |
|---|---|---|---|---|
| | 2009 | 2010 | 2011 | 2012 |
| General Bonded Debt Outstanding | | | | |
| General Obligation Bonds | $ 3,215,000 | $ 2,805,000 | $ 2,380,000 | $ 2,380,000 |
| Actual Taxable Property Value | 1,880,466,430 | 2,125,079,840 | 2,127,634,050 | 1,566,445,080 |
| Net Assessed Value | 226,144,240 | 245,913,790 | 245,052,050 | 183,072,890 |
| Percentage of General Bonded Debt Outstanding to Actual Taxable Property Value | 0.17% | 0.13% | 0.11% | 0.15% |
| Town of Avon Population | 6,720 | 6,447 | 7,085 | 6,393 |
| Per Capita | $ 478 | $ 435 | $ 336 | $ 372 |
| Legal Debt Limit | $ 56,536,060 | $ 61,478,448 | $ 61,263,013 | $ 45,768,223 |
| Total Debt Applicable to Limit | (3,215,000) | (2,805,000) | (2,380,000) | (2,380,000) |
| Legal Debt Margin | $ 53,321,060 | $ 58,673,448 | $ 58,883,013 | $ 43,388,223 |
| Total Debt Applicable to the Limit as a Percentage of Legal Debt Limit | 5.69% | 4.56% | 3.88% | 5.20% |

**Source:** Eagle County Assessor's Office, State of Colorado Division of Local Governments

| | Fiscal Year | | | | | |
|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
| | $ 1,480,000 | $ 1,005,000 | $ 515,000 | $ - | $ - | $ - |
| | 1,564,516,920 | 1,406,594,920 | 1,417,405,720 | 1,806,178,690 | 1,825,187,770 | 2,104,646,220 |
| | 180,420,250 | 166,734,780 | 166,437,590 | 194,585,530 | 193,982,580 | 204,903,930 |
| | 0.09% | 0.07% | 0.04% | 0.00% | 0.00% | 0.00% |
| | 6,388 | 6,410 | 6,472 | 6,505 | 6,383 | 6,541 |
| | $ 232 | $ 157 | $ 80 | $ - | $ - | $ - |
| | $ 45,105,062 | $ 41,683,695 | $ 41,609,398 | $ 48,646,382 | $ 48,495,645 | $ 51,225,982 |
| | (1,480,000) | (1,005,000) | (515,000) | - | - | - |
| | $ 43,625,062 | $ 40,678,695 | $ 41,094,398 | $ 48,646,382 | $ 48,495,645 | $ 51,225,982 |
| | 3.28% | 2.41% | 1.24% | 0.00% | 0.00% | 0.00% |

# TOWN OF AVON, COLORADO

## DEMOGRAPHIC AND ECONOMIC STATISTICS
## LAST TEN FISCAL YEARS

| Year | Town of Avon Population | Eagle County Population | Eagle County Personal Income (In $1,000's) | Eagle County Per Capita Personal Income | Eagle County Median Age | Eagle County RE-50J School Enrollment | Denver / Boulder Consumer Price Index | Eagle County Unemployment Rate |
|---|---|---|---|---|---|---|---|---|
| 2009 | 6,720 | 55,269 | $ 2,511,100 | $ 45,430 | 36.30 | 6,249 | 208.5 | 7.30% |
| 2010 | 6,447 | 52,197 | 2,533,900 | 44,709 | 36.60 | 6,181 | 212.4 | 8.80% |
| 2011 | 7,085 | 54,212 | 2,521,062 | 48,618 | 36.30 | 6,344 | 220.3 | 8.70% |
| 2012 | 6,393 | 51,874 | 2,515,096 | 48,485 | 35.20 | 6,244 | 224.6 | 8.20% |
| 2013 | 6,388 | 53,811 | 2,005,000 | 48,750 | 36.00 | 6,549 | 230.8 | 5.20% |
| 2014 | 6,410 | 52,460 | 2,644,828 | 50,416 | 36.20 | 6,713 | 237.2 | 4.75% |
| 2015 | 6,472 | 53,605 | 3,065,540 | 57,927 | 36.50 | 6,546 | 240.0 | 2.10% |
| 2016 | 6,505 | 53,989 | 3,297,869 | 61,522 | 36.70 | 6,901 | 246.6 | 2.81% |
| 2017 | 6,383 | 52,576 | 3,486,688 | 64,581 | 35.60 | 6,959 | 254.9 | 2.22% |
| 2018 | 6,541 | 51,364 | N/A | 70,384 | 39.00 | 6,882 | 261.9 | 2.59% |

N/A - Information not available.

Information was compiled by the Demographic Section of the Colorado Division of Local Government, Bureau of Labor Statistics and U.S. Census Bureau. School Enrollment was obtained by Eagle County School District Administration Office based on June Enrollment. Per Capita Personal Income obtained from Bureau of Economic Analysis, Regional Economic Accounts.

# TOWN OF AVON, COLORADO

## PRINCIPAL EMPLOYERS
## CURRENT YEAR AND NINE YEARS AGO

| Employer | 2018 | | 2009 | |
|---|---|---|---|---|
| | Employees | Rank | Employees | Rank |
| Westin Riverfront Resort & Spa | 265 | 1 | 205 | 1 |
| Wal-Mart | 258 | 2 | 200 | 2 |
| Home Depot | 107 | 3 | 133 | 4 |
| Maya, Mexican Kitchen | 150 | 4 | NA | NA |
| City Market | 143 | 5 | 115 | 5 |
| Eagle River Water & Sanitation | 116 | 6 | 92 | 7 |
| Christie Lodge | 103 | 7 | 76 | 9 |
| Town of Avon | 92 | 8 | 104 | 6 |
| Colorado Mountain Medical - Avon | 68 | 9 | NA | NA |
| Sheraton Mountain Vista | 50 | 10 | 87 | 8 |
| Finnegan's | NA | NA | 71 | 10 |
| Restaurant Avondale | NA | NA | 140 | 3 |

**Sources:** Various Town of Avon businesses, Department of Labor

# TOWN OF AVON, COLORADO

## COMMERCIAL AND RESIDENTIAL CONSTRUCTION
## LAST TEN FISCAL YEARS

| Year | Total Permits Issued | Commercial Construction Square Footage | Commercial Construction Value | Residential Construction No. of Units | Residential Construction Value | Total Building Construction Value |
|---|---|---|---|---|---|---|
| 2009 | 91 | - | $ 725,000 | 3 | $ 8,683,371 | $ 9,408,371 |
| 2010 | 112 | 16,517 | 3,215,036 | 7 | 9,806,550 | 13,021,586 |
| 2011 | 125 | 2,210 | 922,600 | 9 | 8,412,190 | 9,334,790 |
| 2012 | 126 | 54,250 | 11,400,000 | 8 | 2,448,500 | 13,848,500 |
| 2013 | 159 | 217,293 | 27,121,876 | 12 | 9,027,760 | 36,149,636 |
| 2014 | 156 | - | 1,500,000 | 10 | 13,735,900 | 15,235,900 |
| 2015 | 153 | 114,614 | 14,336,000 | 10 | 6,970,000 | 21,306,000 |
| 2016 | 158 | 90,309 | 21,525,147 | 7 | 8,551,360 | 30,076,507 |
| 2017 | 167 | 60,043 | 29,298,052 | 6 | 18,930,069 | 48,228,121 |
| 2018 | 164 | 93,579 | 37,542,440 | 20 | 15,120,198 | 52,662,638 |

**Source:** Town of Avon Community Development Department

# TOWN OF AVON, COLORADO

## FULL-TIME EQUIVALENT EMPLOYEES BY FUNCTION/PROGRAM
## LAST TEN FISCAL YEARS

| | Full-time Equivalent Employees as of December 31 | | | | |
|---|---|---|---|---|---|
| | 2009 | 2010 | 2011 | 2012 | 2013 |
| General Government | | | | | |
| Administration | 3.75 | 3.75 | 3.75 | 2.75 | 3.75 |
| Human Resources | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Finance | 7.00 | 8.00 | 8.00 | 8.00 | 8.00 |
| Nondepartmental | 6.00 | 5.00 | 3.00 | 1.00 | 1.00 |
| Community Development | 7.75 | 7.75 | 6.00 | 5.00 | 4.00 |
| Police | 22.00 | 22.00 | 20.00 | 20.00 | 20.00 |
| Public Works: | | | | | |
| Engineering | 3.00 | 3.00 | 3.00 | 2.00 | 2.00 |
| Buildings and Facilities | 4.00 | 3.75 | 2.75 | 2.75 | 3.00 |
| Roads and Bridges, Parks | 17.00 | 16.25 | 16.25 | 15.25 | 16.00 |
| Transportation | 8.00 | 4.50 | 4.35 | 4.35 | 4.00 |
| Fleet Maintenance | 13.10 | 13.10 | 9.25 | 7.25 | 8.00 |
| Recreation | 8.00 | 7.00 | 8.00 | 9.00 | 6.00 |
| Total | 101.60 | 96.10 | 86.35 | 79.35 | 77.75 |

| | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|---|---|---|---|---|
| General Government | | | | | |
| Administration | 4.75 | 4.75 | 4.60 | 4.60 | 4.60 |
| Human Resources | 2.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Finance | 8.00 | 8.00 | 8.00 | 8.00 | 9.00 |
| Nondepartmental | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Community Development | 4.00 | 4.00 | 4.00 | 5.00 | 6.00 |
| Police | 20.00 | 20.00 | 20.40 | 20.40 | 20.40 |
| Public Works: | | | | | |
| Engineering | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Buildings and Facilities | 3.00 | 4.00 | 4.00 | 5.00 | 5.00 |
| Roads and Bridges, Parks | 14.00 | 14.00 | 15.00 | 16.00 | 15.00 |
| Transportation | 4.00 | 6.00 | 6.00 | 6.00 | 6.00 |
| Fleet Maintenance | 8.00 | 8.00 | 8.00 | 8.00 | 8.00 |
| Recreation | 7.00 | 9.00 | 9.00 | 10.00 | 10.00 |
| Total | 77.75 | 83.75 | 85.00 | 89.00 | 90.00 |

**Source:** Town of Avon Budget

# TOWN OF AVON, COLORADO

## OPERATING INDICATORS BY FUNCTION/PROGRAM
## LAST TEN FISCAL YEARS

| | Fiscal Year | | | |
|---|---|---|---|---|
| | 2009 | 2010 | 2011 | 2012 |
| **Town of Avon Facilities and Services:** | | | | |
| Miles of Streets | 23.73 | 23.73 | 23.73 | 23.73 |
| Number of Street Lights | 433 | 454 | 632 | 632 |
| **Culture and Recreation:** | | | | |
| Miles of Bike/Pedestrian Paths | 5.60 | 5.60 | 8.75 | 8.75 |
| Miles of dirt, singletrack trails | 0.00 | 0.00 | 0.00 | 0.00 |
| Parks / Lakes | 5/1 | 5/1 | 5/1 | 5/1 |
| Park Acreage | 672 | 672 | 672 | 672 |
| Tennis/Volleyball /Basketball Courts/Pickleball Courts | 4 / 3 / 3 | 4 / 3 / 3 | 4 / 2 / 3 | 4 / 2 / 3 |
| Recreation Centers | 1 | 1 | 1 | 1 |
| Softball / Soccer Fields | 1 / 2 | 1 / 2 | 1 / 2 | 1 / 2 |
| Playgrounds | 4 | 4 | 4 | 4 |
| Performance Art Pavilion | | | | |
| **Police Protection:** | | | | |
| Number of Stations | 1 | 1 | 1 | 1 |
| Number of Police Personnel and Officers | 21 | 20 | 18 | 20 |
| Number of Patrol Units | 13 | 15 | 15 | 16 |
| Number of Law Violations: | | | | |
| General Ordinance Violations | 168 | 157 | 218 | 396 |
| Traffic Violations | 287 | 831 | 1,204 | 495 |
| Parking Violations | 13 | 379 | 285 | 110 |
| | | | | |
| **Facilities and Services Not Included in the Reporting Entity:** | | | | |
| **Libraries:** | | | | |
| Number of Libraries / Volumes | 1 / 79,560 | 1 / 80,054 | 1 / 83,008 | 1 / 82,193 |
| **Water System:** | | | | |
| Miles of Water Mains | 24.99 | 24.99 | 24.99 | 24.99 |
| Number of Service Connections | 3,787 | 3,802 | 3,799 | 3,814 |
| Daily Average Consumption in Gallons | 687,693 | 672,789 | 687,099 | 589,567 |
| Maximum Daily Capacity of Plant in Gallons | 10MGD | 10MGD | 10MGD | 10MGD |
| **Sanitary Sewer System:** | | | | |
| Miles of Sanitary Sewers | 33.44 | 33.44 | 33.44 | 33.44 |
| Number of Treatment Plants | 1 | 1 | 1 | 1 |
| Number of Service Connections | 3,913 | 3,916 | 3,933 | 3,953 |
| Maximum Daily Capacity of Treatment Plant in Gallons | 4.3MGD | 4.3MGD | 4.3MGD | 4.3MGD |
| **Education:** | | | | |
| Number of Elementary Schools / Instructors | 1 / 23 | 1 / 23 | 1 / 23 | 1 / 23 |
| **Fire Protection:** | | | | |
| Number of Stations | 9 | 9 | 9 | 8 |
| Number of Fire Personnel and Officers | 47 | 56 | 55 | 55 |
| Number of Calls Answered | 2,262 | 2,167 | 2,198 | 2,089 |
| Number of Inspections Conducted | 397 | 141 | 166 | 190 |

| | Fiscal Year | | | | | |
|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
| | 23.73 | 23.73 | 23.73 | 23.73 | 23.73 | 23.73 |
| | 632 | 613 | 619 | 634 | 646 | 646 |
| | 8.75 | 8.82 | 8.82 | 9.32 | 9.32 | 9.36 |
| | 0.00 | 11.00 | 11.00 | 11.00 | 11.00 | 11.00 |
| | 5/1 | 5/1 | 5/1 | 5/1 | 5/2 | 5/2 |
| | 672 | 672 | 672 | 672 | 672 | 672 |
| | 4 / 2 / 3 / 2 | 4 / 2 / 3 / 2 | 4 / 2 / 3 / 2 | 4 / 2 / 3 / 2 | 4 / 2 / 3 / 2 | 4 / 2 / 3 / 2 |
| | 1 | 1 | 1 | 1 | 1 | 1 |
| | 1 / 2 | 1 / 2 | 1 / 2 | 1 / 2 | 1 / 2 | 1 / 2 |
| | 4 | 4 | 4 | 4 | 4 | 4 |
| | | 1 | 1 | 1 | 1 | 1 |
| | 1 | 1 | 1 | 1 | 1 | 1 |
| | 20 | 20 | 21 | 23 | 23 | 23 |
| | 16 | 16 | 15 | 15 | 15 | 15 |
| | 207 | 438 | 384 | 419 | 91 | 118 |
| | 285 | 372 | 314 | 543 | 446 | 142 |
| | 165 | 366 | 282 | 234 | 147 | 59 |
| | 1 / 79,405 | 1 / 80,239 | 1 / 79,226 | 1 / 77,490 | 1 / 78,779 | 1 / 77,137 |
| | 24.99 | 24.99 | 24.99 | 24.99 | 24.99 | 24.99 |
| | 3,831 | 3,897 | 3,917 | 3,917 | 3,980 | 3,980 |
| | 675,728 | 706,833 | 706,833 | 709,478 | 712,521 | 718,731 |
| | 10MGD | 10MGD | 10MGD | 10MGD | 10MGD | 10MGD |
| | 33.44 | 33.44 | 33.44 | 33.44 | 33.44 | 33.44 |
| | 1 | 1 | 1 | 1 | 1 | 1 |
| | 3,969 | 4,038 | 4,086 | 4,086 | 4,118 | 4,118 |
| | 4.3MGD | 4.3MGD | 4.3MGD | 4.3MGD | 4.3MGD | 4.3MGD |
| | 1 / 27 | 1 / 25 | 1 / 27 | 1 / 47 | 1 / 62 | 1 / 44 |
| | 5 | 5 | 5 | 6 | 6 | 5 |
| | 66 | 64 | 67 | 68 | 68 | 70 |
| | 2,244 | 2,357 | 636 | 670 | 644 | 554 |
| | 154 | 154 | 122 | 175 | 179 | 166 |

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