

**TOWN OF AVON, COLORADO**  
**AVON WORK SESSION MEETING FOR TUESDAY JUNE 12, 2012**  
**MEETING BEGINS AT 3 PM**  
AVON TOWN HALL, ONE LAKE STREET



**PRESIDING OFFICIALS**

<b>MAYOR</b>	<b>RICH CARROLL</b>
<b>MAYOR PRO TEM</b>	<b>KRISTI FERRARO</b>
<b>COUNCILORS</b>	<b>DAVE DANTAS, CHRIS EVANS, TODD GOULDING</b> <b>AMY PHILLIPS, ALBERT "BUZ" REYNOLDS, JR.</b>

**TOWN STAFF**

<b>TOWN ATTORNEY: ERIC HEIL</b>	<b>INTERIM TOWN MANAGER: PATTY MCKENNY</b>	<b>DEPUTY TOWN CLERK: CATHERINE MYTHEN</b>
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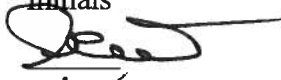

ALL WORK SESSION MEETINGS ARE OPEN TO THE PUBLIC EXCEPT EXECUTIVE SESSIONS  
COMMENTS FROM THE PUBLIC ARE WELCOME; PLEASE TELL THE MAYOR YOU WOULD LIKE TO SPEAK UNDER NO. 2 BELOW  
ESTIMATED TIMES ARE SHOWN FOR INFORMATIONAL PURPOSES ONLY, SUBJECT TO CHANGE WITHOUT NOTICE  
PLEASE VIEW AVON'S WEBSITE, [HTTP://WWW.AVON.ORG](http://www.avon.org), FOR MEETING AGENDAS AND MEETING MATERIALS  
AGENDAS ARE POSTED AT AVON TOWN HALL AND RECREATION CENTER, ALPINE BANK, AND AVON LIBRARY  
THE AVON TOWN COUNCIL MEETS ON THE SECOND AND FOURTH TUESDAYS OF EVERY MONTH

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|--------------------------|--|
| <b>3:00 PM – 4:45 PM</b> | <b>1. EXECUTIVE SESSION</b> <ul style="list-style-type: none"><li>a. Meet with Town Attorney for the purpose of receiving legal advice to specific legal questions pursuant to Colorado Revised Statute §24-6-402(4)(b) and determining positions relative to matters that may be subject to negotiations; developing strategy for negotiations; and instructing negotiators pursuant to Colorado Revised Statute §24-6-402(4)(e) related to the Consolidated, Amended and Restated Annexation and Development Agreement for the Village at Avon</li><li>b. Meet with Town Attorney for the purpose of discussing the purchase, acquisition, lease, transfer, or sale of a real property interest pursuant to Colorado Revised Statute §24-6-402(4)(a), for the purpose of receiving legal advice to specific legal questions pursuant to Colorado Revised Statute §24-6-402(4)(b), determining positions relative to matters that may be subject to negotiations, developing strategy for negotiations; and instructing negotiators pursuant to Colorado Revised Statute §24-6-402(4)(e) related to a deed restricted unit at Chapel Square</li></ul> |
| <b>4:45 PM</b>           | <b>2. INQUIRY OF THE PUBLIC FOR COMMENT AND APPROVAL OF AGENDA</b>   |
| <b>4:45 PM – 5:15 PM</b> | <b>3. BUDGET 2013</b> <ul style="list-style-type: none"><li>a. Paperless Council Packets Review (<i>Cindy Kershaw, Information Technology Administrator</i>) Review information about the options, costs, pros and cons of paperless council packets</li><li>b. Town Council Discussion of 2011 / 2012 Council Priorities (<i>Rich Carroll, Mayor</i>) Review priorities identified last year for 2011 / 2012; review budget calendar and schedule time to discuss 2013 budget objectives</li></ul>  |
| <b>5:15 PM</b>           | <b>4. ADJOURNMENT</b>  |

# Memo

**To:** Honorable Mayor and Town Council  
**Thru:** Patty McKenny, Interim Town Manager  
**Thru:** Scott Wright, Finance Director  
**From:** Cindy Kershaw, IT Administrator  
**Date:** June 5, 2012  
**Re:** Paperless Council Packets

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Initials  
  


## Summary:

Paper council packets are generated for each Town Council meeting. An analysis of the cost to generate the printed packets for all meetings in 2011 is being compared to the cost of buying equipment for the Town Council and using paperless packets. This would allow the Town to generate a small number of printed packets for the public and have the Town Council and staff use the electronic packet.

## Background:

For 2011, 12 paper copies of the Town Council packets were generated for each of the following: the Work Session meeting, the Regular meeting, the Liquor Board meeting and the URA meetings. An electronic version of the same packets were also generated at the same time and placed on the Town of Avon website for public access in the form of a PDF file. Generating the printed paper packets takes a lot of labor and consumables costs.

## Discussion:

There are many options available to provide the Town Council with electronic devices to work with electronic Town Council packets. Desktops in the council room would allow Council members to have access to the packet, as would laptop computers, or iPads. The cost of each option is outlined below.

Not all of our staff members who attend Town Council meetings have a device provided to them from the Town for business use, so the calculations below account for 12 total devices, 7 for Town Council members, 4 devices for staff and 1 additional device for IT staff for testing and support purposes.

The Town currently has an investment in the Laserfiche document management application that needs to be investigated as a possible means to generating the electronic packet as well as providing a method of secure delivery of the information to the Council. Another option is to generate the electronic version of the packet as a text searchable PDF file. When the packet is a text searchable PDF file, the user can then annotate and make notes or add sticky notes to their version of the packet that would reside on their device. The tools necessary to provide

that annotation functionality are purchased for the iPad. For the laptop or desktop option, there are free tools that will allow that functionality. If the Laserfiche system is used, it also provides the same annotation ability built in.

**Financial Implications:**

This equipment has not currently been budgeted for in the 2012 budget.

Total cost to generate paper Town Council packets for 2011 – 3,090 pages:

<b>Paper &amp; Consumables</b>	<b>Labor</b>	<b>Total</b>
5,089.38	5,308.80	10,398.18

Labor cost is \$252.80 per packet – 21 packets in 2011.

**Option 1 – iPad:**

7 iPads for Town Council, 5 iPads for staff & software for each:  
(Software is iAnnotate, Documents to Go)

<b>Equipment</b>	<b>Quantity</b>	<b>Cost Each</b>	<b>Total</b>
iPad Wi-Fi & 4G	12	629.00	7,548.00
Software	12	30.00	360.00
<b>TOTAL</b>			7,908.00

**Option 2 – Laptops:**

7 laptops for Town Council, 5 laptops for staff:

<b>Equipment</b>	<b>Quantity</b>	<b>Cost Each</b>	<b>Total</b>
Laptop	12	900.00	10,800.00
<b>TOTAL</b>			10,800.00

**Option 3 – Desktops:**

7 desktops in Council room, 5 laptops for staff:

<b>Equipment</b>	<b>Quantity</b>	<b>Cost Each</b>	<b>Total</b>
Desktop	7	1,100.00	7,700.00
Laptop	5	900.00	4,500.00
Room Setup	1	350.00	350.00
<b>TOTAL</b>			12,550.00

If Laserfiche becomes the packet creation and secure delivery option, there is an additional \$9,600 in software costs to upgrade Laserfiche for web access. This upgrade will benefit other departments long term by opening up Laserfiche to the public for other departments as well. Additional upgrades for Agenda Manager and Avante version upgrades would be required as we move forward in later years to optimize Laserfiche for all meetings, Planning & Zoning and Town Council.

A web server for web access will also be necessary at an additional cost of \$12,000. This web server can also be used by other departments over the long term to provide web access to other applications like GIS. We could fill the need short term by using older hardware, and then implement a permanent solution through budget.

Cost to provide 3 printed packets available for the public during Town Council meetings would be approximately \$13.75 in paper and consumables assuming an average of 100 pages per packet. The labor costs for each packet would still be about ½ of what they were for the printed packets at \$126.40. That would make the total cost of the electronic packet and 3 printed packets be about \$168.40 for a 100 page packet.

We anticipate needing to staff the Town Council meetings with an IT staff member to ensure that Town Council members and staff have access to the packet and can work effectively during the meeting with the electronic packet. This may offset the initial labor cost savings mentioned above. There will be a need for some training time as well for both Town Council members and staff.

There would be additional costs associated with purchasing devices for the Planning and Zoning Commission to allow them to become paperless as well.

Where are other local governments at?

Town of Vail has purchased iPads for the Town Council and department heads. They have an agenda management system in place that allows them to generate the packet and deliver it to the iPads. They have hired a 30 hour per week contract IT employee who supports the Town Council and Information Office.

Eagle County is planning to discuss and research options this year. They have a few iPads and Android tablet devices that they are evaluating in the IT department, but their packets are currently still paper.

Town of Breckenridge distributed 19 laptops to Council and Planning Commission. They decided on laptops over iPads or tablets or mini notebooks due to the Windows standard for their IT staff support and larger screen size for easier reading.

Device Comparisons:

<b>Feature</b>	<b>Desktop</b>	<b>Laptop</b>	<b>iPad</b>
Portability	n/a	Yes	Yes
Screen Size	17" – 19"	14" – 15.6"	9.5" x 7.3"
Weight	n/a	5 – 6 pounds	1.5 pounds
Battery Life	n/a	6 – 6.5 hours	10 hours
Network	Ethernet	Wi-Fi & Ethernet	Wi-Fi & Cellular
Windows Standard	Yes	Yes	No
Inputs	Keyboard & mouse	Keyboard & mouse	Keyboard & touch screen

**Next steps:**

- Upgrade of our existing Laserfiche system to version 8.3 for testing. If this becomes our solution of choice, then an upgrade to the Avante version of Laserfiche and web access for online remote access would be necessary as outlined in the costs above.
- Testing with Catherine on existing packets to identify work flows that will need to be modified to allow for efficient generation of the packet electronically.
- A policy would need to be generated if devices are to be purchased by the Town and taken offsite to be used by Council members.
- Security concerns –
  - How do we deliver the packet with confidential data in a secure fashion?
  - How do we secure devices if they are taken off site?
- What are the best tools for the Council members to use – annotation of PDF files or access of files through Town’s Laserfiche system and make notes and annotations?
- Testing, testing. It is important we find the appropriate balance between security, ease of access to the information and ease of use for the Council member to be efficient at meetings.
- Do we support personal devices owned by Council & P&Z members?

**Recommendation:**

Following our testing efforts, we would like to update Council in September as part of the General Government & Finance presentations.

**Town Manager Comments:**



# Memo

**To: Honorable Mayor and Town Council**  
**From: Patty McKenny, Interim Town Manager**  
**Date: June 7, 2012**  
**Re: Budget 2013 Items**

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## Summary:

Please find attached the following items for review and discussion at Tuesday's meeting.

- ✓ Town Council Summary of Priorities 2011 / 2012
- ✓ 2013 Budget Calendar

Please note there was some interest in providing the Council an opportunity to discuss budget objectives for 2013 at a work session. The Budget Calendar is provided as a reminder of the budget topics that will be discussed at future work sessions. In light of the current agenda workload activity related to the Village at Avon, it is suggested that this discussion may be best placed on a work session agenda for August 14<sup>th</sup>. The council priorities established last year is included in an effort to help frame the conversation.

Please note the June 26<sup>th</sup> work session includes a presentation on "Personnel and Benefits". The outline for this discussion is included below. If there are topics not included in this outline that you would like to discuss, please let us know at this time.

- A. Recruitment and Retention Analysis
- B. Compensation
  - ✓ Regional Salary Comparisons
  - ✓ Review Target Communities & Salary Ranges
  - ✓ Review Personnel Cost Savings Measures Implemented
  - ✓ Review Reinstatement of Compensation with review of costs & resources
- C. Healthcare Overview
  - Current Plan and Future Direction (2 Tiered Plan; HSA VS HRA)
- D. Employee Relations
  - ✓ Employee Development and Training
  - ✓ Employee Opinion Survey (Mountain States Employers Council)

**Town Council**  
**Summary of Priorities: 2011 - 2012**

**Attachment B**

NO.	CATEGORIES	Rich	Kristi	Dave	Chris	Todd	Amy	Buz	Total
	# responses	7	7	10	6	7	6	10	
<b>1</b>	<b>ECON DEV</b>								
	relations	1	1			1		1	4
	brand awareness					1			1
	special events	1		1		1		1	4
	2015	1	1					1	3
	Main Street	1		1	1			1	4
	stage			1					1
	marketing					1			1
	Attract Businesses: inc. biz town core, sales tax & transfer tax rebate, building permit discounts			1	1				2
	give local preference							1	1
									<b>21</b>
<b>2</b>	<b>COMMUNITY</b>								
	review & update plans		1					1	2
	duplexes			1					1
	EVLEX	1	1				1		3
	parking			1					1
	TM housing		1						1
	trail development/group			1					1
	affordable housing						2		2
									<b>11</b>
<b>3</b>	<b>FINANCIAL PLANS (OPS &amp; CIP)</b>								
	CIP review			1			1	1	3
	budget review			1	1			1	3
									<b>6</b>
<b>4</b>	<b>OPERATIONS</b>								
	customer service; personnel, communication, guest experience			1	3	1		1	6
	communication, guest experience					2			2
									<b>8</b>
<b>5</b>	<b>TRANSIT</b>								
	cohesive transit plan w/ BC & ECO	1							1
	improve transit quality & quantity		1						1
	swift gulch project; stabilize transit plan						2		2
	permanent funding source for skier shuttle							1	1
									<b>5</b>
<b>6</b>	<b>WATER</b>								
	water rights	1							1
	water treatment plant land		1						1
									<b>2</b>



**Town Council  
Summary of Priorities: 2011 - 2012**

**Attachment B**

	<b>TOPICS</b>	<b>Rich</b>	<b>Kristi</b>	<b>Dave</b>	<b>Chris</b>	<b>Todd</b>	<b>Amy</b>	<b>Buz</b>	<b>Total</b>
A	2015	x	x						2
B	ECON DEV			x	x			x	3
C	CIP			x			x		2
D	COMDEV		x	x				x	3
E	DUPLEXES			x					1
F	EVLEX	x	x				x		3
G	HOUSING						x		1
H	MAIN ST.	x		x	x			x	4
I	BUDGET				x			x	2
J	PARKING			x					1
K	RELATIONS	x	x			x		x	4
L	SPEC EVENTS	x		x		x		x	4
M	STAGE			x					1
N	TM HOUSING		x						1
O	TOA BRAND					x			1
P	TRAILS			x					1
Q	TRANSIT	x	x				x	x	4
R	WATER	x							1
S	WATER PLANT LAND		x						1
T	PERSONNEL			x	x			x	3

**Town Council**  
**Summary of Priorities: 2011 - 2012**

<i>topics</i>	<i>descriptions</i>
<b><u>RICH CARROLL</u></b>	
COMMUNITY	Successful Completion of EVLEX so that West Avon Parcel is permanently dedicated as Open Space. At a minimum West Avon
ECON DEV	Lay the groundwork for a Successful 2015 which includes:
ECON DEV	a. Spruce up of Main St. area with "excess" URA Funds
ECON DEV	c. Improve relationship with BC, this should occur irrespective of 2015; Continue active involvement in 2015 planning
ECON DEV	Addition of 2 more Turn key Special events by 2013
TRANSIT	b. Address transit issues locally & more globally with BC/Vail/ECO
TRANSIT	Improve the Guest Experience to Avon & BC through a more cohesive Transit Plan working with BC & ECO as required. This will most likely entail increased funding to some level
WATER	Increase in Towns portfolio of water, SFE's
<b><u>KRISTI FERRARO</u></b>	
COMMUNITY	Revise Comp Plan, West and East Town Center Plans to be consistent with our new land use code.
COMMUNITY	Actively pursue the EVLEX
COMMUNITY	Consider buying a house for town manager or investing in other affordable housing with our housing fund while prices are low.
ECON DEV	Plan for 2015 World Championships. How can we put our best foot forward with our limited resources
ECON DEV	Improve relationship with Beaver Creek.
TRANSIT	Consider options for improving transit quantity and quality from this year. What services/personnel would have to be cut to improve transit service
WATER	Resolve the encroachment issue with UERWA
<b><u>DAVE DANTAS</u></b>	
COMMUNITY	Community Development: Com dev. to take lead on trail development, stage, finding grants, economic development programs, attracting business
COMMUNITY	Duplex Lots to Two Single Families: There are many benefits in getting away from the large duplexes
COMMUNITY	Beaver Creek: long term goal of parking lots being in TOA
COMMUNITY	Trails: Safe climbing/walking lane on Metcalf Road to connect Avon to Wildridge. Construction scheduled for 2011, in budget, Staff to take lead on establishing Avon Trail Action Group. Create a volunteer group to build and maintain existing and new trails in Avon
ECON DEV	Increase Business in Town Core: Short term sales tax rebate for new businesses in Avon for the next two years. New business will help existing businesses by improving traffic, Transfer Tax Rebate of 1% for undeveloped land or commercial space in Town
ECON DEV	Main Street: Financially Responsible Main Street with non heated streets, using Heat Recovery System heat for existing uses not inefficient outdoor heat. Use inexpensive surface materials, asphalt, concrete. Have deep utility work minimized with non heated street and asphalt. Build plazas when new development occurs. Phase project
FINANCIAL PLANS	Capital Improvement Projects: go through line items, long term cost different options, example: Stop sign replacement on Lake Street - Change to less expensive wooden stop sign , \$200, versus steel, \$5700, in Town Core.
OPERATIONS	Overall: Better customer service- open door policy, qualified staff that can make the decisions, Look at every department to see if there is waste in operations, Freeze position that are vacated, Further pay reductions may be necessary, Review Job Title policies, Department Goals
SPEC EV	Special Events: Successful Snowball. Where can the town help or direct? Ice rink on soccer field-precautions for early melt off-pumps
STAGE	Pavilion/Stage: VAG redesign at no cost to get closer to initial budget, Staff work for funding, grants, If Snowball is successful work with organizers for stage funding
<b><u>CHRIS EVANS</u></b>	
ECON DEV	Develop tools to attract new business to the Town without putting existing businesses at a disadvantage. As an example, as much as we may want to give a new business a tax break, that also gives them an unfair advantage over established businesses
ECON DEV	Develop reduced-scale plan in order to move Main Street project forward when time/funding scenarios are right. It may be some time before we can move forward with ANY scenario for Main Street, but it doesn't hurt to plan and be prepared
FINANCIAL PLANS	Develop procedures with in the Town that enable new projects to be evaluated and understood prior to proceeding with them. It seems that right now (and this could just be my own ignorance) once a budget is approved on a yearly basis, project in the budget proceed without any additional checks and approvals by council. I think in this economic climate, we need to be looking at everything a little more closely. Just because something is in the budget doesn't mean it should be done or spent

**Town Council**  
**Summary of Priorities: 2011 - 2012**

<b>topics</b>	<b>descriptions</b>
OPERATIONS	Adopt upcoming budget(s) that minimize staff layoffs. I really hope that we can find our way to a balanced budget this coming year, but my gut feeling is that we are going to have to lay off staff due to the size of the potential shortfall. It is my goal to try to minimize this by looking closely at future expenditures and deciding which is more important, staffing or spending
OPERATIONS	Continue to develop and foster an environment that is conducive to collaboration between departments, both financially and operationally. My sense right now is that there is a bit of protectionism going on. We need everyone working together and figuring out how to do more with less, not just asking for everything this will help to support a reduced budget in coming years
OPERATIONS	Re-emphasize and demonstrate that the citizens of Avon aren't here to support the Town, but rather, the Town exists to support its citizens. The tone of many recent initiatives has been rather harsh and severe and as a result, poorly received by the Town's residents, such as the Noxious Weed Program. It may be needed, but perhaps can be advanced in a more friendly manner

**TODD GOULDING**

ECON DEV	Re-establish effective relations with key partners (Beaver Creek, School Dist, Water Dist, ABA, etc) . : A "measure" may be difficult, but these relations need work and improvement regardless of an index of success
ECON DEV	Increase/improve Special Events (2015, Quizzno's, etc): Quality and quantity of special events are easily measured. Not sure of a specific goal, but we are headed in the right direction
ECON DEV	Marketing
OPERATIONS	New levels of customer service & communication & guest experience (3 Comments)
TOA BRAND	Improve the TOA Brand awareness and message We will need to create a feedback mechanism where these parties complete survey's. Just creating a survey and feedback loop is the 2011 goal

**AMY PHILLIPS**

COMMUNITY	Stabilize future of the West Avon parcel
COMMUNITY	Review and update attainable housing plan
COMMUNITY	Utilize existing Housing fund for long term attainable housing plan
FINANCIAL PLANS	Bifurcate capital improvement plan - One plan on timeline the other in conjunction with Urban Renewal Funding
TRANSIT	Swift Gulch Implementation
TRANSIT	Stabilize Transportation Plan - integrate with ECO and BCRC

**BUZ REYNOLDS**

COMMUNITY	Re-review the new land use code for items we might have overlooked. This could be done in the late spring when we slow down
ECON DEV	The economy has especially hurt the development and construction workers in our community. If we have any work available (including Swift gulch) we should give local contractors the work before contractors from out of the area. All the work on the Edwards roundabouts was giving to a contractor from the Front Range. We should set an example to keep the work local (if possible)!
ECON DEV	Review the need for Main Street as it is designed. Be able to show a return on the investment on the Avon taxpayers to develop this project. Also the original main street was going to connect east and west Avon over Avon Road. I think we should look closer at this possibility. It was ponder by councils way before me and I always thought that it had merit to join both sides of Avon that is now separated by Avon Road
ECON DEV	Improved the relationship between the Town and Vail Associates, Beaver Creek Resort, Adjacent Towns and Metro District, Eagle County Commissioners, Trear Creek and Magnus Lindholm
ECON DEV	Try to bring more events to the Town of Avon. The rec department is doing as great job in bring in sporting events we need to be creative and come up with other ideas such as wine festival, culinary competitions, antique car shows
ECON DEV	Work with the Vail Valley Foundation and try to get some kind of an event for the 2015 World Cup, This will be a great show case of the area. We should do what we can to capture exposure to showcase our Town. I believe we are being overlooked and Town of Vail and the Beaver Creek Ski area (our neighbor) are getting most of the exposures
FINANCIAL PLANS	Review the status of the Towns budget on a quarterly basis. Both the revenue and expense side to make sure we can pay our bills with the money available without losing any more employees
OPERATIONS	Review with Larry the need for 3 Assistant Town Managers. I believe that Patty, Scott and Sally all have that title. Just need to understand the reasoning behind it
TRANSIT	Find a permanent funding source for Transit outside of the Towns General fund. Connection between Avon and Beaver Creek Village is important to both our economies. We need to keep a closer connection to Beaver Creek other than the Gondola

**TOWN OF AVON  
2013  
BUDGET CALENDAR**

<b>Date</b>	<b>Description</b>	<b>Attendees and Responsible Party</b>
6/6/12	Budget kickoff meetings with staff to discuss budget process, issues and objectives.	Dept. Heads & Staff; Scott; Kelly
6/12/12	Town Council Work Session: Electronic Packets Budget Objectives Discussion	Cindy Council
6/26/12	Town Council Work Session: Personnel and Benefits Transit	Patty; Karyne Jenny
7/10/12	Town Council Work Session: Revenues Asset Management Fleet Maintenance	Scott Kelly Jenny; Dan
7/24/12	Town Council Work Session: Preliminary Draft of CIP Public Works Programs	Justin Jenny
8/14/12	Town Council Work Session: Police	Bob
8/28/12	Town Council Work Session: Final Draft of CIP Long-Range Plan Engineering and Water Fund	Justin Justin
9/11/12	Town Council Work Session: Recreation Programs Special Events and Recreation Strategic Plan	Meryl Meryl
9/25/12	Town Council Work Session: General Government/Finance Community Development	Scott; Patty Matt
9/28/12	Distribution of 2012 proposed budget to Council and staff	Kelly
10/4/12	Dress rehearsal for budget presentations- including complete powerpoint presentations	Dept. Heads
10/9/12	Budget retreat with Council. Retreat will include departmental presentations and review of comprehensive financial model.	Staff; Council
10/15/12	Notice of Public Hearing published in local newspaper	Patty
10/23/12	Public Hearing on 2012 budgets	Council
11/13/12	<i>Adoption of 2012 Operating Budget, URA Budget, CIP Budget, and Long-range plan</i>	Scott; Kelly; Council
12/11/12	Certification of mill levy to <i>County Commissioners</i>	Scott; Kelly; Council