

# **TOWN OF TELLURIDE COLORADO**



## **2019 BUDGET AND FINANCIAL PLAN**

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Telluride  
Colorado**

For the Fiscal Year Beginning

**January 1, 2018**

*Christopher P. Morill*

Executive Director



November 13, 2018

Honorable Mayor and Councilors:

The budget for fiscal year 2019 is submitted to you for final consideration and adoption. This submittal culminates a process spanning the past several weeks, commencing with a council goal-setting retreat in August. It is fitting to do so as the budget process is quite comprehensive in scope, includes multiple meetings and workshops as illustrated in the *Timeline* below, and must be concluded by December 1<sup>st</sup> in accordance with the Telluride Town Charter.

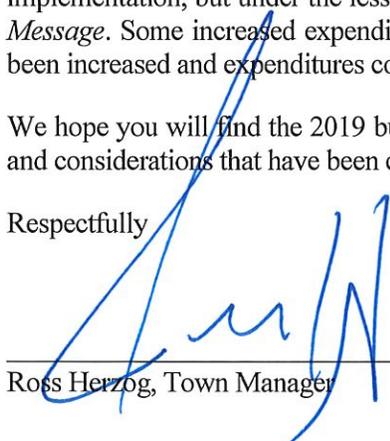
The budget documents touch on numerous topics as listed on the *Table of Contents*. In their entirety, these documents provide much information well beyond that of the fiscal status of the town. Very simply, the budget documents represent the most comprehensive articulation of the town's direction – past, present and future – compiled in a single record that is easy to read.

As an underlying theme, the town utilizes an overall conservative approach in its fiscal policies and allocation of resources, while at the same time providing an aggressive pursuit of its capital planning to address its many infrastructure needs. The two approaches are not incongruous. The town is able to operate with efficiency and within competitive labor costs while at the same time providing a high level of service and completing many important capital projects under a 'save and pay' strategy. The town's fiscal picture is consequently quite sound.

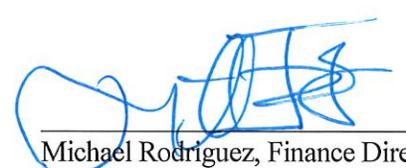
The town's Recession Plan remains applicable in fiscal year 2019 representing the ninth year of its implementation, but under the less restrictive 'minor' category discussed in more detail in the following *Budget Message*. Some increased expenditures are evident in the General Fund, but the respective fund balances have been increased and expenditures continue to be carefully evaluated across the board.

We hope you will find the 2019 budget with accompanying documents as a good reflection of the fiscal policy and considerations that have been carefully formulated by the council and this organization. Thank you.

Respectfully



\_\_\_\_\_  
Ross Herzog, Town Manager



\_\_\_\_\_  
Michael Rodriguez, Finance Director

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**RESOLUTION NO. 28**  
(Series of 2018)

**A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF TELLURIDE, COLORADO ADOPTING THE 2019 BUDGET INCLUDING THE GENERAL FUND, DEBT SERVICE FUND, RESTRICTED FUND, ENERGY MITIGATION FUND, CAPITAL IMPROVEMENT FUND, STREET, BRIDGE & ALLEY FUND, WATER FUND, SEWER FUND, SHANDOKA FUND, VIRGINIA PLACER FUND, PARKING ENTERPRISE FUND, OPEN SPACE FUND, TRANSPORTATION FUND, CONSERVATION TRUST FUND, AFFORDABLE HOUSING FUND, AIRLINE GUARANTEE FUND, AND THE FIVE YEAR CAPITAL IMPROVEMENT PLAN; AND LEVYING GENERAL, DEBT AND MUSEUM PROPERTY TAXES FOR THE YEAR 2018 TO BE COLLECTED IN 2019, TO HELP DEFRAY THE COSTS OF GOVERNMENT AND TO FUND DEBT SERVICE OBLIGATIONS OF THE TOWN OF TELLURIDE FOR THE 2019 BUDGET YEAR; AND ADOPTING THE TOWN COUNCIL 2019 GOALS AND OBJECTIVES .**

**WHEREAS**, the Town Council of the Town of Telluride has given required public notice of its intention to adopt the 2019 Budget and Five Year Capital Improvements Plan, and has conducted a public hearing thereon; and

**WHEREAS**, the Town Council has reviewed the proposed 2019 Budget in conformance with the Telluride Home Rule Charter; and

**WHEREAS**, the Town Council has established in the Budget a general government mill levy of 2.222, plus a refund/abatement levy of .371 mills; a mill levy of 2.231 mills for water debt service, a mill levy of 2.000 for affordable housing (based on preliminary election results from November, 6<sup>th</sup> 2018) and .33 mill for Telluride Historical Museum on a total assessed valuation of \$277,841,810 in accordance with the Telluride Home Rule Charter, and Article X of the Colorado State Constitution; and

**WHEREAS**, the Town Council has made provision for total estimated revenues and fund balances in an amount equal to or greater than the total proposed expenditures, and has included a reasonable provision for contingencies as set forth in the proposed 2019 Budget;

**WHEREAS**, the Town Council has established its Goals and Objectives for 2019.

**NOW THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF TELLURIDE, COLORADO as follows:**

**1. 2019 BUDGET**

The Town of Telluride 2019 Budget is hereby adopted, and the amounts specified therein are hereby appropriated as expenditures from the funds as indicated and summarized below:

<b>GENERAL FUND</b>	
Fund Balance 1/1/19	4,285,530
Revenues 2019	11,833,342
Expenditures 2019	12,587,020
Fund Balance 12/31/19	3,531,852
<b>DEBT FUND</b>	
Fund Balance 1/1/19	20,741
Revenues 2019	6,636
Expenditures 2019	27,377
Fund Balance 12/31/19	-

<b>RESTRICTED FUND</b>	
Fund Balance 1/1/19	223,155
Revenues 2019	50,782
Expenditures 2019	246,492
Fund Balance 12/31/19	27,445

<b>ENERGY MITIGATION FUND</b>	
Fund Balance 1/1/19	924,833
Revenues 2019	178,000
Expenditures 2019	53,500
Fund Balance 12/31/19	1,049,333

<b>CAPITAL IMPROVEMENT FUND</b>	
Fund Balance 1/1/19	1,933,751
Revenues 2019	4,909,287
Expenditures 2019	5,474,139
Fund Balance 12/31/19	1,368,899

<b>STREET, BRIDGE &amp; ALLEY FUND</b>	
Fund Balance 1/1/19	223,427
Revenues 2019	1,591,753
Expenditure 2019	1,815,180
Fund Balance 12/31/19	-

<b>WATER FUND</b>	
Fund Balance 1/1/19	48,511
Revenues 2019	2,650,882
Expenditure 2019	2,549,819
Fund Balance 12/31/19	149,574

<b>SEWER FUND</b>	
Fund Balance 1/1/19	1,392,753
Revenues 2019	4,177,364
Expenditure 2019	3,899,317
Fund Balance 12/31/19	1,670,800

<b>SHANDOKA FUND</b>	
Fund Balance 1/1/19	1,479,583
Revenues 2019	1,910,064
Expenditure 2019	2,229,841
Fund Balance 12/31/19	1,159,806

<b>VIRGINIA PLACER FUND</b>	
Fund Balance 1/1/19	11,890
Revenues 2019	624,516
Expenditure 2019	623,238
Fund Balance 12/31/19	13,169

<b>PARKING ENTERPRISE FUND</b>	
Fund Balance 1/1/19	334,170
Revenues 2019	779,416
Expenditure 2019	1,101,502
Fund Balance 12/31/19	12,083

<b>OPEN SPACE FUND</b>	
Fund Balance 1/1/19	4,803,281
Revenues 2019	2,490,524
Expenditure 2019	4,775,782
Fund Balance 12/31/19	2,518,023

<b>TRANSPORTATION FUND</b>	
Fund Balance 1/1/19	114,549
Revenues 2019	1,009,835
Expenditure 2019	1,124,384
Fund Balance 12/31/19	-

<b>CONSERVATION TRUST FUND</b>	
Fund Balance 1/1/19	75,139
Revenues 2019	25,038
Expenditure 2019	25,038
Fund Balance 12/31/19	75,139

<b>AFFORDABLE HOUSING FUND</b>	
Fund Balance 1/1/19	1,339,756
Revenues 2019	1,901,799
Expenditure 2019	3,241,555
Fund Balance 12/31/19	-

<b>AIRLINE GUARANTEE FUND</b>	
Fund Balance 1/1/19	-
Revenues 2019	1,445,535
Expenditure 2019	1,445,535
Fund Balance 12/31/19	-

**2. FIVE YEAR CAPITAL IMPROVEMENT PLAN**

The attached five year Capital Improvement Plan is hereby adopted.

**3. MILL LEVY**

A. That for purposes of meeting all general operating expenses of the Town of Telluride during the 2019 Budget year, there is hereby levied a tax of 2.222 mills upon each dollar of the total valuation for assessment of all taxable property within the Town of Telluride for the year 2018.

B. That for purposes of meeting debt service obligations of the Town of Telluride there is hereby levied a tax of 2.231 mills on each dollar of the total valuation for assessment of all taxable property within the Town of Telluride for the year 2018.

C. That for the purposes of supporting affordable housing needs of the Town of Telluride there is hereby levied a tax of 2.000 mills on each dollar of the total valuation of assessment of all taxable property within the Town of Telluride for the year 2019. This mill levy is based on preliminary election results from the November 6<sup>th</sup> 2018 election. The election results are anticipated to be finalized by the end of November 2018.

D. That for purposes of meeting prior year refunds and abatements of the Town of Telluride there is hereby levied a tax of 0.371 mills on each dollar of the total valuation for assessment of all taxable property within the Town of Telluride for the year 2018.

E. That for purposes of meeting the museum operating expenses as mandated by the electorate of the Town of Telluride there is hereby levied a tax of .33 mills on each dollar of the total valuation for assessment of all taxable property within the Town of Telluride for the year 2018.

F. That the Finance Director is hereby authorized and directed, consistent with timing deadlines under State law, to certify to the Board of County Commissioners of San Miguel County, Colorado, the mill levy for the Town of Telluride as hereinabove determined and set.

**4. TOWN COUNCIL GOALS AND OBJECTIVES**

The attached 2019 Town Council Goals and Objectives are hereby adopted.

RESOLVED, APPROVED AND ADOPTED BY THE TOWN COUNCIL OF THE TOWN OF TELLURIDE, COLORADO this 13<sup>th</sup> day of November 2018.

TOWN OF TELLURIDE

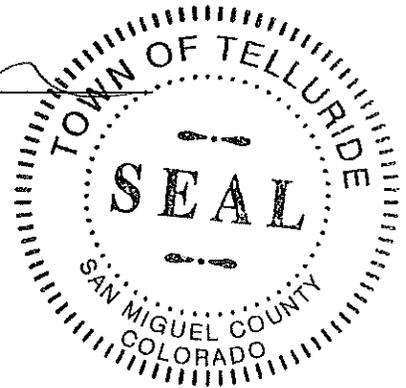
ATTEST

BY: Sean Murphy  
Sean Murphy  
Mayor

Tiffany Kavanaugh  
Tiffany Kavanaugh  
Town Clerk

Approved as to form:

Kevin Geiger  
Kevin Geiger, Town Attorney



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## OVERVIEW OF THE TOWN BUDGET

### Town Budget Defined

The Town's operating budget is the primary decision-making document by the Town of Telluride. It is the most comprehensive statement of the Town's goals and objectives, the necessary allocation of resources by which they will be met, the fiscal landscape of the Town that provides those resources, and the description of the departments within the Town organization that will be tasked with their implementation. Very simply, it is the summary of the what, how and when of the Town's priorities.

While the Town's Budget is an annual document, it does not exist in isolation. It rather represents a continuation of past fiscal policies, focusing upon present needs and constraints, all the while looking ahead to the future.

The Town Budget document contains the following components, set forth in more detail in the Table of Contents:

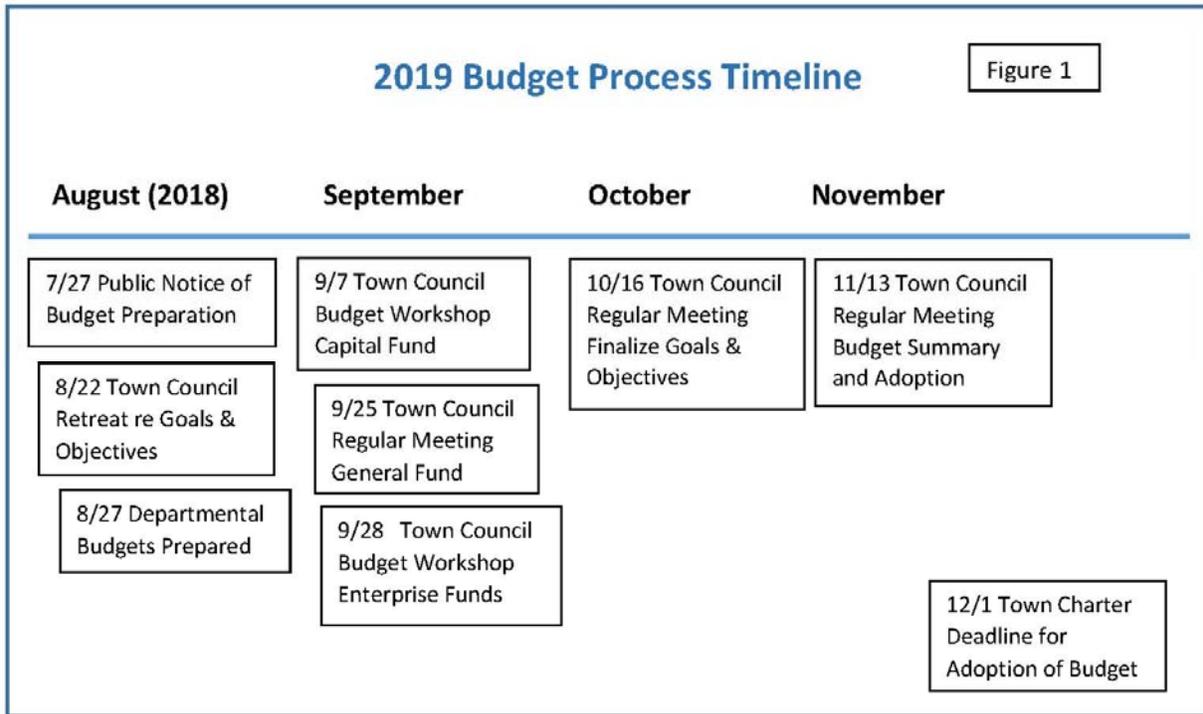
- ✓ The Transmittal Letter conveying the Budget document to the Telluride Town Council.
- ✓ An Overview of the Town Budget
- ✓ The "Budget Message" from the Town Manager offering information related to the overall financial condition of the Town, general comments regarding the major funds, short and long term economic trends and observations, some highlights related to the organization's delivery of services and capital improvements, and various recommendations which may affect future budgets.
- ✓ The 2019 Goals and Objectives.
- ✓ A Description of Town Departments and services, including summaries of 2018 accomplishments and 2019 expectations, labor costs and total expenditures.
- ✓ A Description of the Budget Funds.
- ✓ A Schedule of Outstanding Debt as of FY 2019
- ✓ A Description of the Capital Improvement Program
- ✓ A Compilation of Budget Summaries by Fund, inclusive of the Updated Five-year Capital Improvement Plan
- ✓ A Compilation of the Town's Fiscal Policies

### Budget Process and Timeline

Pursuant to the Town Charter, the fiscal year of the Town begins on January 1<sup>st</sup> and ends on December 31<sup>st</sup> of each calendar year. By August 1<sup>st</sup>, the Manager shall give public notice of budget preparation for the next fiscal year, and request that all Town departments, boards and commissions submit, within 30 days, any requests for funds under the budget to be prepared. The Manager then prepares a proposed budget for the ensuing fiscal year, for submittal to the Council no later than 45 days prior to any date required by state law for certification to the County.

The process for formulating the 2019 Budget commenced on July 27<sup>th</sup>, 2018 with the issuance of public notice. Timely submittals of requested funding by Town departments, boards and

commissions were received and staff meetings were conducted to evaluate the submittals shortly thereafter. This was followed by a three-month span involving multiple workshops and regular Council meetings, culminating in the formal adoption of the 2019 Budget on November 13<sup>th</sup> as scheduled. The resolution establishing the FY 2019 Fee Schedule was also approved at that time, as was certification of the Town mill levy for the San Miguel County Treasurer. The multiple meetings and workshops are depicted on the below Timeline.



In terms of substance, the budget process commences with a clear definition of the Town Council's Goals and Objectives – a very comprehensive and big-picture exercise that provides the template for action planning and resource allocation for the upcoming year. Some of these items are continuing in scope while others represent singular tasks to be accomplished within set periods. Status reports are regularly presented to the Town Council throughout the year.

In addition to the goal-setting meetings, the subsequent workshops and meetings involved the detailed formulation of the General Fund, the Capital Improvement Plan, and the numerous other funds as described in detail in the Budget Document that follows. Additionally, numerous community support requests were presented to the Council and projected year-end fund balances were refined with more up-to-date information.

The 2019 Town Council Goals and Objectives and the Fiscal Policies are incorporated into this Budget Document.

While the budget process is long and complex, the primary inputs into the formulation can be narrowed down to three general categories: the Council Goals and Objectives, which provide

prioritized allocation of staff and resources; the Operating component, which includes administration, general operations, contract services, community grants and environmental programs; and the Capital Improvements component, basically representing the ‘bricks and mortar’ projects involving the Town’s multiple facilities, street improvements, utility infrastructure and fleet equipment. As the below model depicts, the aggregate of these components greatly exceed the size of the budget itself. Resource constraints always fall short of meeting total demands.



Figure 2

In summary, the budget process, under the direction of the Town Manager, Finance Director, and Administrative Services Director, is an inclusive process involving many stakeholders within the organization and within the Telluride community as a whole. While at times each specific topic of discussion may appear to be somewhat disconnected, the respective components of all discussions do come together in a singular comprehensive document, as depicted in the above model. The process is not static.

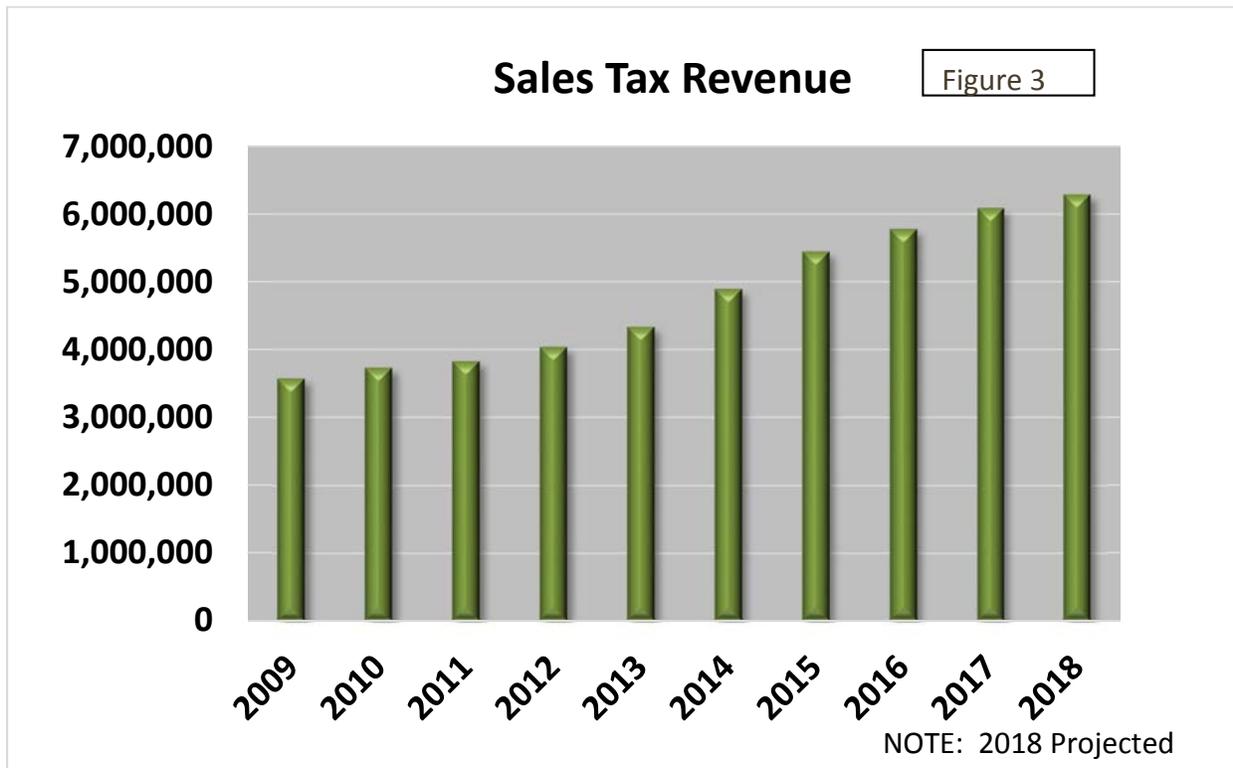
While the budget is a means to establish and monitor present revenues and expenditures, it is truly much more than that ... it is a snapshot of the present taking into account the policies and practices, while at the same time planning for the future. It is, in one complete document, the single most meaningful statement of the health of the Town.

### Major Revenues

The five major revenue sources for the Town are as follows:

#### Sales Tax:

All businesses selling products or food in the Town of Telluride pay a 4.5% sales tax. Sales tax revenues have trended upward significantly since 2009 after a discernible drop during the recession years. The Town utilizes trend analysis often during the budget process and generally uses conservative projections.



#### Fees, Licenses, & Other Charges:

This revenue source consists of rental income from Town-owned housing units, water and sewer

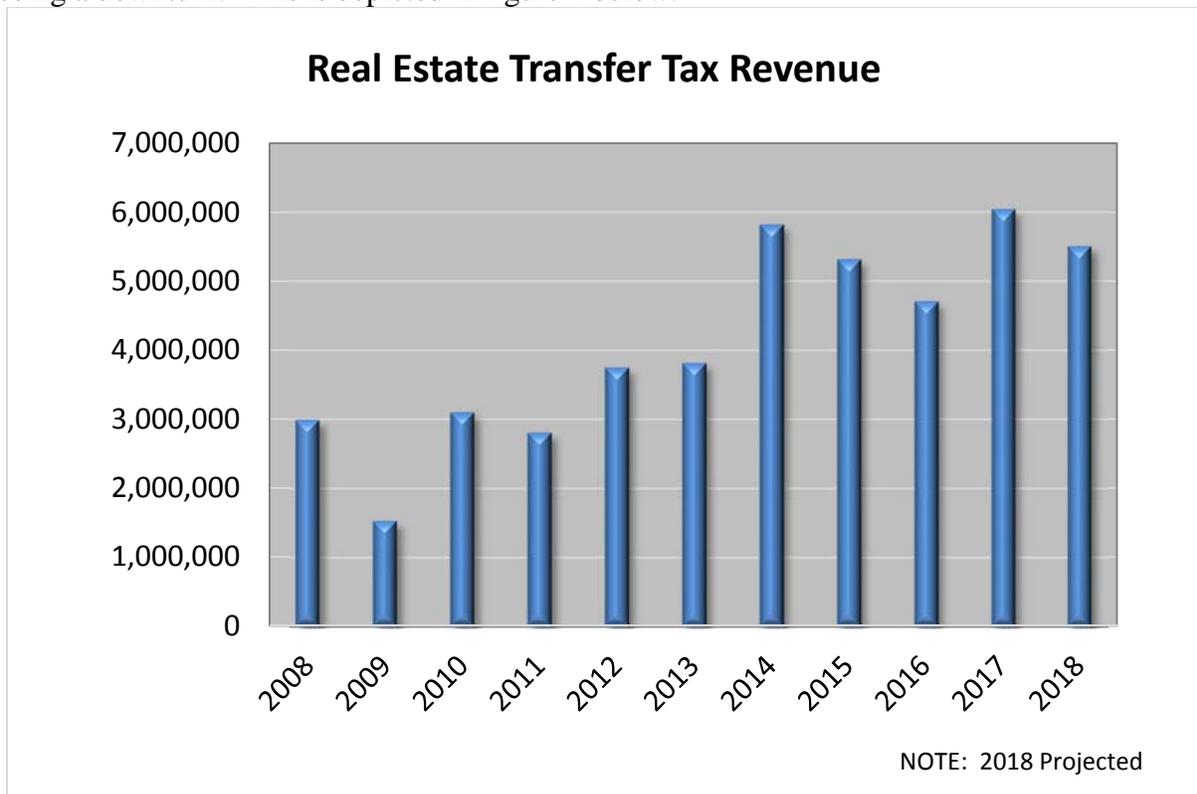
tap fees, parks and recreation fees, building fees, and business license fees. The tap fees are established by ordinance; other fees are formally adopted through annual fee schedules during the budget process.

Utilities:

This revenue source includes water and sewer rates as established by ordinance. In 2013 the Town conducted a comprehensive rate study which culminated in upward rate adjustments to cover operational costs and some capital contributions. In 2014, the first fiscal year for the incremental increases, the water rate was initially increased by 20% while the wastewater rate was initially increased by 6%. In 2015, these rates were again adjusted upward by 10% and 5% respectively. In 2018, the rate studies for both water and sewer utilities were conducted. Based on those rate studies, Town Council approved rate increases for water and sewer of 30% and 70%, respectively. The driving factor of rate increases for water are related to increased capital improvements to the upper basin water infrastructure. The waste-water (sewer) master plan conducted in 2017 identified the need to replace the existing waste-water treatment plant. The replacement and capital planning for the new waste-water facility was the dominate reason for increasing sewer rates by 70%.

Real Estate Transfer Tax:

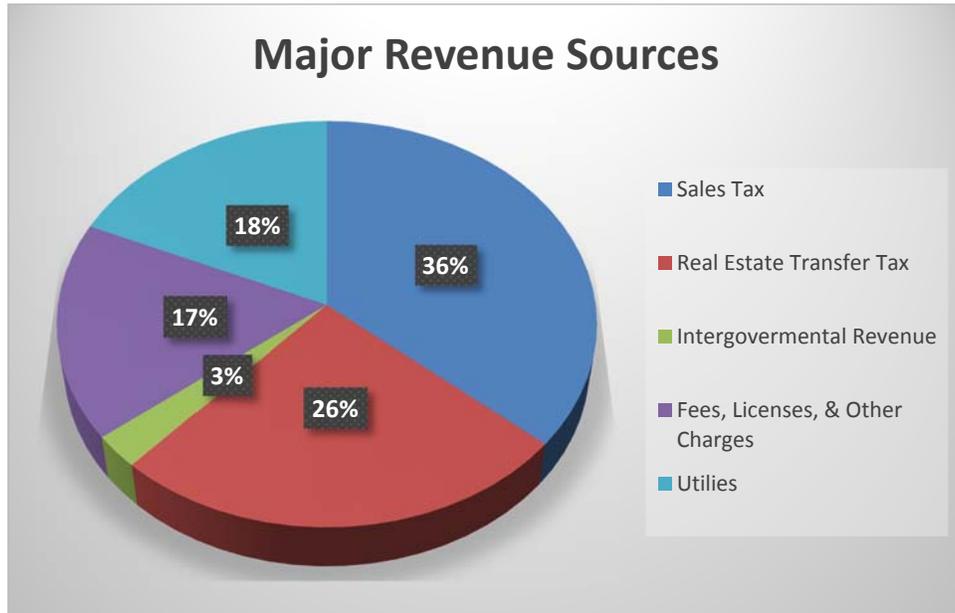
Real estate transferred within the Town of Telluride is subject to a flat 3% Real Estate Transfer Tax. While trend analysis is used to project this particular stream, there is some fluctuation and volatility to the revenue. As Figure 4 below readily depicts, this volatility was quite evident during the downturn of the recession. After a period of increased activity, revenues are again seeing a downturn. This is depicted in figure 4 below.



Intergovernmental Revenues:

This revenue item is significant and includes contributions and cost share with neighboring jurisdictions as well as grant revenues from state and federal entities.

The respective percentages of each of these five revenue sources are depicted in Figure 5 below.



## MANAGER'S BUDGET MESSAGE

### Acknowledgments

Preparing a budget document with this level of detail is a significant undertaking. I want to express my appreciation, and would specifically like to recognize everyone for their work in preparing the many facets of this document. The completion is due directly to the analysis and extraordinary efforts of the Senior Management Team and Council who contributed to the development of this budget.

The Operating and Capital budgets are about priorities. These budgets should be strategic in defining what we do, why we do it, when we do it, and how we propose to invest the resources of our taxpayers to achieve the results our community desires. While focusing on long-term priorities sometimes takes a back seat to the pressing demands placed on Town officials, it is essential to strike a balance among these competing demands. We hope this document is helpful in this regard.

### Short-term Factors Influencing 2019 Budget

Each year there are budgetary decisions that are influenced by short-term factors, events and opportunities. Decisions are made amidst changing circumstances that sometimes require a reprioritization of projects and programs, a change to service level, other budgetary considerations. For example, in the 2015 fiscal year, one event that occurred without the benefit of advance planning was the filming of the *Hateful Eight* movie. The location of the filming near the Telluride community required a significant allocation of resources at multiple levels. With specific regard to the Town of Telluride, this involved the use of two Town properties and a leasehold interest for two private properties of which the Town was a party. The event is one that saw the infusion of large capital into the region and created a substantial economic gain in terms of sales and employment.

Short-term factors that influenced the 2019 Budget include, but are not limited to, the following:

- Significant expenditures of capital include Street, Bridge & Alley Fund (\$1.815M in 2019); Parking Fund (\$1.1M); and Parks improvements (\$103K).
- With the voter-approved Regional Transportation Authority (SMART), as implemented in 2017, transfer into the Transportation Fund is estimated to be \$562K in 2019.
- Sales tax revenues are projected to increase from 2018 budget, (\$6.289M)
- Continued increased sales tax revenues have enabled an increased allocation of funds to community grants and programs.

### Significant Budgetary Items and Trends

The Town of Telluride continues to benefit from sound fiscal policies and adherence to conservative budget practices. These policies and practices have seen the Town weather some significant downturns in our local economy. With the trying economic times of the recent years

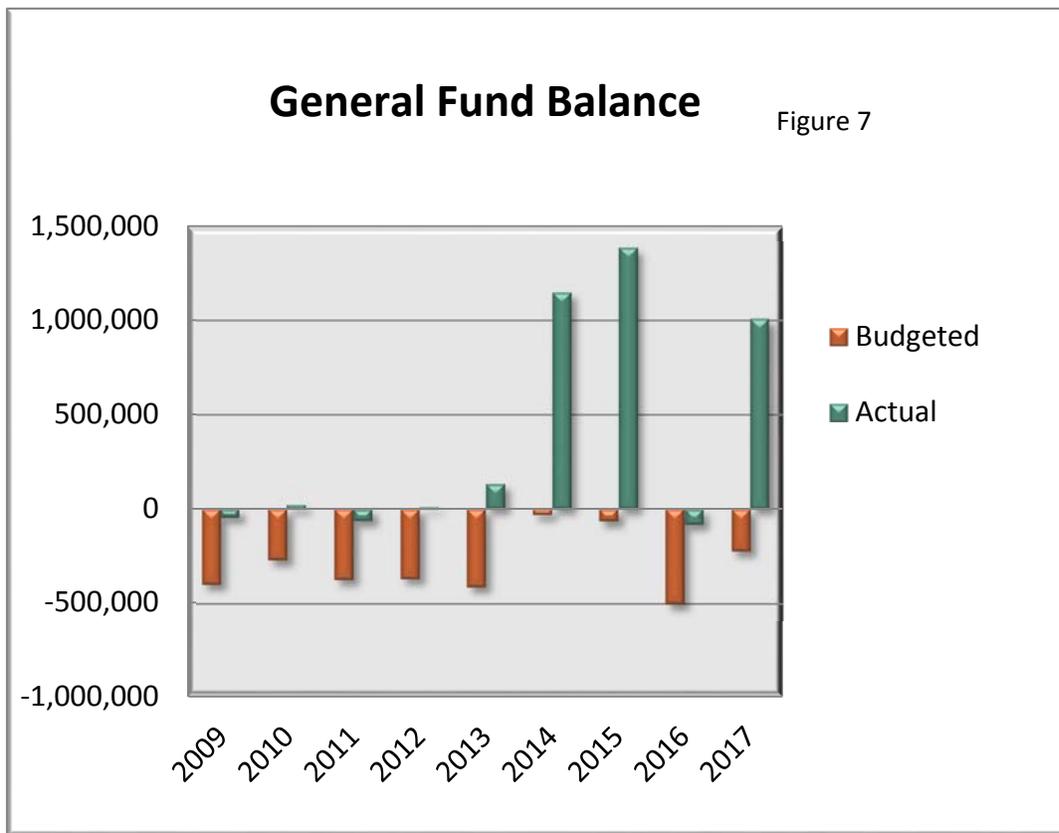
still fresh in our minds, we are now realizing the positive signs of recovery and current trends are on the upswing.

Conservative Budgeting Practices

In terms of local budget policy, the Town is staying the course with its conservative approach to budgeting. Increased sales tax revenues have enabled a revision of the Town’s fiscal policy and once again focus on budgeted reserves.

From year to year, the Town budget process is one that typically underestimates its revenues and overestimates its expenditures. As actual numbers are tabulated and audited, annual revenues typically prove to be in excess of projections, and expenditures are similarly less.

The Town’s fiscal picture is consequently quite sound, and generally more so than generally depicted within our annual budgets. To illustrate, the below graph (Figure 7) shows budgeted impacts to the General Fund balance over a nine-year period as compared to actual impacts. The fund balances have remained without significant negative impact, and in recent years have seen a significant positive impact. Notably, the gap between budgeted fund balance impact and actual impact is widening as projections remain conservative and revenues increase significantly. Coupled with the increase in targeted fund balances noted above (35% of annual expenditures), the General Fund balance remains strong and trending upward.



This trend of projecting revenues conservatively while overestimating expenditures is true with most of the Town's funds, except those that represent pass-through accountings such as the Airline Service Guaranty Fund or the Debt Service Fund. The respective funds and their interrelationships are addressed in more detail in the Budget Funds Section.

### Increasing Revenues

Revenues related to sales and use tax (General Fund) have been trending upward over the past several years. Revenues related to real estate transfer tax (Capital Fund) have been erratic, and trended downward for two years after a period of healthy growth subsequent to the recession. Figures 3 & 4 in the preceding section (depicting sales tax and real estate transfer tax revenues respectively) illustrate these trends quite visually, as do Figures 9 & 12 the following pages (depicting General Fund and Capital Fund revenues and expenditures respectively).

What is more notable is the increasing revenues during the summer season (defined as June through September). Summer revenues have outpaced that of winter ski season revenues over the past five years. This trend is likely attributed to numerous factors referenced in the previous section including a vibrant festival season; increased heritage tourism; demographic trends emphasizing more domestic travel; and increased tourism resulting from effective 'micro-targeting' efforts by the Telluride Tourism Board.

### Recession Plan

A significant budgetary item that must be noted is the Town's Recession Plan. There are multiple stages of the Recession Plan. Basically, the stages equate to anticipated reductions in available revenues (the higher stages representing more severe reductions) and the resulting measures to be taken in each situation. The following are the five stages:

1. *Minor*
2. *Moderate*
3. *Significant*
4. *Major*
5. *Crisis*

The Town implemented the fourth stage (*Major*) the last quarter of 2008 – the heart of the recession. The *Major* Phase required

*Actions aimed at major service cuts, a total hiring freeze, reducing temporary, contract, and part-time employees, deferring salary increases, further reductions in capital expenditures, and development of a reduction in force strategy.*

There was a resulting elimination of eight full-time staff positions in order to reduce work force by 15%. There were corollary cuts in services, such as reduced transit services, and large projects were curtailed. This Phase of the Plan remained unchanged for a period of four years.

With increasing revenues and with the restructuring of the two major funds (General Fund and Capital Fund) as detailed below, the Town's fiscal picture has improved significantly in recent years. In 2013 the Town Council elected to scale back the Recession Plan to 'Significant' Phase; in 2014 the Town Council reduced the level to the *Moderate* Phase, and in 2015 the Town Council reduced the Plan to the least severe stage of 'Minor', which remains in place at this time. The *Minor* Phase provides that

*An anticipated, unbudgeted, net reduction in available reserves or revenues from 1% to 9%. Under this scenario, expenditures will be reduced where reasonably possible. Most services can be maintained without reduction or public impact. Departments are responsible for monitoring budgets and reducing expenditures.*

### Staffing Needs

Related to the above, careful consideration and evaluation has been accorded to the staffing needs of the organization, which were significantly reduced and had remained frozen since the inception of the Recession Plan in the final quarter of 2008. The organization filled two needed positions in 2014. The first of these positions was the reinstatement of an in-house engineer (the position has remained vacant for the past ten years). The second was the creation of a new lab tech position related to the Pandora Water Treatment facility. In 2015, the organization saw two additional positions reinstated with the Marshal's Office – a sworn deputy position and a third code enforcement officer to oversee animal control enforcement. Staffing changes in 2016 included the addition of a full-time building inspector and the elevation of a planning technician position to that of a full-time planner.

Additionally, two full-time positions were added to the street crew within the Public Works Department to institute a 7-day per week maintenance regiment, and the addition of a "Hands Crew" to assist in sidewalk and pedestrian area snow removal, and returned to in-house transport of bio-solids within its Wastewater Utility operations. The Rental Housing Department and enterprise fund increased one additional staff person for current services and to administer the Virginia Placer housing and Boarding House operations, and the Historic Preservation Planner position elevated to Director.

Two thousand nineteen staffing needs remain consistent with 2018. However, the staffing needs of the Marshal Department may advance another deputy position near midyear.

### Fund Restructuring

While the Town operates with several funds as set forth in the Funds Section, the General Fund and Capital Fund comprise the two large funds that account for the bulk of the Town's annual budgets. The General Fund is the general operating fund of the Town where ongoing expenditures related to Town services and administrative costs are accounted. Ongoing programs, such as community grants, festivals and outreach expenditures, should be properly accounted within the General Fund. The Capital Fund is established under the Municipal Code (§4-1-20) for the purpose of (1) implementing and upgrading the Town's capital improvements as required by the Town Charter and (2) acquisition of real estate for public purposes.

In years past, many programs not necessarily of a capital improvement nature had been funded through the Capital Fund. Examples would include the community support grants and appropriations for the Airline Guarantee Program. In 2001, the Town audit revealed that such expenditures within the Capital Fund were more programmatic in nature and should be transferred into a separate fund to be funded as projects rather than improvements. These programs were subsequently expensed out of the General Fund but only through the assistance of transfers of monies from the Capital Fund. The underlying issue of reliance upon capital funding for programs was consequently not addressed.

In terms of revenues going into these respective funds, sales and use tax revenues were split between the Capital Fund and the General Fund while Real Estate Transfer Tax (RETT) revenues were allocated entirely to the Capital Fund. As noted above, various programs previously funded by the Capital Fund were covered under the General Fund through yearly transfers from the Capital Fund. The process was circuitous and complicated. Moreover, the transfer of monies from the Capital Fund toward programs, debt service and open space was disproportionately burdening the Capital Fund leaving little residual funds for actual expenditures on improvements. In 2009, the lowest revenue year for RETT revenues, almost all of the revenues in the Capital Fund were expended for inter-fund transfers.

A more simplified structure was implemented, effective January 1, 2012. Under this new structure, all unencumbered sales and use tax revenues are now funneled into the General Fund, while all RETT revenues will continue to be allocated to the Capital Fund. The need to transfer monies from the Capital Fund to the General Fund has been largely diminished, other than administrative reimbursements for capital project oversight. Both Funds now proportionately share in the open space allocation of 20%.

With regard to the Council's retained authority to make inter-fund transfers between these and other funds, should there be a need in the future, there is ample authority in place to allow for this to happen from year to year if needed, pursuant to §4-1-50 of the Municipal Code. Such action, pursuant to §10-12(D) of the Charter, is effectuated by ordinance.

Now that the restructuring has been in place for three complete fiscal years, the resulting budgeting and accounting processes have been greatly simplified. The policy shift has proven to be very beneficial. The Capital Fund is now being used for its stated intention – to fund needed capital upgrades for the Town.

#### Energy Mitigation Fund

A detailed summary of the Town's sustainability efforts has been provided annually to the Town Council. Examples of significant past projects in recent years include:

- Approximately \$218,000 was spent in 2012 toward energy mitigation projects, including the Town's investment and purchase of solar panels within the pending community solar farm being overseen by the San Miguel Power Association (SMPA);

- In 2012, approximately \$124,000 was expended on various improvements at the Shandoka complex on weatherization improvements, high efficiency boiler systems and conversion from individual electric hot water heaters to a central hot water system.
- In 2013, the Town secured the remaining funding for the Pandora Water Treatment Plant, scheduled for completion in 2014 inclusive of a micro-hydro turbine that will provide continuous alternative energy, at the initial capital cost of approximately \$600,000.
- In 2013, the Town allocated \$187,074 toward the purchase of additional solar panels in the community solar farm to offset energy consumption by Town-owned affordable housing units. Additionally, the Town allocated \$14,551 in 2014 toward the purchase of Renewable Energy Credits (RECs) related to the start-up of the Ridgway Dam Hydro Project administered by the Tri-County Water Conservancy District.
- In 2019, the Town continues to expand the installation of energy efficient lighting from the Energy Mitigation Fund.

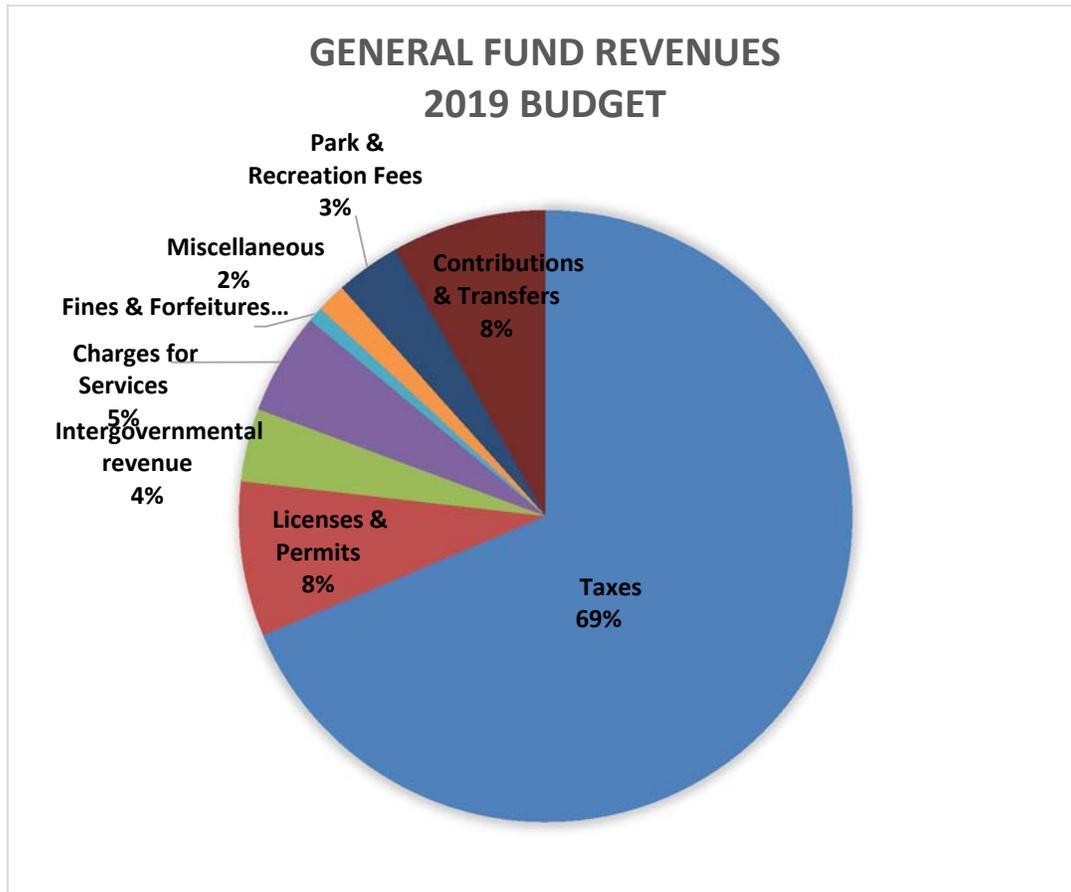
Revenues to help build the fund balance in the Energy Mitigation Fund are derived primarily from the Energy Building Code and the Telluride Energy Mitigation Program.

*Parking Enterprise Fund*

The new restricted fund was established within the 2016 Budget for public parking related revenues and expenditures. The Parking Enterprise Fund, by Council Goals and Objectives, is funded through parking pay station revenues, permit revenues and parking fine revenues. The fund will be used to aggregate reserves and eventually will serve as a funding mechanism related to enhanced parking infrastructure within the community. In 2018, the Parking Fund provided capital outlay for the SMPA Lot parking structure in the amount of \$541K.

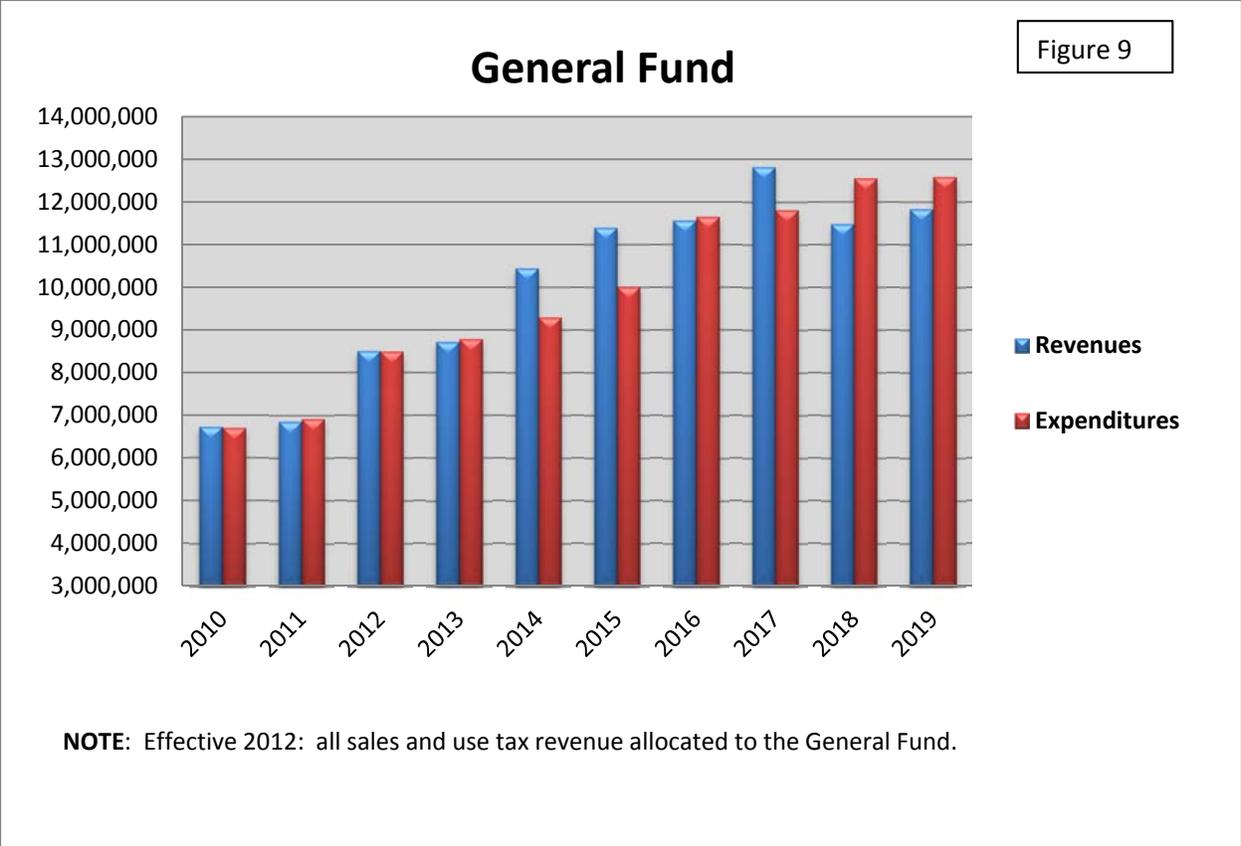
## Summary of General Fund

The General Fund is funded through many sources, with the Town's sales and use tax revenues comprising most of the revenue source. Other revenue streams include administrative transfers from the Town's enterprise funds, property tax, fees and intergovernmental funding.



As an overall comment, there is more predictability with the General Fund from one year to the next and less reliance upon fluctuating transfers to cover expenses, as was the case prior to the fund restructuring in 2012. This of course should be the case when dealing with the general operating costs of the local government ... there should be less susceptibility to the ebb and flow of economic fluctuations when dealing with the provision of necessary services and essential functions of the government.

Looking at recent trends, revenues have seen steady increases over the past five years after a decline during the recession starting in the last quarter of 2008. Figure 9 below shows eleven years of revenues and expenditures for the General Fund. Again, it is important to note that starting in FY 2012 all of the unencumbered sales and use tax revenues have been funneled into the General Fund (with 20% of these revenues being transferred into the Open Space Fund as an expenditure).



Changes in 2019

As mentioned above, the Recession Plan remains in place but has been reduced in severity to the *Minor Phase* allow for discretionary expenditures scheduled for the 2017 fiscal year. Notable expenditures in FY 2018 include the following:

- Continued implementation of employee performance-based compensation increases up to 5% (based upon performance evaluations coinciding with employee anniversary dates);
- Support of Community Arts and Special Events and Community Support (CCAASE) and the budget for 2019 increased from 2018 by 3.3% for Community Support and remained the same for Arts and Special Events. During the 2018 budget process, Town Council requested that the Commission for Community Assistance, Arts, and Special Events (CCAASE) grant process be revised for year 2019 funding to accommodate the inclusion of organizations that were funded directly by Town Council during the annual budget process. The stated goals were greater equitability among organizations and more accountability and transparency through an already established application and reporting process.

Fund Balance

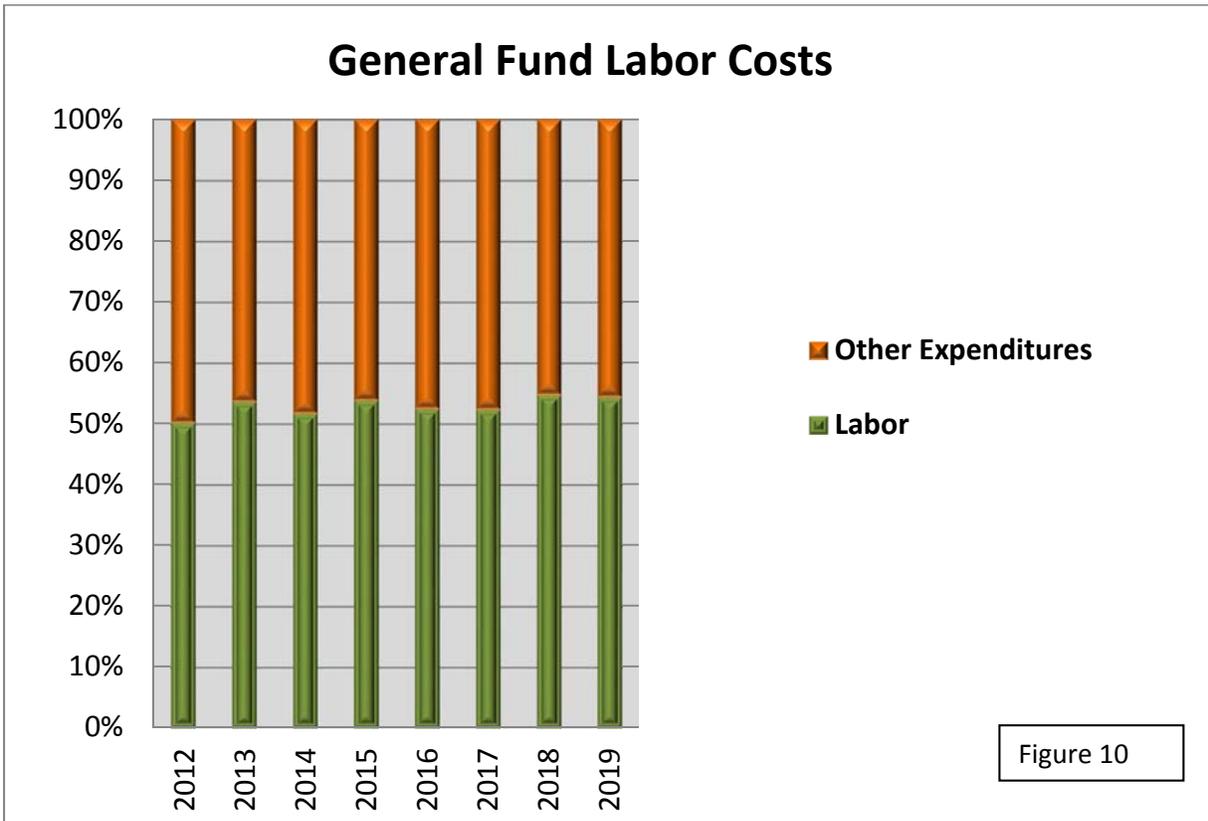
As noted, a notable change in 2017 was the increase in targeted General Fund balance from 30% of total expenditure to 35%. Establishing this as a new budgeting threshold makes sense considering recent trends. In 2014 the ending fund balance was 40.13%; in 2015 the fund balance was 52.6%; in 2016 the fund balance was 45.68%; in 2017 the fund balance was 48.27%; in 2018 it is estimated to be at 40.21%; in 2019 it is budgeted to be at 32.21%.

Labor Cost

A feature that was implemented during the 2014 Budget was the inclusion of labor cost analysis. With the restructuring of the General Fund and Capital Fund in 2012, the Town has been monitoring, with consistency, its General Fund labor costs as a percentage of total cost. Figure 10 below shows this measurement. Since the tracking of these costs in 2012, the overall labor cost each year has been in the range of 50-54%.

For 2019, again with increased staffing involving Public Works employees, the labor costs marginally raised and is attributed to increased costs of benefits and conservative forecasting for expenditures.

Labor costs are also monitored in the two utility enterprise funds as well as the Shandoka housing fund. These costs are competitively low and discussed in more detail in the pages that follow.



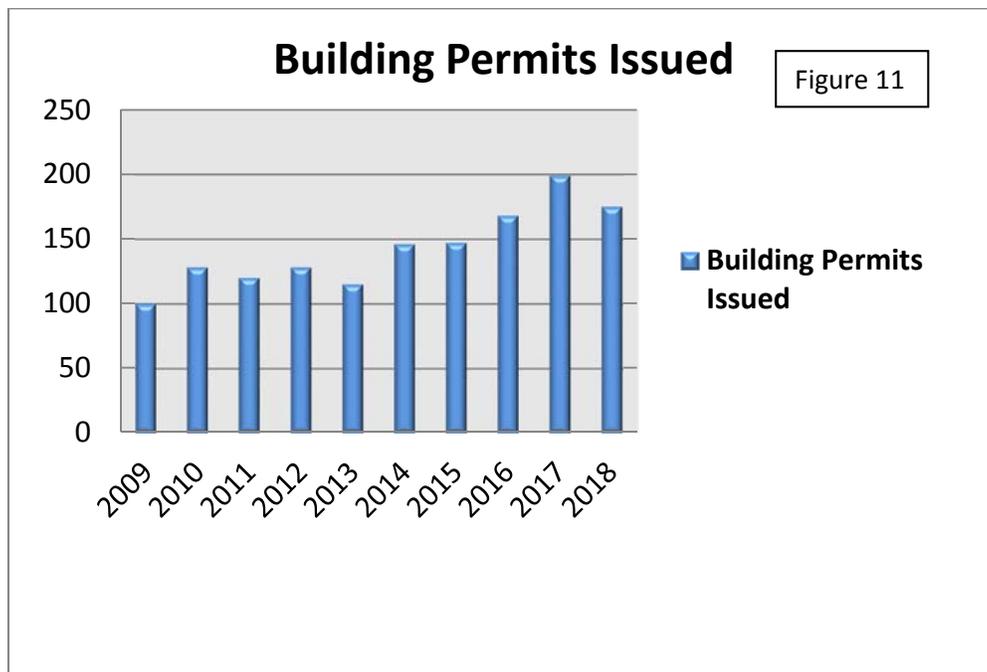
### Building Revenues

The development economy in Telluride and Mountain Village took a noticeable downturn in 2008 as tight credit markets, and cautious investors restricted available construction financing. With some increase being evident, overall the number of building permits issued remained relatively low compared to pre-recession years. Fewer projects were being pursued. This changed in 2014 and 2015 which showed a significant increase. In 2016 revenues returned to a more “normal” level, indicative of a building trend that is stabilizing.

To note, use tax revenues in 2012 were \$268,434 and in 2013 the revenues were \$217,891. There was a considerable jump in construction activity in 2014, and the resulting use tax revenues were \$608,118 – almost a three-fold increase. In 2015, the use tax revenues were \$656,516, and in 2016 the revenues were \$473,925, and in 2017, the use tax revenues were \$746,634. In 2018, the use tax revenues were estimated to be \$400,500.

Similarly, building permit fee revenues in 2012 were \$195,580; in 2013 the revenues were \$234,448. In 2014 the building permit fee revenues were \$432,685, and in 2015 the fees were \$271,966. For 2016 the building permit fee revenues \$218,930. In 2017, the building permit fee revenues \$359,688. In 2018, the building permit fee revenues were estimated at \$191,000.

It should be noted that there is not a direct correlation between the number of permit issuances and building permit fee revenues. What can be ascertained from these recent trends is that building permits increase and decrease somewhat incrementally while the underlying valuation, which drives the number of fees and use tax revenues, has been higher in recent years. Figure 11 shows the issuance of building permits over a ten-year period.



## **Summary of Capital Fund**

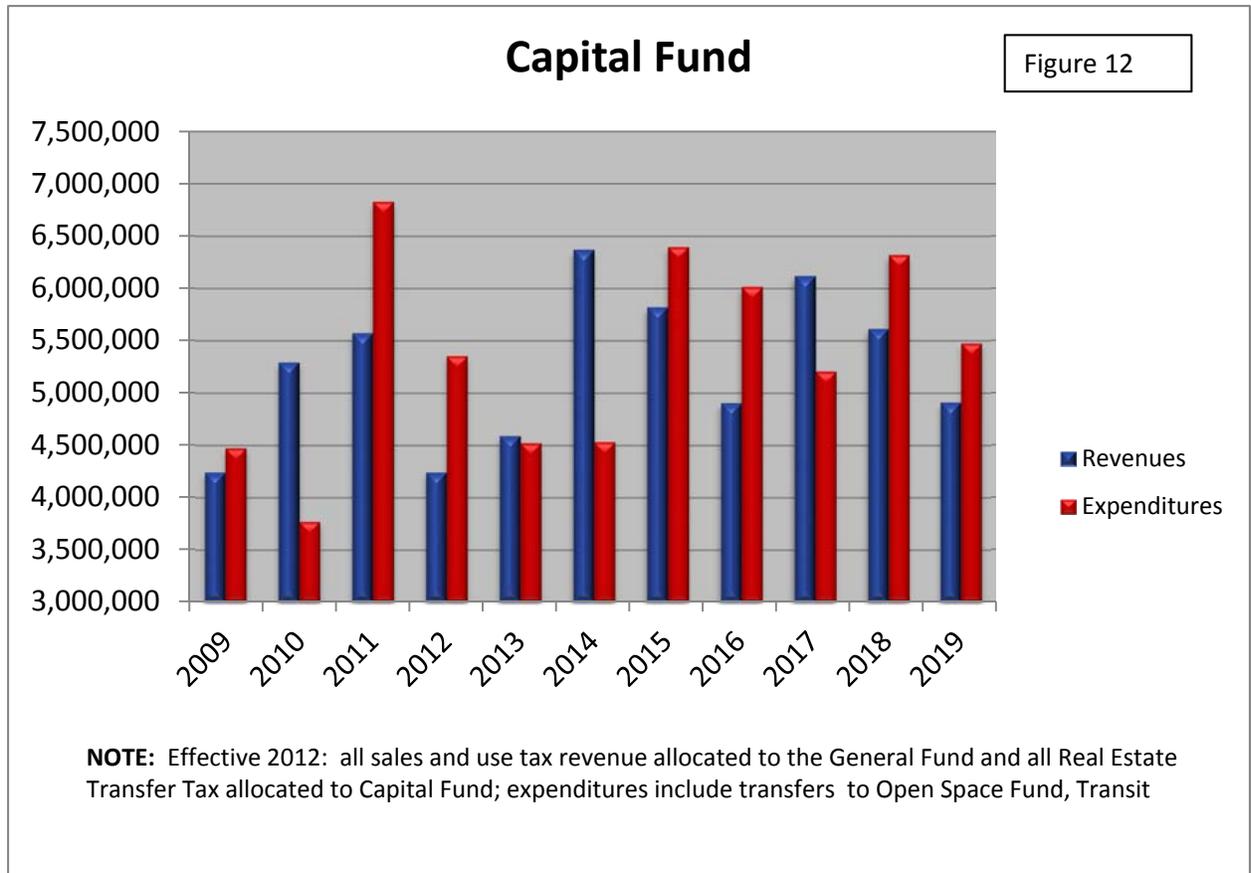
The Capital Improvement Fund, or “Capital Fund”, is now being funded entirely through Real Estate Transfer Tax (RETT), based upon a flat rate of 3% of real estate sales. The RETT revenues are also subject to the 20% allocation toward the Open Space Fund. In addition, the Capital Fund sees transfers to the Transit Fund and Debt Service Fund and is subject to an administrative reimbursement to the General Fund to cover various staffing and operational costs associated with capital project administration.

Over the past several years there have been significant increases in the allocation of funds toward capital projects, and with the restructured revenue streams and minimized fund transfers, there are now safeguards in place to ensure that (1) the revenues funneled into the Capital Fund will be used for capital expenditures, and (2) such capital expenditures will not exceed the availability of resources.

### **Capital Projects in 2018**

- Festival Site Improvements (Phase II) at Town Park, at a cost of \$1.5M;
- \$1,166,782K transferred to Street, Alley & Bridge Fund;
- Continued improvements to Bridal Veil Basin (Powerhouse Repairs) at a cost of \$1.35M
- 140k to SMPA Lot Planning, Design, and Construction;

The below graph (Figure 12) shows the same eleven-year revenue and expenditure trend as with the General Fund (Figure 9). Again, please note that the Fund was restructured in 2012 to include only RETT revenues, resulting in significantly less inter-fund transfers and more direct allocations toward capital projects.



The Capital Fund is frequently used to stockpile reserves for future projects under a “save and pay” strategy. The graph depicts this, revealing periods of years where revenues exceed expenditures, and conversely years when expenditures are in excess of revenues. The capital projects are identified and prioritized within a five-year Capital Improvement Plan, the mechanics of which are discussed in detail in the section entitled *Capital Improvement Plan*.

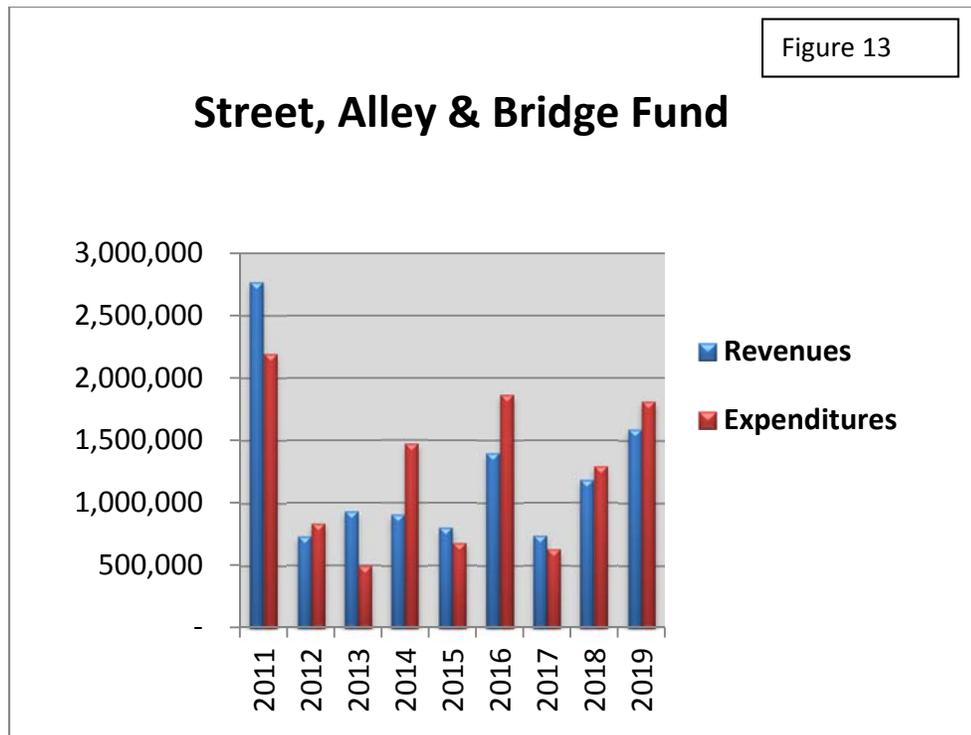
Capital Projects Slated for 2019

- 582k to SMPA Lot Planning, Design and Construction;
- Transfer of \$1.591M to Street Bridge and Alley Fund (1.5M Spur Improvements);
- 450k Bridal Veil Powerhouse Recovery
- 581k Cost share of continued improvements to Bridal Veil Basin
- Continued Improvements to Wastewater Treatment Plant pursuant to Master Plan

Street, Bridge & Alley Fund

The Street, Alley and Bridge Fund, now in its eighth year of existence, is a separately accounted fund that is subject to Capital Fund transfers, used to accumulate reserves to fund large street infrastructure projects. Since its inception in 2011, the Street, Bridge and Alley Fund has provided capital to build over \$7.2M in improvements including but not limited to the Spur overlay, resurfacing of Main Street, cost sharing for the new roundabout, Carhenge surfacing, completion of the Colorado Main Water Line project (three phases in total); E. Colorado Overlay and Bike Path overlay.

- As the below chart (Figure 13) depicts, the fund operates under a save and pay strategy, allowing fund balances to build in anticipation of large capital projects. 2016 saw considerable expenditures in line with this funding strategy, whereas 2017 saw much fewer projects, and 2018 invested over 460k for improvements to the South Pine Street Scape. In 2019, 1.5M will invest into the completion of the Spur overlay.

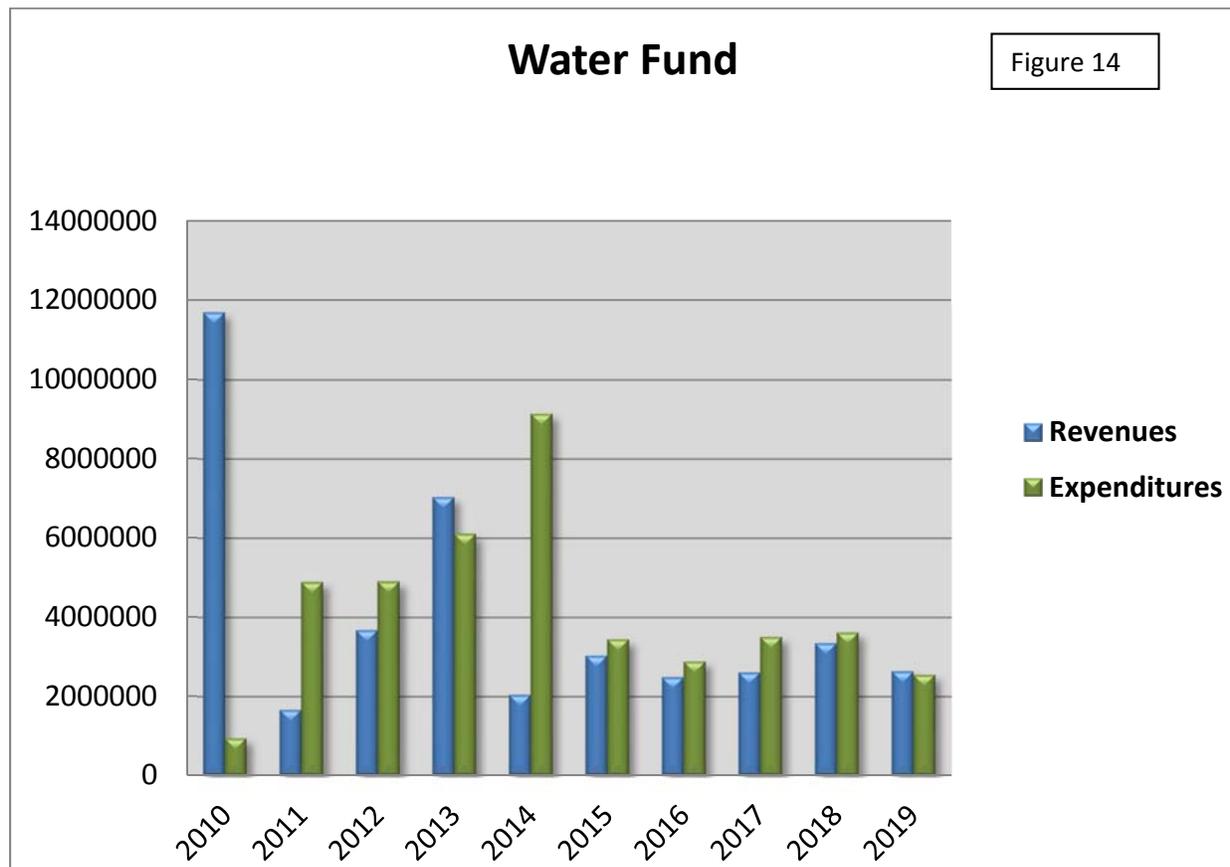


## Summary of Utility Funds

### Water Fund

The Water Fund functions as an enterprise fund – a government owned business with revenues essentially sustaining the utility. There are exceptions to the enterprise status in recent years, with significant funding coming from outside sources to help capitalize the Pandora Water Treatment Plant Project (“Pandora Project”). Notably, in 2010 the Fund received significant bond financing (\$10M) to start the project construction, and an additional transfer of \$2M occurred in 2012. In 2013, the Town issued two Certificates of Participation (“COPs”) in the total amount of \$5.39M to complete the project. Figure 14 below depicts these capital infusions into the Fund, and also show the related expenditures (years 2010 through 2016). The project was completed in 2016.

Aside from these capital transfers, the Water Fund generally sees revenues from monthly utility rate payments and also from tap fees -- one-time costs associated with new or increased service tap connections. Rate payments are intended to generally cover the operating component of the utility, while tap fees are generally used for improvements and capacity increases. In 2013, the Town engaged professional services and conducted a thorough study of its utility rates. After several months of reporting, analysis and forecasting, the Town implemented a rate adjustment that was implemented in 2014 and subsequent years.



### Pandora Project

The Pandora Project is a critically necessary water infrastructure project that will ensure the provision of Telluride's water needs into the future. Need for the project has become profoundly evident over recent years with scarcity in the Mill Creek– the Town's primary source of municipal water. Direct diversions out of this tributary have been precariously close to falling short of meeting municipal demands and the Town has had cause to implement stringent restrictions upon irrigation and consumption. The Town's overall water treatment capacity has indeed been tested.

The Pandora Project was in operation in late 2014, and came on line in June, 2015. It now provides access to in-basin storage of untreated "raw" water in Blue Lake located high within the Bridal Veil basin, greatly alleviating the Town's reliance upon direct flows within the tributary streams. The project, upon completion, will include the transport of collected raw water through thousands of linear feet of pipe to a new water treatment plant located near the Idarado mill site, and the eventual delivery of such treated water into the Town of Telluride.

Much of the collection and storage system is shared with the Idarado Mining Company, which owns most of the underlying land as well as substantial water rights within the basin. The project has been on the planning table for over two decades, entailing complex and protracted negotiations and litigation over easement issues, water rights, water quality issues and related topics. In 2012, negotiations with Idarado culminated in a Comprehensive Settlement Agreement ("CSA") paving the way for successful completion of the project.

In terms of capitalizing the project, the voters approved bonded debt in the amount of \$10M in 2005. The issuance of this bond occurred in 2010 ("2010 Bond"). This \$10M revenue was short of the estimated \$17.5M required for completion of the Pandora Project in its entirety (inclusive of construction and engineering fees and inclusive of the hydro-electric component). The underfunding of this project was intended to be backfilled with revenues from Real Estate Transfer Tax and Capital Fund reserves. With the recession that followed, these additional revenues did not reach the level necessary to complete the financing of the project. In 2012, a \$2M transfer from the Capital Fund occurred and in 2013 the Town issued a Certificates of Participation (COPs) to backfill the remaining \$5.39M. Value engineering has also been utilized to keep costs down where possible. Debt service for the Pandora Project, related to the 2010 Bond and 2013 COPs, is addressed further below.

### Water Fund Debt Service

As noted above, there are two sources of debt service now in the Water Fund, both involved in the funding of the Pandora project. The issuance of the 2010 Bond for \$10M started an annual debt service in the Water Fund in 2011. The 2010 Bond issuance took advantage of the Build America Bonds (BABs) designed to reduce cost of borrowing through federal government subsidy that lowers interest rate (the BABs issued to the Town are in direct revenue payments). The issuance was subject to a variable interest rate (2.0% initially to 5.85% at the end of the 20-year period).

The second source occurred with the issuance of the COPs for \$5.39M in August, 2013. This issuance was also subject to a 20-year term at 4.35% fixed interest rate. Debt service on this second issuance commenced in 2014. The total debt service in 2015 was \$1,239,574 and in 2016

the debt service is projected to be \$1,213,912. The debt service will trend downward as interest payments decline. In 2017, the debt service budgeted \$1,236,555.

The debt service impact was incorporated into the 2013 Utility Rate Study discussed below, resulting in a financial plan to meet all operating requirements including O&M and debt service expenses. This was a necessary requirement as the operating forecast for the Water Fund was not sustainable under the current rate structure and was rapidly drawing upon fund reserves.

In addition to escalating debt service related to completion of the Pandora Project, the projected capital improvement expenditures related to the utility for the next ten years are significant, including upgrades to the Mill Creek Water Treatment Plan, waterline replacements to address needed upgrades identified within the Town's 2012 Asset Management Report, equipment and meter replacement and other transmission and distribution repair and rehabilitation.

The Town anticipates that a portion of the Capital Improvement Plan will be funded through user revenues and tap fees, with remaining portions through other sources such as transfers from the Capital Fund and grant funding. With respect to user revenues, this was addressed in the Utility Rate Study as summarized below.

#### Utility Rates

Rates for both the water and wastewater enterprises were not adjusted from 2008 through 2011 due to the economic downturn. As enterprise utilities, the collected rates must cover the operational costs as a government-owned business ... the costs cannot be subsidized through general revenues of the Town.

There was a 5% increase in rates effective January 1<sup>st</sup> 2012. The tiered rate was not affected; only the base allocation (based upon 8,000 gallons) was adjusted. The adjustment did not have any discernible impact upon the two utility funds, likely due to the water restrictions that were in place for three months during both the 2012 and 2013 summer seasons.

In 2013 the Town engaged professional assistance to conduct a thorough rate evaluation for both utilities, inclusive of the entire tiered rate structure, future operational projections, new debt service, capital improvement allocations, and targeted reserves. The outcomes of the study were considered by the Town Council in the enactment of rate adjustments commencing in 2014. Water utility rates were initially increased by 20%. In 2015, the rate adjustment will be 10%; in 2016 it will be 8%; in 2017 it will be 6%; and 2% in 2018. Two thousand and nineteen will see a vital increase in the amount of 30% and the Town will continue to review the expense of service delivery.

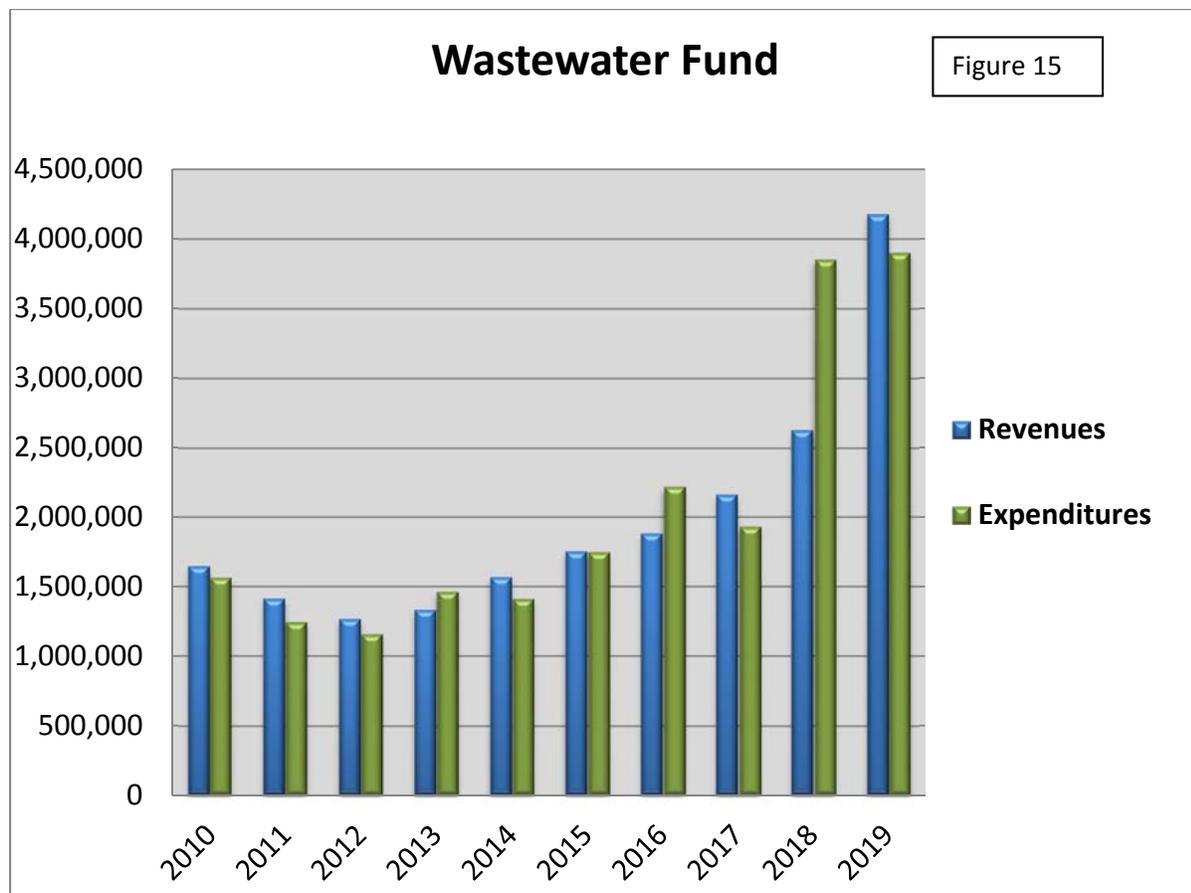
#### Wastewater Fund

The Wastewater Fund also functions as an enterprise fund and as shown in Figure 15 below, the revenues and expenditures over the past ten years have been consistent in recent years with no outside funding necessary to capitalize large projects. The Wastewater Treatment Plant (WWTP)

is partially owned and funded through the nearby Town of Mountain Village that utilizes the facility for treatment of its effluent. The funding from Mountain Village amounts to approximately 31% of operating revenues.

Notably, in 2001 and 2002 there as a significant expansion of the Wastewater Treatment Plant with grant revenues in subsequent years to help capitalize the project, and the capitalization of the solar voltaic project in 2010 and 2011 was also assisted with some grant funding.

In 2015, significant capital upgrades in the amount of \$233,202 were performed on the lift station at the WWTP and other system improvements. An additional \$355,000 was spent in 2016 and \$1.11M slated for expenditure in 2017. Also in 2016, the Public works Department started its planning and engineering related to nutrient and metal standards and related required improvements. This master planning process was largely concluded in 2017, although future decisions will need to be made related to long-term plant upgrades and replacements, and the associated funding, which will be significant. Two thousand and nineteen will see a vital increase in the amount of 70% and the Town will continue to review the expense of service delivery.



The wastewater rates, without a significant debt service impact, did not require significant adjustments to meet the operation and maintenance projected expenses, but some adjustment is necessary to make the utility self-sustaining while allowing for the initiation of capital improvements to replace the aging collection system. In 2014 the wastewater rates were adjusted upward by 6%. The adjustment will be at 5% for years 2015-2018.

These adjustments will enable the Wastewater Utility to perform some urgent capital improvements, notably the replacement of pipe characterized as “unsatisfactory” and “degraded” within the 2012 Utility Asset Management Report. It will also enable the completion of various improvements to the Treatment Plant, collection system improvements and continued stream bank stabilization. Compared to the Water Utility, the Wastewater Utility is forecasted to progress more substantially in addressing asset management needs through 2022. And like the Water Utility, the Town anticipates a portion of the CIP will be funded through user revenues, while a portion will be funded through other sources such as grant funding and Capital Fund transfers.

The Wastewater Utility does not have any outstanding debt, but as noted, future financing related to plant upgrades and/or replacement will need to be strategized and debt-funding will be likely.

#### Affordable Housing Fund

This Fund receives direct revenues through a 0.5% sales and use tax collection; it is also partially funded through affordable housing mitigation payments by private development. The Fund remains healthy with a reserve (“Housing Set Aside”) that will continue to build. The Town Council approved a \$500,000 transfer of funds (split equally from the General Fund and Capital Fund) into the Affordable Housing Fund for 2016.

In 2018 the Set Aside is estimated to be \$2.731M. The Spruce & Pacific Housing Project was commenced in 2016 and is now occupied. In 2018 the Virginia Placer project will likewise become completed and occupied. The capitalization of this particular project is being accomplished through bond financing. The project will cost approximately \$8.9M. The bond issuance is in the approximate amount of \$8.6M which will include issuance costs and establishing necessary debt reserve fund. The remainder of the project costs will be transferred from the Affordable Housing Fund.

The SMPA Lot project proceeded in 2018 and will continue through 2019. Financing of this project, which includes an art school, an underground parking lot, and 10 affordable housing units, was secured through additional municipal bond financing and free market purchase of the commercial space by the art school. Financing for the parking structure component has approved by the voters in 2016 in the approximate amount \$4.3M.

#### Open Space Fund

The Open Space Fund receives direct unencumbered revenues (20%) from sales and use tax, building license fees, ad valorem tax, and RETT collections. In 2017 revenues were \$2.8M, and 2018 revenues are estimated at 2.6M.

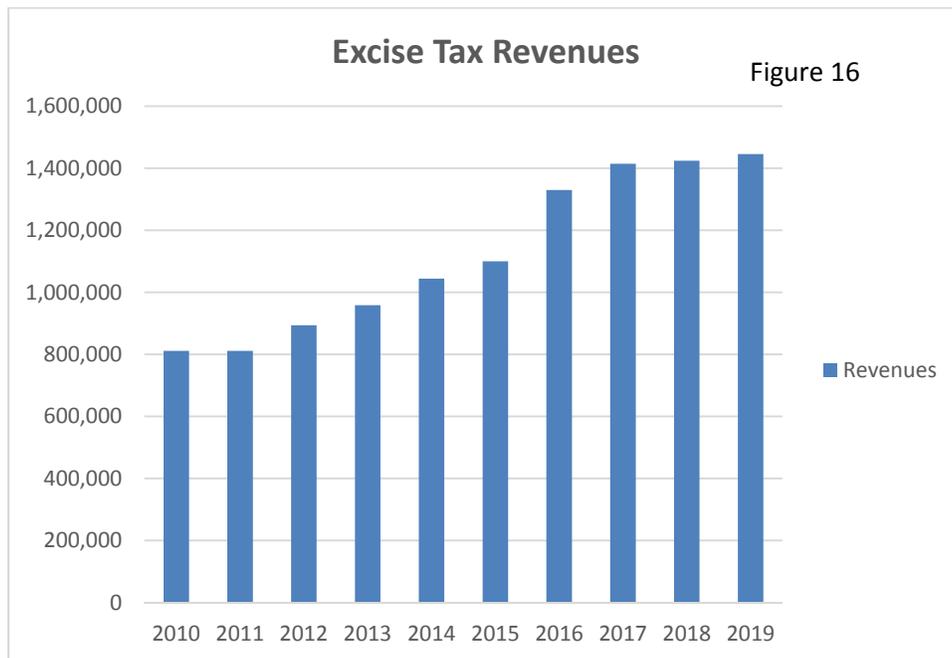
A significant project for the Open Space Fund included the river restoration of a segment of the San Miguel River in the Valley Floor in 2016-17. The project cost was approximately \$1.735M with \$970K being funded through the Open Space Fund, \$50K from the Wastewater Fund, and the remainder from public and private grants.

The refinancing of the Valley Floor bonds in the last quarter of 2010 enabled the Town to secure long-term fixed rate bonded debt and COPs under terms very favorable to the Town. The financing package of approximately \$20M represented an important last step, financially, in protecting the Valley Floor in perpetuity. Annual management plans and associated costs are now readily absorbed through the annual reserves (“Set Aside”) and the debt servicing now associated with the Valley Floor acquisition is sustainable through time. The debt service payment in 2017 was \$1.26M. The Town Council has directed that the Fund include an extra reserve equal to the annual debt service, effective 2016. This is now noted as “Open Space Reserve” within the Fund Budget.

The Open Space Fund continues to grow as to the Sales and Use Tax revenues and Real Estate Transfer Tax revenues. The Fund is in good shape and is able to provide additional financial resources to provide sound management planning and occasional acquisition of open space parcels.

Restaurant & Lodging Excise Tax Revenues

The Town’s lodging and restaurant excise tax revenues are used to fund the air guarantee program. The excise tax was voter approved in 2003 and implemented in 2004. Figure 16 shows excise tax revenues collected over a ten-year period. The revenue is estimated to be \$1.382M in 2017. It should also be noted that an additional \$50K was budgeted for the air guarantee program in 2012 and an additional \$100K was budgeted for the program in 2013, in part to cover costs associated with a new low-fare carrier.



## **2019 GOALS AND OBJECTIVES**

Each year the Town Council endeavors to establish its list of goals and objectives for the upcoming budget year. This generally marks the start of the budget process and helps identify budgeted expenditures and resource allocation to be considered within that process. Setting the goals and objectives is a big-picture exercise that usually commences in August and has conclusion with the formal adoption of the budget in November.

Some of the goals and objectives are continuing in scope while others represent singular tasks to be accomplished within set periods. During the fiscal year, and typically during Council retreats, status reports are presented to the Council and prioritizations of various projects and programs are reaffirmed or revised.

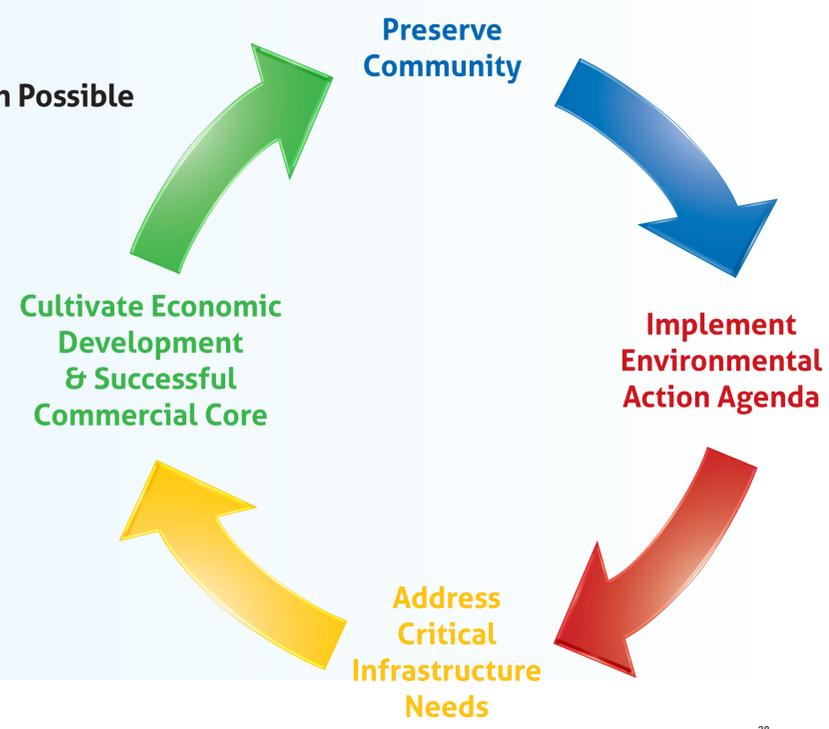
A review of previous goals and objectives spanning the past several years reveals that the list is growing in both content and scope. It is an ambitious endeavor and frequently items carry over from one year to the next. That stated, much has been accomplished in accordance with these yearly articulations. They truly provide the 'marching orders' for the staff and, when applicable, the many boards and commissions.

The 2019 Goals and Objectives are as follows:

# TELLURIDE TOWN COUNCIL 2019 Goals & Objectives

## Preserve Community

- A. Pursue Affordable Housing Opportunities and Maintain Existing Rental or Ownership
  - 1. Plan, Prioritize and Implement Future Projects
    - a. SMPA Lot
    - b. Lot B
    - c. Sunnyside
    - d. Other Town Properties
  - 2. Explore and Pursue Land Banking
  - 3. Foster Regional Collaboration
    - a. Review San Miguel Regional Housing Authority and Evaluate Intergovernmental Agreement
- B. Protect Character of Community
  - 1. Promote Cultural Diversity and Inclusion
  - 2. Preserve and Protect Historic Landmark Designation
  - 3. Collaborate with Regional Partners on Immigration Issues
- C. Provide Sound Land Use Planning
  - 1. Update 2006 Telluride Master Plan
    - a. Use "Keep/Update/Add New" Approach
    - b. Emphasis on Parking/Transportation, Affordable Housing (Rental/Owner Occupied), and Implementation/Priority Sections
    - c. Evaluate West End Area Plan (cross reference F)
  - 2. Evaluate Policy Amendments to LUC
    - a. Increase Affordable and Long-Term Housing throughout Town
      - 1. Encourage Long-Term Housing in Residential Areas of the Town of Telluride
    - b. Ensure Zoning Districts Continue to Meet Intended Land Uses
      - 1. Evaluate Land Uses and Analyze to Understand Uses
  - 3. Mitigate Construction Impact in Community
  - 4. Work with County, Lawson Hill HOA, and Other Stakeholders re: Neighborhood Commercial
- D. Continue to Support Beneficial Community Services and Programs
  - 1. Cultivate Public/Public and Public/Nonprofit/Private Partnerships when Possible
  - 2. Explore Means of Implementing Broadband Infrastructure
    - a. Support County and Region 10 Efforts
    - b. Embellish Town-Owned Broadband Infrastructure
  - 3. Review Community Youth Services
- E. Foster Informative and Consistent Outreach to the Public
  - 1. Pursue Wayfinding Improvements
  - 2. Improve Public Outreach
- F. Prioritize the Pedestrian Experience throughout Town



# TELLURIDE TOWN COUNCIL 2019 Goals & Objectives

## II Implement Environmental Action Agenda

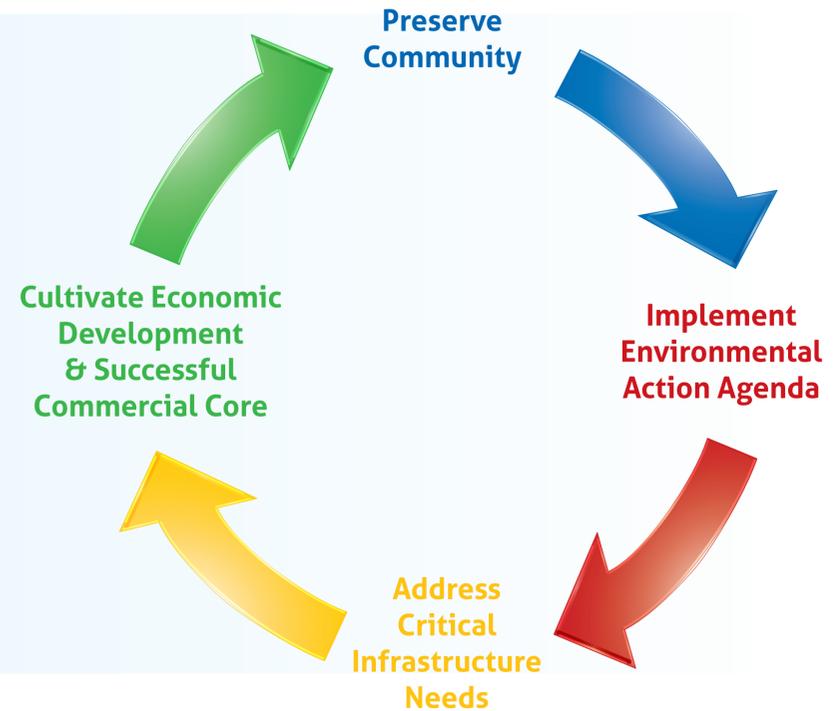
- A. Reduce Carbon Footprint
  1. Implement Community-Wide Carbon Neutrality Goal
  2. Bolster Efforts and Attain Local Sustainability, Community Self-Reliance, and Resilience
  3. Promote Resource Recovery
  4. Pursue New Regional Solar Farm
- B. Implement Open Space Work Plan
  1. Develop and Implement an Alternate Tailings Remediation Plan and River Restoration
- C. Protect Health and Quality of Life
  1. Continue to Monitor Air Quality and Water Quality
  2. Review Water Efficiency Plan

## III Address Critical Infrastructure Needs

- A. Address Wastewater Infrastructure and Funding Needs
  1. Consider Regional Sanitation District
- B. Address Parking Infrastructure
  1. Complete Parking Structure in Commercial Core
  2. Implement Measures to Address On-Street Parking Issues and Overnight Parking Demands
  3. Refine and Evaluate Parking Plans Regionally
- C. Address Municipal Buildings
  1. Explore Funding and Locations for Town Hall and Rebekah Hall Renovations
- D. Plan and Prioritize Key Road Improvements - Spur
  1. Place Spur Asphalt Overlay
- E. Address Water Infrastructure Needs
  1. Meet Commitments to Bridal Veil Water System
- F. Address Parks and Recreation Facilities

## IV Cultivate Economic Development & Successful Commercial Core

- A. Foster Economic Viability
  1. Assist with Incentives for Small Businesses
  2. Facilitate Special Events
  3. Promote Intellectual Industry, Arts and Culture
    - a. Explore Affordable Accommodation Opportunities for Members, Attendees and Participants
  4. Continue to Foster Long-Term Relationship with TELSki
  5. Explore Other Revenue Generators
    - a. Support Conferences and Symposiums
    - b. Promote Heritage Tourism
- B. Support Commercial Core
  1. Promote Creation and Retention of Hot Beds
- C. Evaluate Efforts on Marketing and Tourism Activities



### All Funds Revenue Summary

	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b><u>ACTUAL</u></b>	<b><u>BUDGET</u></b>	<b><u>BUDGET</u></b>
<b>GENERAL FUND</b>			
Tax Revenue	8,349,581	8,107,815	8,120,361
Licenses & Permits	1,307,964	821,006	970,390
Intergovernmental Revenues	419,291	460,480	456,022
Charges for Services	657,142	593,200	638,290
Fines & Forfeitures	133,472	92,300	94,000
Miscellaneous Revenues	144,471	101,391	183,691
Parks & Recreation	427,124	369,250	404,950
Contributions & Transfers	<u>1,385,963</u>	<u>934,130</u>	<u>965,638</u>
<b>TOTAL GENERAL FUND REVENUES</b>	<b>12,825,008</b>	<b>11,479,572</b>	<b>11,833,342</b>
<b>CAPITAL FUNDS</b>			
Tax Revenue	6,037,915	4,890,908	4,440,707
Grants	32,293	386,488	78,080
Miscellaneous Revenues	145,662	88,860	349,500
Contributions & Transfers	<u>639,207</u>	<u>1,426,782</u>	<u>1,632,753</u>
<b>TOTAL CAPITAL FUNDS REVENUES</b>	<b>6,855,077</b>	<b>6,793,038</b>	<b>6,501,040</b>
<b>WATER FUND</b>			
Tax Revenue	604,219	606,733	619,898
Intergovernmental Revenues	119,517	119,324	119,324
Charges for Services	1,623,567	1,577,024	1,864,660
Miscellaneous Revenues	22,702	790,500	47,000
Contributions & Transfers	<u>250,000</u>	<u>265,600</u>	<u>-</u>
<b>TOTAL WATER FUND REVENUES</b>	<b>2,620,005</b>	<b>3,359,181</b>	<b>2,650,882</b>
<b>WASTE WATER FUND</b>			
Intergovernmental Revenues	449,815	1,166,044	1,172,584
Charges for Services	1,675,041	1,423,400	2,089,780
Miscellaneous Revenues	<u>42,488</u>	<u>40,000</u>	<u>915,000</u>
<b>TOTAL WASTE WATER FUND REVENUES</b>	<b>2,167,344</b>	<b>2,629,444</b>	<b>4,177,364</b>
<b>OPEN SPACE FUND</b>			
Tax Revenue	2,764,449	2,500,675	2,380,112
Licenses & Permits	121,006	83,735	84,412
Miscellaneous Revenues	<u>608,526</u>	<u>16,000</u>	<u>26,000</u>
<b>TOTAL OPEN SPACE FUND REVENUES</b>	<b>3,493,981</b>	<b>2,600,410</b>	<b>2,490,524</b>

**AFFORDABLE HOUSING FUND**

Tax Revenue	876,398	846,915	1,382,514
Charges for Services	228,360	106,400	425,600
Miscellaneous Revenues	826,843	263,886	70,886
Contributions & Transfers	22,799	22,799	22,799

**TOTAL AFFORDABLE HOUSING FUND** **1,954,400** **1,240,000** **1,901,799**

**OTHER PROPRIETARY FUNDS**

Charges for Services	1,767,952	2,231,601	2,357,880
Licenses & Permits	827,664	314,972	344,416
Fines & Forfeitures	192,691	127,600	142,900
Contributions & Transfers	8,602,000	105,100	420,000
Debt Service	-	4,200,000	-
Miscellaneous Revenues	398,701	60,716	48,800

**TOTAL OTHER PROPRIETARY FUNDS** **11,789,008** **7,039,989** **3,313,996**

**NON MAJOR FUNDS**

Tax Revenue	1,414,282	1,424,130	1,445,535
Lottery Revenues	24,577	25,000	25,000
Intergovernmental	286,536	463,205	284,013
Charges for Services	42,090	43,200	4,200
Miscellaneous Revenues	436,853	375,099	347,738
Contributions & Transfers	705,351	482,310	609,340

**TOTAL NONMAJOR FUNDS REVENUES** **2,909,689** **2,812,944** **2,715,826**

**TOTAL REVENUE ALL FUNDS** **40,492,768** **34,085,134** **29,505,610**

## All Funds Expenditure Summary

	<b>2017</b>	<b>2018</b>	<b>2019</b>
<b>GENERAL FUND</b>	<b><u>ACTUAL</u></b>	<b><u>BUDGET</u></b>	<b><u>BUDGET</u></b>
Town Council & Commissions	202,434	217,730	217,740
Municipal Court	46,920	47,650	43,210
Town Manager	355,869	357,090	368,470
Finance	475,776	473,990	455,325
Town Attorney	371,020	351,320	367,420
Town Clerk	320,337	337,700	347,310
Planning & Building	674,172	923,720	793,520
Administrative Services	321,151	360,780	367,970
General Services	821,533	876,150	894,945
Community Support & Arts	275,000	290,000	541,780
Law Enforcement	1,770,306	1,913,790	1,912,335
Public Works	1,485,280	1,654,040	2,996,155
Parks & Recreation	1,683,933	1,767,470	1,876,500
Contract Services	837,290	735,508	618,684
Media Support	138,275	132,600	31,000
Misc Operation & Maintenance	368,372	301,000	328,420
Transfers	1,768,223	1,692,979	1,623,451
Salary, Bonus, & Benefit Reserve	-	116,550	121,500
<b>TOTAL GENERAL FUND EXPENDITURES</b>	<b>11,915,891</b>	<b>12,550,067</b>	<b>13,905,735</b>
<b>CAPITAL FUNDS</b>			
Town Manager	305,623	332,000	110,000
Town Clerk & Planning	9,500	75,000	65,000
Administrative Services	111,210	125,100	129,000
Law Enforcement	7,680	-	25,000
Public Works	679,174	963,488	1,613,104
Parks & Recreation	1,215,679	1,820,000	103,500
Street Bridge & Alley	630,840	1,289,000	1,815,180
Contributions & Transfers	2,877,790	3,001,843	3,428,535
<b>TOTAL CAPITAL FUNDS EXPENDITURES</b>	<b>5,837,496</b>	<b>7,606,431</b>	<b>7,289,319</b>
<b>WATER FUND</b>			
Water Plant	312,497	438,725	444,560
Water System	48,609	103,900	103,400
Debt & Other	1,685,128	1,485,833	1,513,859
Capital	1,458,509	1,588,600	488,000
<b>TOTAL WATER FUND EXPENDITURES</b>	<b>3,504,743</b>	<b>3,617,058</b>	<b>2,549,819</b>

<b>WASTE WATER FUND</b>			
Treatment Facility	1,101,561	1,156,555	1,026,239
Sewer System	606,453	331,645	355,848
Capital	220,657	2,362,370	2,517,230
<b>TOTAL WASTE WATER FUND EXPENDITURES</b>	<b>1,928,671</b>	<b>3,850,570</b>	<b>3,899,317</b>
<b>OPEN SPACE FUND</b>			
Administrative Expenses	140,293	184,360	149,198
Stewardship	566,713	3,221,704	3,365,340
Debt	1,263,844	1,263,182	1,261,244
<b>TOTAL OPEN SPACE FUND</b>	<b>1,970,850</b>	<b>4,669,246</b>	<b>4,775,782</b>
<b>AFFORDABLE HOUSING FUND</b>			
Housing Set Aside	718,279	2,731,304	2,831,481
Operating Expenses	97,089	99,888	101,888
Debt	270,186	270,686	270,186
Contributions & Transfers	376,498	38,000	38,000
<b>TOTAL AFFORDABLE HOUSING FUND</b>	<b>1,462,052</b>	<b>3,139,878</b>	<b>3,241,555</b>
<b>OTHER PROPRIETARY FUNDS</b>			
Operating Expenses	1,555,907	5,348,969	1,127,919
Debt	1,365,564	5,597,127	1,909,922
Capital	54,533	403,000	225,000
Contributions & Transfers	5,917,179	-	-
<b>TOTAL OTHER PROPRIETARY FUNDS</b>	<b>8,893,183</b>	<b>11,349,096</b>	<b>3,262,841</b>
<b>DEBT SERVICE FUND</b>			
Lease Purchase Payments	27,286	27,345	27,377
<b>TOTAL DEBT SERVICE FUND EXPENDITURES</b>	<b>27,286</b>	<b>27,345</b>	<b>27,377</b>
<b>NON MAJOR FUNDS</b>			
Miscellaneous Expenditures	89,743	535,808	299,992
Transit	971,872	1,061,866	1,124,384
Conservation Trust	18,987	25,038	25,038
Airline Guarantee	1,386,725	1,395,650	1,416,624
<b>TOTAL NON MAJOR FUNDS EXPENDITURES</b>	<b>2,467,327</b>	<b>3,018,362</b>	<b>2,866,038</b>
<b>TOTAL EXPENDITURES ALL FUNDS</b>	<b>34,616,776</b>	<b>42,837,605</b>	<b>34,676,911</b>

# Financial Policies

## Purpose of Financial Policies

- To institutionalize good financial management practices
- To clarify strategic intent for financial management and promote long-term strategic thinking
- To support good bond ratings and to manage risks to financial condition
- To comply with established public management best practices

## Financial Planning Policies

- Balanced budget definition
- Financial plan
  - Goals and Objectives
  - Budget process
  - Recession Plan
- Long-Range planning
  - Reserves
  - 5-Year Capital Improvement Plan
    - Long-Term Capital Financing
    - 'Pay As You Go'
- Asset Management
  - Inventory

## Revenue Policies

- Diversification
  - Multiple revenue streams
  - Cash Management and Investment Policy
- Fees and Charges
  - Cost Recovery Plan
- Use of one time and unpredictable revenues

## Expenditure Policies

- Debt capacity Issuance and management
- Accountability
  - Surplus Fund
  - Capital Replacement Programs
  - Merit based Compensation for Employees
  - Labor Costs

# Financial Planning Policies

## Balanced budget definition

Unlike the federal government, cities and towns in Colorado are required to prepare, present and maintain balanced budgets. If additional revenues are required to have a balanced budget, then new revenue sources must be approved (or fund balances drawn down). If additional revenues cannot be realized, then expenses must be reduced either through service reductions or elimination of programs and purchases.

## Financial plan

Financial planning is largely defined by the Town Council through its annual goal setting processes, the fiscal management and oversight responsibilities mandated by the Town Charter, Municipal Code, and various state statutes, as well as short and long term project prioritization.

- Goals and Objectives

With respect to the goal setting process, the Town Council establishes its annual Goals and Objectives early within the budget process to help prioritize those programs, projects and services that translate into the financial plan for the upcoming fiscal year.

- Budget Process

Established under general framework within the Town Charter, the budget process commences in August of each year and generally concludes by the end of October to allow for certification to the County.

The Budget Process typically encompasses three to four separately scheduled Council workshops as well as allocated time during regular Council meetings. The process concludes with formal adoption of the budget through resolution. The Town Budget document contains the following components:

- ✓ Transmittal Letter
- ✓ Overview
- ✓ The “Budget Message” from the Town Manager
- ✓ Goals and Objectives
- ✓ Description of Town Departments and Services
- ✓ Description of the Budget Funds
- ✓ Schedule of Outstanding Debt
- ✓ Capital Improvement Program including Five-Year Plan
- ✓ Compilation of Budget Fund Summaries

- Recession Plan

The Town has in place a Recession Plan to provide remedial measures in instances of economic downturn. There are multiple stages of the Recession Plan. Basically, the stages equate to anticipated reductions in available revenues (the higher stages representing more severe reductions) and the resulting measures to be taken in each situation. The following are the five stages:

1. Minor
2. Moderate
3. Significant
4. Major
5. Crisis

## **Long-Range Planning**

The goal setting process referenced above helps establish the Town's Financial Plan for both short-term and long-term timeframes. Other long-term financial planning tools include policies regarding targeted fund balances and capital planning.

- Reserves

The amount of undesignated fund balance (or "reserves") is an important component of the Town's overall financial management policies. These policies maintain the Town's ability to respond to emergencies (e.g., revenue shortfalls and unanticipated expenditures) and to promote the stability of service levels.

Fund balance is intended to serve as a measure of the financial resources available in a governmental fund and is the amount by which cash and receivables exceed current liabilities and commitments. In a business sense this would be considered liquidity.

Under the Colorado Taxpayers Bill of Rights (TABOR) the Town is required to maintain an emergency reserve at three percent of fiscal year spending. This represents a minimum reserve. Pursuant to the Town's long-range financial planning, the Town shall target a minimum fund balance in the General Fund of 30% of current budgeted expenditures (net of transfers). The 3% emergency reserve for TABOR within the General Fund is considered to be within the 30% reserve.

A 25% fund balance shall be targeted within the Town's Capital Fund and Enterprise Funds (Water Fund, Wastewater Fund, Parking Fund and Shandoka Fund) although it is noted that this targeted reserve may be a long-term goal within the Utility Funds due to the drawdown of those particular funds prior to the 2014 rate adjustment. The Debt Fund will have a reserve as required by debt obligations at the time of issuance. The Open Space, Affordable

Housing, and Conservation Funds are restricted for specific purposes and do not have a specific reserve requirement accordingly.

- Capital Fund

The Capital Fund is established under the Municipal Code (§4-1-20) for the purpose of (1) implementing and upgrading the Town's capital improvements as required by the Town Charter and (2) acquisition of real estate for public purposes.

In years past, many programs not necessarily of a capital nature had been funded through the Capital Fund. Examples would include the community support grants and appropriations for the Airline Guarantee Program. The funding of such programs was accomplished through annual transfers from the Capital Fund to the General Fund; revenues going into the Capital Fund were likewise split between Sales and Use Tax and Real Estate Transfer Tax (RETT).

A more simplified structure was implemented, effective January 1, 2012. Under this new structure, all unencumbered sales and use tax revenues are now funneled into the General Fund, while all RETT revenues are allocated to the Capital Fund. The need to transfer monies from the Capital Fund to the General Fund has been largely diminished. Both Funds proportionately share in the open space allocation of 20%.

- Five-Year Capital Improvement Plan

The revenues within the Capital Fund are used for capital projects as identified through the Capital Improvement Plan (CIP). Through the CIP, the Town can compile, prioritize, and finance capital improvements that are responsive to the needs and demands of the Telluride community, supportive of both short-term and long-range goals.

A well written CIP will ensure that the physical assets of the Town are maintained or improved at a level adequate to (1) protect the Town's capital investment; (2) minimize future maintenance and replacement costs; and (3) meet the growing needs of the Telluride community.

The CIP process identifies projects based upon priorities of occurrence over the next five years; some projects are identified but not prioritized within a five-year window.

Projects and Programs identified for the first year of the Plan (Budget Year) will include a projection of operational, maintenance and staffing costs.

The Town's Enterprise Funds (Water, Wastewater and Shandoka) will likewise include Five-Year Capital Improvement Plan.

- Long Term Capital Planning

The Town's borrowing framework is described in the Municipal Code and Annual Audit. Under Colorado Law, all public debt must be voter approved.

The Town currently considers debt financing for one-time capital improvement projects such as the Pandora Water Treatment Plant when the project's useful life is designed to exceed the term of the financing and projected revenues or specific resources are clearly sufficient to service the long-term debt. Capital financing through debt will be subject to the Town's Debt Policy.

Capital improvements may also be financed through fees, service charges, assessments and developer agreements when benefits can be specifically attributed to users of the facility or project.

- "Pay As You Go"

As a general approach to financing capital improvements the Town will endeavor to save revenues and capitalize projects as prioritized when current revenues or fund balances are available. This approach will utilize outside funding sources such as grant revenues and private contributions to better leverage available funds.

The Street, Bridge and Alley Fund, established in 2011, is a component of the Capital Fund that enables rollover fund balances to be applied solely toward street infrastructure improvements over time.

- Asset Management

To be categorized as a capital project and to be budgeted in the Capital Improvement Plan there must be an estimated useful life of two years and the value must be over the capital asset threshold.

The capital asset threshold must be over \$5,000 for individual assets. All land and land improvements and building projects costing over \$20,000 will be considered a capital asset. These capital assets will be depreciated. Infrastructure thresholds will be at \$50,000. These will be listed in the fixed asset system.

# Revenue Policies

## Diversification

- Multiple revenue streams

The Town operates with a diverse revenue stream that better enables the Town to maintain stable and predictable revenue forecasting. The five top revenue sources for the Town include, in general order: (1) Sales and Use Tax; (2) Real Estate Transfer Tax; (3) Fees, Licenses and Other Charges; (4) Intergovernmental Revenues; and (5) Utility Rates.

The Town is also reliant upon revenues from Property Tax, Fines and Forfeitures, Parks and Recreation Fees and various Charges for Services.

- Cash Management and Investment Policy

The Town may invest in any securities now or hereafter designated as legal investments in any applicable State Statute or subject to criteria forth in Municipal Code § 4-1-60.

Deposits shall be subject to the provisions set forth in Municipal Code § 4-1-70.

Objective in evaluation of investment is liquidity, safety and yield.

Diversification of investments in portfolio include the investment of a portion of portfolio in readily available funds; diverse investments and varying maturities with the majority being short-term (up to one year).

Selection of Banking Services, Depositories, Custodians and Security Dealers shall be subject to the Town's Procurement Policy set forth in Municipal Code §4-6-10 *et seq.*

## Fees and Charges

- Cost Recovery Plan

Some of the programs and services offered by the town charge fees which help offset operating costs such as planning, building, and recreational programs. The Town will strive to set fees and charges and other cost recovery mechanisms at realistic levels to help offset costs.

It is appropriate, however, that in some instances the Town may choose to subsidize selected programs and activities. Evaluation should be made of the overall importance of the program or service as a general public benefit (versus a service that benefits a specific user group).

Enterprise Funds (Water, Wastewater and Shandoka) should recover as close to 100% of costs as possible, both direct and indirect, and in some cases more than 100% when long-term capital cost, debt and depreciation are projected. Enterprise funds are designed and intended to sustain programs and facilities over time with little or no reliance on subsidies.

It is important for the Town to continue to incorporate a fee schedule that accurately reflects the costs of the program or services being provided and to update those fees accordingly.

## **One-time Revenues**

- Grants and Monetary Contributions

The Town strives to leverage Town funds with outside grants and monetary contributions from local, state and federal sources and programs. Successful grant sources have included, but are not limited to, Great Outdoors Colorado (GOCO); Energy Impact Assistance; Federal Transit Authority; Colorado Dept of Transportation and similar sources.

Additionally, the Town receives private contributions and donations from individuals, foundations and trusts.

The reliance upon grants and monetary contributions is frequently necessary to help capitalize large projects and programs, as well as infrastructure upgrades and facilities improvements.

## **Expenditure Policies**

### **Debt Capacity Issuance and Management**

Prudent use of debt financing is an important part of the Town's fiscal planning. The central objective of any debt management approach is to borrow at the least cost over the term of repayment of debt. Pursuant of this policy requires clear strategies regarding what purposes to borrow for, when to schedule debt finance projects and how long to stretch out repayment. Terms of a debt issue must match or be a shorter term than life of asset. Adherence to a debt policy helps to ensure that a government maintains a sound debt position and that its credit quality is protected.

Borrowing is a means of distributing part of current costs to future taxpayers and therefore should be utilized only when such cost allocation is deemed equitable and the long-term interest costs do not outweigh the short-term advantages.

The Town may issue debt as general obligation bond and other like securities in accordance with the provisions of Article XI § 11.1 of the Town Charter.

Under Article XI § 11.2 of the Town Charter, all bonds or other indebtedness payable in whole or in part from proceeds of ad valorem taxes or to which the full faith and credit of the Town are pledged, must have voter approval by the electors of the Town of Telluride.

The aggregate amount of such securities shall not exceed twenty percent (20%) of the assessed valuation of the taxable property within the town as shown by the latest assessment. Debt secured by municipal utility, water and sewer are not included in the 20% debt limitation. Under Article XI § 11.3 of the Town Charter all revenue bonds including water and sewer systems and flood control systems are subject to voter approval by the electors of the Town of Telluride. Pursuant to Article XI § 11.2 of the Town Charter The Town Council may authorize by ordinance, without an election, issuance of securities for the purpose of refunding or refinancing outstanding securities or obligations.

The issuance of long-term debt should be limited to capital projects that cannot be financed from current revenues or resources.

## Accountability

- Surplus Funds

It is the intent of the Town to use all surpluses that are not restricted to accomplish three goals: meeting targeted reserve policies; avoidance of future debt; and reduction of outstanding debt.

- Capital Replacement Programs

The Town shall evaluate its capital assets such as utility infrastructure, facilities, streets, sidewalks and bridges. Asset reports and analyses shall be encouraged as a budgeting tool to provide methodical and timely updates and replacements to the Town's capital assets.

Similarly, a Town fleet replacement schedule shall be updated annually and incorporated into the Town's Capital Fund for purpose of scheduling needed fleet replacements on a schedule that ensures continued safe and reliable equipment and vehicle operations within the various departments.

- Merit-Based Compensation for Employees

In 2014 the Town reinstated a performance-based evaluative process for employee compensation. The process is one that utilizes a standardized annual evaluation format that quantifies core competencies, job specific competencies and goal accomplishment.

The merit-based system is constantly monitored for accuracy and consistency between the departments. Outcomes of individual employee evaluations are scored and applicable compensation adjustments are attributed accordingly.

- Labor Costs

Commencing with the 2014 Budget the Town will provide an annual labor cost analysis, accounting for expenditures related to staff compensation as a percentage of overall expenditures within the General Fund. Labor cost will also be monitored in the three Enterprise Funds (Water, Wastewater and Shandoka).

## TOWN DEMOGRAPHICS



### History of Telluride

Used as a summer camp for centuries by Ute Indians and named by Spanish explorers in the 1700s, the San Juan Mountains lured fortune seekers to Colorado with visions of silver and gold. By the mid-1870s, the Sheridan Mine was the first in a string of local claims and a tent camp was established in the valley below. Originally called Columbia, the rowdy mining camp became a town in 1878, and changed its name to Telluride.

With the coming of the railroad in 1890, the remote boom-town flourished. A melting pot of immigrants seeking their fortunes turned Telluride into a thriving community of 5,000. Prosperity abounded and Telluride was full of thrilling possibilities. But when silver prices crashed in 1893, followed by the First World War, the mining boom collapsed. Miners moved on and the town's population gradually dwindled from thousands to hundreds.

In the 1970's, Telluride reinvented itself. Legendary powder - a different sort of gold - was being mined. When the Telluride Ski Resort opened in 1972, the character of the community changed, and the town spun back into high gear. Born of the same spirit as skiing, cultural events, festivals, music, and performing arts were founded, and flowed through the seasons. It was again a time of thrilling possibilities. Telluride now has a reputation for world-class skiing and a stunning ambiance.

Due to its significant role in the history of the American West, the core area of Telluride was designated a National Historic Landmark District in 1964. This listing is the highest level of

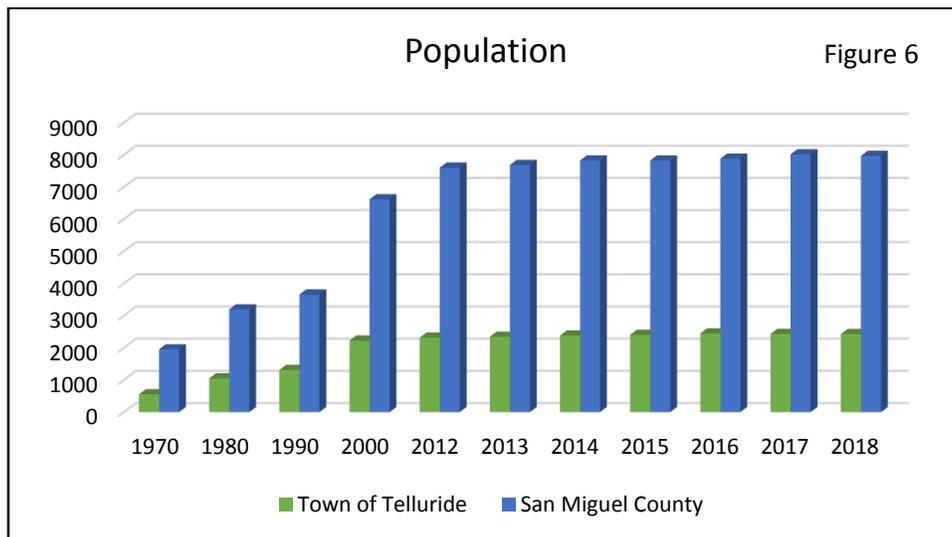
historic status available to sites designated by the United States Secretary of the Interior. Telluride is one of only four other Colorado communities with this honor. The sites are so special that, in theory, they are eligible for consideration as national parks.

Citizens are committed to preserving Telluride’s historically significant architecture, open space, and traditional design elements, and most of all, Telluride’s small town mountain lifestyle.

The Town is located in the southwest portion of Colorado in the San Juan mountain range and serves as the County seat.

Population

Year	Town of Telluride	Percent Change	San Miguel County	Percent Change	Colorado	Percent Change
1970	553	--	1,949	--	2,209,596	--
1980	1,047	89.3%	3,192	63.8%	2,889,735	30.8%
1990	1,309	25.0	3,653	14.4	3,294,394	14.0
2000	2,221	69.7	6,615	81.1	4,301,261	30.6
2012	2,315	4.2	7,601	14.9	5,188,504	20.6
2013	2,341	1.1	7,683	1.1	5,264,890	1.5
2014	2,380	1.7	7,823	1.8	5,353,471	1.7
2015	2,399	0.8	7,823	0.0	5,456,574	1.9
2016	2,444	1.9	7,879	0.7	5,540,545	1.5
2017	2,431	-0.5	8,017	1.8	5,632,271	1.7
2018	2,426	-0.2	7,967	-0.6	5,684,203	0.9



### Age Distribution

The following table sets forth a comparative age distribution profile for the Town as of January 1, 2014.

#### Population Age Distribution

<u>Age</u>	<u>Percent</u>
0-17	18.3%
18-24	6.0
25-34	20.3
35-44	19.1
45-54	15.9
55-64	13.2
65-74	6.2
75 and Older	1.0

### **Transportation**

Telluride Regional Airport is a public use airport located seven miles from the Towns of Telluride and Mountain Village. At an elevation of 9,078 feet, it is the highest commercial airport in North America. During the last several years, the Airport undertook a multi-year \$50 million runway project, including replacement of the 6,770-foot runway, replacement of runway lighting, widening the remaining safety areas and adding an engineered material arresting system. As a result of such project, the Airport is able to serve larger aircrafts with greater passenger capacities. During normal operations, two smaller aircraft commercial airlines provide daily flights from Denver and Phoenix.

Approval of the SMART ballot measure created a new special Regional Transit Authority, similar to our local school, library, fire, and hospital districts. The SMART Board of Directors is made up of elected officials from San Miguel County, Telluride, and Mountain Village. Citizens and business stakeholders are encouraged to participate on SMART advisory committees. SMART is funded through a combination of a 0.25% sales tax on all purchases with the exception of residential utilities and food for home consumption (1 cent on every \$4) and a 75 mill levy. There is a public bus system that runs throughout most of the County, riders can pay a minimal fee for this benefit.

There is also a gondola which connects the Town of Telluride to the Town of Mountain Village. It is the first and only free public transportation of its kind in the United States. It opened in 1996 and was built to improve air quality but also expanded the ski area.

## Recreation and Tourism

Telluride is a year around recreational town. During the winter visitors are drawn mainly by the ski area. In the summer they are attracted by hiking, biking, climbing, rafting and golf.

### Skiing

The Town sits in a box canyon, surrounded by towering peaks on all sides, and adjoins the Telluride ski area on its southern border. Colorado Ski Country USA announced that statewide skier visits for the 2017/18 season totaled an estimated 7.1M making it the second best season on record. A skier visit represents a person participating in skiing or snowboarding for any part of one day at a mountain resort.

Telluride Ski Resort offers 1,700 acres of skiable terrain and a mountain experience for all levels of skiers. The Resort operates 18 lifts, including two high-speed gondolas and seven high-speed quads, and offers one of North America's largest vertical drops at 4,425 feet, of which 3,845 vertical feet is lift-served. The resort expanded by nearly 400 acres for the 2008-09 season and opened the new scenic Revelation Bowl situated above the tree line with a European-style terrain for advanced and expert skiing. In the spring of 2010, the Resort installed a new bridge and staircase on Gold Hill, creating 126 linear feet ascending access to the Gold Hill chutes. The Resort averages more than 300 inches of snow and 300 days of sunshine each year. Six of the past seven years, the readers of the Conde Nast Traveler publication ranked Telluride Ski Resort the #1 ski resort in North America to ski and stay. Also in December 2012, Telluride Ski Resort hosted the sole U.S. stop of the FIS (International Ski Federation) World Cup Snowboardcross, and for the first time in the competition's history, added the FIS World Cup Skiercross to create a combined event.

The Resort opened an outdoor restaurant and sundeck located at the top of the Polar Queen Express (Chair 5) in January 2012. The Bon Vivant serves country French fare under a 40 foot motorized umbrella and seats 75 people.



### Summer activities

The Telluride Golf Course is a par 70, 18-hole mountain resort course surrounded by scenic 14,000 foot mountains. It serves as a private club for members as well as a public course for locals and guests. Private instruction and clinics are available daily from PGA professionals.

The Telluride Town Park, an outdoor music venue, hosts several renowned festivals such as the Telluride Blues & Brews Festival, the Telluride Jazz Festival, the Ride and the Telluride Bluegrass Festival. Other events of significance include the Mountain Film Festival and the Telluride Film Festival. Some of these events have been occurring for over forty years with considerable attendance. They have an integral part of the Telluride summer season and have contributed greatly toward summer revenues which now eclipse that of the winter ski season.

The area offers a variety of outdoor activities from mountain biking on world-class trails to climbing the jagged peaks and wall faces of the San Juan Mountains, as well as hiking, horseback riding, camping and fly fishing. The gondola connection between Telluride and nearby Mountain Village is free and offers scenic and quick transportation to stunning alpine terrain.

Finally, the topic of summer tourism cannot be complete without referencing the heritage tourism that occurs within the Town of Telluride. It is a significant draw in Telluride, as it is in many old mining towns in western Colorado. The Town is an officially designated National Historic Landmark District due to its “outstanding significance in commemorating and illustrating the history of the United States” and, in particular, the mining boom era from 1878 to 1913. Telluride is rich in valuable historic resources. Of the 458 structures within the Town’s Historic Survey, 322 are rated as “contributing” to the historic district and preserved accordingly. Telluride has maintained its mining town authenticity, and the allure of its historic character is evident. Summer visitors are not just seeking T-shirts and taffy – they want to see the first bank robbed by Butch Cassidy or take pictures of nearby Bridal Veil Power House, one of the first alternating current power plants built in the world, dramatically perched atop Bridal Veil Falls.

### **Household Incomes**

The following two tables reflect the Median Household Effective Buying Income (“EBI”), and also the percentage of households by EBI groups. EBI is defined as “money income” (defined below) less personal tax and nontax payments. “Money income” is defined as the aggregate of wages and salaries, net farm and nonfarm self-employment income, interest, dividends, net rental and royalty income, Social Security and railroad retirement income, other retirement and disability income, public assistance income, unemployment compensation, Veterans Administration payments, alimony and child support, military family allotments, net winnings from gambling, and other periodic income. Deductions are made for personal income taxes (federal, state and local), personal contributions to social insurance (Social Security and federal retirement payroll deductions), and taxes on owner-occupied nonbusiness real estate. The resulting figure is known as “disposable” or “after-tax” income.

Median Household Effective Buying Income Estimates

Year	Town of Telluride	San Miguel County	Colorado	United States
2009	--	\$50,066	\$45,490	\$42,513
2010	--	50,331	45,543	43,252
2011	--	47,554	43,625	41,368
2012	\$45,405	47,471	43,515	41,253
2013	52,298	51,031	43,718	41,358

Percent of Households by Effective Buying Income Group – 2013 Estimates

Effective Buying Income Group	Percentage of Households			
	Town of Telluride	San Miguel County	Colorado	United States
Under \$24,999	16.4%	20.7%	25.1%	28.6%
\$25,000 – 49,999	31.6	28.3	32.0	31.7
\$50,000 – 74,999	22.1	24.9	19.3	18.5
\$75,000 – 99,999	17.6	14.1	11.9	10.7
\$100,000 – 149,999	8.6	7.7	7.9	6.9
\$150,000 or More	3.7	4.3	3.8	3.6

**Major Employers**

The following is a brief description of some of the major employers in the County based on information provided by the sources indicated. No independent investigation has been made of the following major employers. Therefore, there can be no representation as to whether or not such employers will retain their status as major employers in the County.

Selected Major Employers in San Miguel County

<u>Name of Employer</u>	<u>Product or Service</u>	<u>Estimated Number of Employees</u>	
		<u>Winter Staff</u>	<u>Summer Staff</u>
TSG Ski & Golf LLC	Ski resort	1,000	250
The Peaks Resort & Spa	Resort hotel	181	181
Town of Mountain Village	Town government	123	152
Hotel Madeline Telluride	Hotel	140	120
San Miguel County	County government	117	117
Telluride School District R-1	Public education	115	115
Fairmont Heritage Pl., Franz Klammer Lodge	Club condominiums	105	90
Telluride Sports	Ski/sports equipment	100	40
Town of Telluride	Town government	95	95
Telluride Medical Center	Health care	36	36

Top Ten Overall Property Accounts by Assessed Value 2017

<u>Type</u>	<u>Name</u>	<u>Actual Value</u>	<u>Assessed Value</u>
Vacant Land	Telluride Knot Venture LLC	\$7,680,000	\$2,227,200
Vacant Land	Telluride Transfer Company LLC	\$7,500,000	\$2,175,000
Vacant Land	Clarks Telluride LLC a CO LLC	\$5,557,832	\$1,611,770
Vacant Land	Pacific Street Partners LLC	\$4,212,000	\$1,221,480
Commercial	Telluride Plaza Partners LP	\$3,790,963	\$1,099,380
Commercial	Clarks Telluride LLC	\$3,749,112	\$1,087,240
Vacant Land	398 W Colorado Ave LLC	\$3,172,500	\$920,030
Commercial	Wintercrown Associates LP	\$2,894,490	\$839,400
Vacant Land	Plunge LLC	\$2,764,125	\$801,600
Vacant Land	F & L Telluride Land Company	\$2,732,530	\$792,430

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## TOWN DEPARTMENTS

The Town organization is comprised of eight departments that report directly to the Town Manager who in turn reports to the Town Council under a Council / Manager form of government structure. The Town Attorney's Office also reports directly to the Town Council, as does the Municipal Judge and Licensing Hearing Officer.

The attached organizational chart depicts this reporting structure and further shows the various divisions within each department. The Town currently has 78 FTE and hires a number of seasonal employees in both winters and summer seasons.

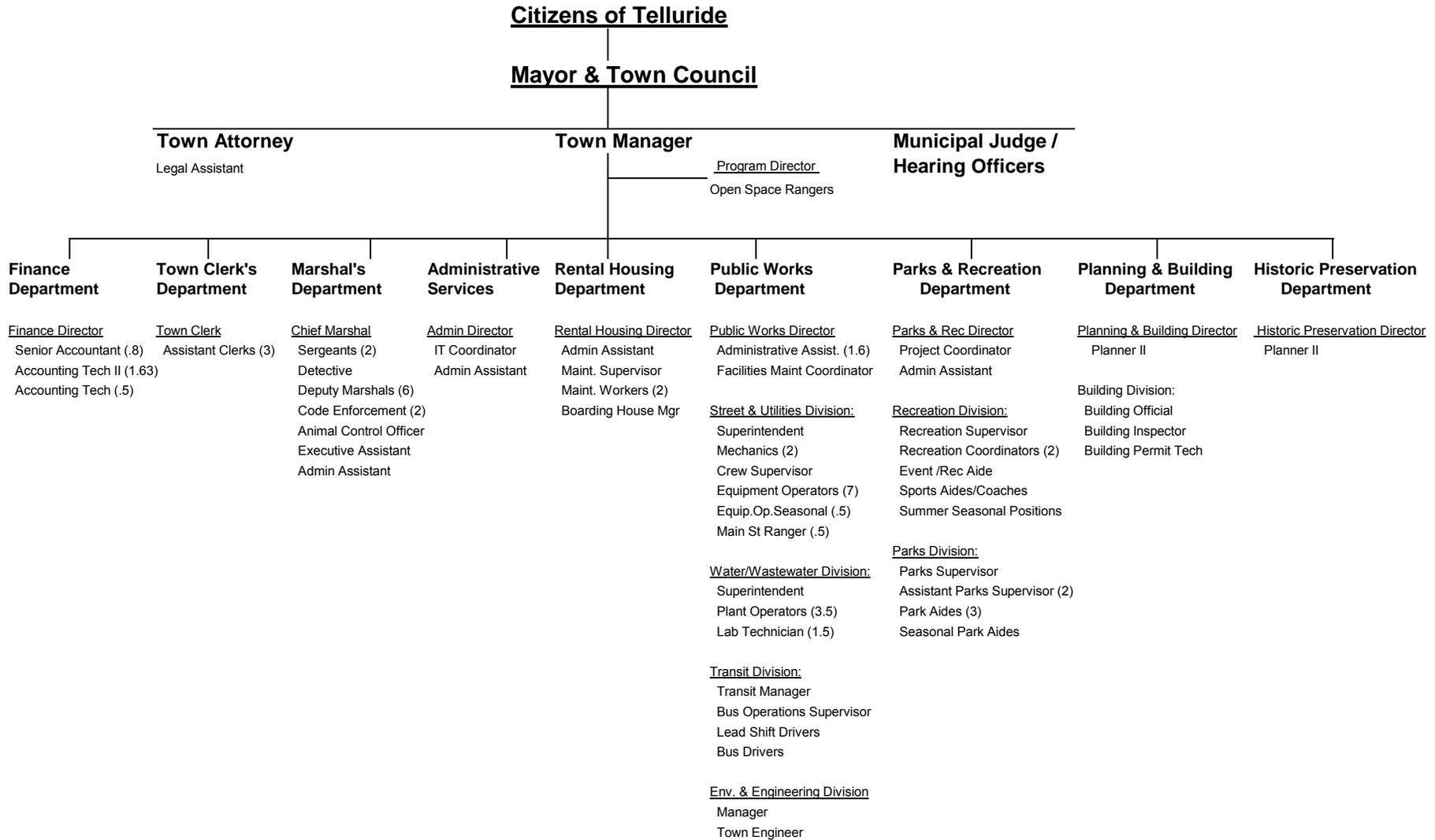
In terms of the interdepartmental functions, many of the Town's operational functions do affect more than one department and the interconnectivity is evident. This is typical in a small Town like Telluride where services and functions are often shared, especially to accommodate a tourism-based economy. For example, the summer festival season requires significant resource allocation from the Parks & Recreation Department which typically provides the venue for many of the events (Town Park). Licensing for the events occurs through the Town Clerk's Office, and law enforcement personnel including reserve officers are provided through the Marshal's Department. Public Works is instrumental in providing needed infrastructure and traffic management associated with the events. Contracts are reviewed through the Attorney's Office and payments of fees are processed through the Finance Department.

The Town's departments function with excellent collaboration and there is a great degree of interdependency and resource sharing throughout the organization. Regular meetings are conducted involving all departments for various topics, including:

- Department Head Team (all departments)
- Development Review Team (Planning & Building, Public Works)
- Technology Management Team (all departments represented)
- Personnel Advisory Board (four representatives from Town staff )
- Safety Committee (all departments represented)

In addition, various task forces and subcommittees are assembled to deal with topics on an ad hoc basis, including topics like traffic calming, vending and regional transit. Many departments also have representation within Town appointed boards and commissions, such as the Open Space Commission, Ecology Commission, Transportation Planning Region, Watershed Coalition and the Western San Juan Energy Board.

# Town of Telluride Organizational Chart - 2019





Box 397 Telluride, CO 81435 (970) 728-3071  
 FAX (970) 728-3078

## 2019 Compensation Plan

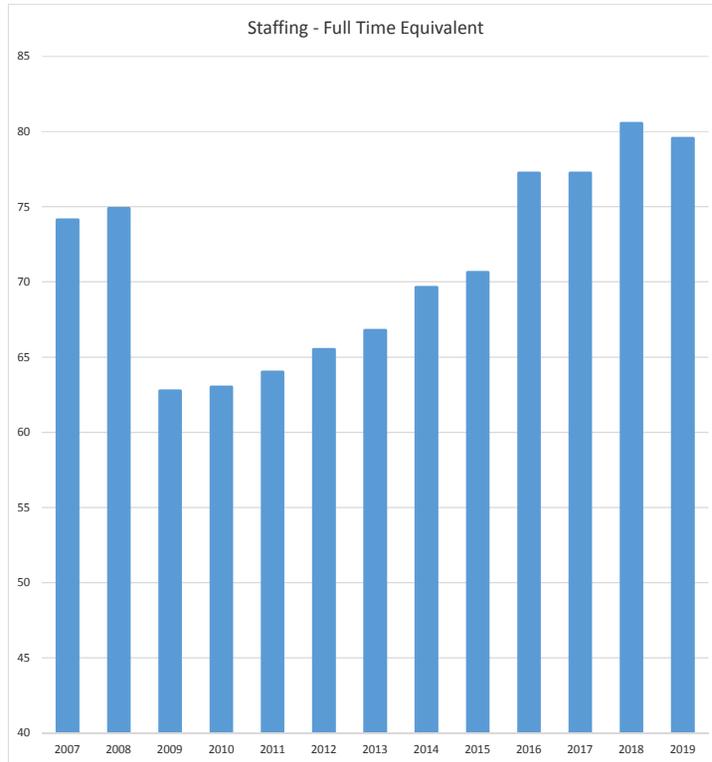
Dept	Job Position (Title)	Pay Rng #	Minimum	Mid	Maximum
Admin Services	Administrative Services Director	80	\$82,036	\$100,494	\$118,953
	Information Technology Coordinator	60	\$64,936	\$79,547	\$94,157
	Administrative Assistant	20	\$40,520	\$49,637	\$58,754
Attorney	Legal Assistant	40	\$52,988	\$64,910	\$76,832
Clerk	Town Clerk	80	\$82,036	\$100,494	\$118,953
	Deputy Town Clerk	30	\$46,278	\$56,691	\$67,103
	Assistant Clerk	20	\$40,520	\$49,637	\$58,754
Finance	Finance Director	80	\$82,036	\$100,494	\$118,953
	Senior Accountant	55	\$61,244	\$75,024	\$88,803
	Accounting Technician II	30	\$46,278	\$56,691	\$67,103
	Accounting Technician	20	\$40,520	\$49,637	\$58,754
Historic Preservation	Historic Preservation Director	80	\$82,036	\$100,494	\$118,953
	Planner II	50	\$56,971	\$69,789	\$82,608
Marshal's	Chief Marshal	100	\$100,608	\$123,245	\$145,881
	Sergeant	65	\$69,806	\$85,513	\$101,219
	Deputy Marshal	50	\$56,971	\$69,789	\$82,608
	Detective	50	\$56,971	\$69,789	\$82,608
	Executive Assistant - Marshal's Office	40	\$52,988	\$64,910	\$76,832
	Code Enforcement Officer - Lead	30	\$46,278	\$56,691	\$67,103
	Administrative Assistant	20	\$40,520	\$49,637	\$58,754
	Code Enforcement Officer	20	\$40,520	\$49,637	\$58,754
Parks & Recreation	Parks & Recreation Director	90	\$97,231	\$119,107	\$140,984
	Projects Coordinator	40	\$52,988	\$64,910	\$76,832
	Administrative Assistant	20	\$40,520	\$49,637	\$58,754
Parks	Parks Supervisor	65	\$69,806	\$85,513	\$101,219
	Assistant Parks Supervisor	35	\$49,749	\$60,942	\$72,136
	Park Aide	10	\$35,758	\$43,804	\$51,850
Recreation	Recreation Supervisor	65	\$69,806	\$85,513	\$101,219
	Recreation Coordinator	35	\$49,749	\$60,942	\$72,136
	Recreation & Event Aide	20	\$40,520	\$49,637	\$58,754

Planning & Building	Planning & Building Director	80	\$82,036	\$100,494	\$118,953
	Planner II	50	\$56,971	\$69,789	\$82,608
Building	Building Official	75	\$77,770	\$95,268	\$112,766
	Building Inspector	40	\$52,988	\$64,910	\$76,832
	Building Permit Technician	30	\$46,278	\$56,691	\$67,103
Public Works	Public Works Director	90	\$97,231	\$119,107	\$140,984
	Facilities Maintenance Coordinator	35	\$49,749	\$60,942	\$72,136
	Administrative Assistant	20	\$40,520	\$49,637	\$58,754
Env & Engineering	Environmental & Engineering Div Manager	75	\$77,770	\$95,268	\$112,766
	Town Engineer	75	\$77,770	\$95,268	\$112,766
Streets & Utility	Streets & Utility Superintendent	65	\$69,806	\$85,513	\$101,219
	Street Crew Supervisor	50	\$56,971	\$69,789	\$82,608
	Mechanic	40	\$52,988	\$64,910	\$76,832
	Equipment Operator, Senior	30	\$46,278	\$56,691	\$67,103
	Equipment Operator	20	\$40,520	\$49,637	\$58,754
Water/Wastewater	Water/Wastewater Superintendent	75	\$77,770	\$95,268	\$112,766
	Treatment Plant Operator "A"	40	\$52,988	\$64,910	\$76,832
	Treatment Plant Operator "B"	30	\$46,278	\$56,691	\$67,103
	Treatment Plant Operator "C"	20	\$40,520	\$49,637	\$58,754
	Truck Driver--Water/Wastewater	20	\$40,520	\$49,637	\$58,754
	Treatment Plant Operator "D"	10	\$35,758	\$43,804	\$51,850
Transit	Transit Manager	65	\$69,806	\$85,513	\$101,219
	Bus Operations Supervisor	30	\$46,278	\$56,691	\$67,103
	Bus Driver	10	\$35,758	\$43,804	\$51,850
Rental Housing	Rental Housing Director	80	\$82,036	\$100,494	\$118,953
	Maintenance Supervisor	35	\$49,749	\$60,942	\$72,136
	Rental Administration Manager	30	\$46,278	\$56,691	\$67,103
	Boarding House Manager	20	\$40,520	\$49,637	\$58,754
	Maintenance	20	\$40,520	\$49,637	\$58,754
Town Manager	Program Director	80	\$82,036	\$100,494	\$118,953
	Open Space Rangers	20	\$40,520	\$49,637	\$58,754

**Town of Telluride - FTE Year Round Employees**

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Office of Town Manager	5	5	6	5	5	3	3	2	2	2	2.5	2.5	2.5	2.5	2	2	2	2
Town Attorney's	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Finance	3.63	3.63	3.75	4.75	4.75	5	4.5	3.5	3.5	3.5	3.5	3.63	<b>3.63</b>	3.63	3.63	3.63	3.93	3.93
Town Clerk's	3.25	3.25	3.4	3.4	3.4	3.4	3.4	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5
Municipal Court	0.5	0.5	0.6	0.6	0.6	0.6	0.6	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Marshal's Department	14	14	15	15	15	15	15	13	13	13	13	13	13	<b>14</b>	15	15	15	<b>16</b>
Planning	4	4	3	4	4	4	5	3	3	3	3.5	3.5	3.5	3.5	4	4	4	<b>4</b>
Building	3	3	3	3	3	3	3	2	2	2	2	2	2	2	3	3	3	3
Public Works-Admin & E	4	4	4	4	4	4	4	3.5	3.5	3.5	3.5	3.5	<b>5</b>	5	<b>5.6</b>	5.6	5.6	<b>5.6</b>
Public Works- Road & U	9	9	9	9	9	9	9	8	8	8	8	8	8	8	10	10	10	10
Public Works - Transit	1	1	1	2	3	2	2	2	2	2	2	2	2	2	2	2	2	2
Wastewater	4	4	4	4	4	4	4	4	4	4	4	4	<b>4.5</b>	4.5	4.5	4.5	4.5	4.5
Water	1	1	1	1	1	1	1	1	1	1	1	1	<b>1.5</b>	1.5	1.5	1.5	1.5	1.5
Recreation	4.25	4.25	4.5	4.63	5.25	5.625	5.625	4.75	5	6	6	6	6	6	7	7	7	7
Parks Maint.	3.75	3.75	4.63	5.16	5.16	5	5	5	5	5	5	5	5	5	6	6	6	6
Shandoka						5.5	5	3	3	3	3.5	<b>4.63</b>	<b>5</b>	5	5	5	6	6
Administrative Services						2	2.75	2	2	2	2	2	2	2	2	2	3	3
	62.38	62.38	64.88	67.54	69.16	74.125	74.875	62.75	63	64	65.5	66.76	69.63	70.63	77.23	77.23	80.53	79.53

seasonal rec aides changed to year round



## MANAGER'S DEPARTMENT

**Department Description:**

The Town Manager is appointed by the Town Council and is the Chief Administrative Officer for the Telluride municipal government. The Manager is directly responsible to Town Council for planning, organizing, and directing the activities of all Town departments (excluding those associated with the Town Attorney and the Municipal Court). The department includes the Manager and the Program Director.



**Personnel:** Town Manager, Program Director

**2018 Accomplishments:**

- Continued oversight and achievement of Town Council Goals and Objectives.
- Assisted in capital planning for projects including the Pandora Water Treatment Plant, Phase III main waterline replacement, and Town Park Festival Site Improvements.
- Provided budgetary formation and implementation for Virginia Placer.
- Continued oversight of river restoration project, Virginia Placer project, and financing and design for SMPA Lot project.

**2019 Objectives:**

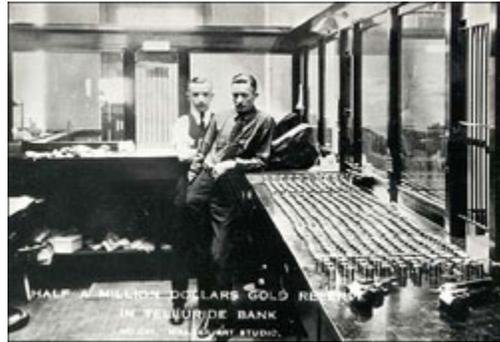
- Assist and oversee major capital projects and the achievement of Town Council Goals and Objectives.
- Oversee completion of Lot B North and SMPA Lot affordable housing projects.
- Oversee capital work involving Bridal Veil water distribution system; assist in master planning for wastewater treatment plant.
- Continue to assist in climate action planning involving state and federal advocacy efforts.

<b>DEPT EXPENDITURES:</b>	2017	2018	2019
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>
Labor Costs	325,339	333,090	344,470
Purchased Services	10,266	23,433	20,500
Other Expenditures	20,264	7,500	3,500
<b>Total</b>	<b>355,869</b>	<b>364,023</b>	<b>368,470</b>

## FINANCE DEPARTMENT

**Department Description:**

The Finance Department carries out the financial tasks that support the delivery of services by Town Departments. This is accomplished by the collection of funds, payment of invoices, recording of financial records and preparing financial reports. This department is responsible for the financial and accounting operations of the Town. This includes budget, investments, debt management, accounts receivable, sales & excise tax collection, real estate transfer tax collection, accounts payable, audit, payroll and utility billing.



**Personnel:** Finance Director, Senior Accountant, Accounts Payable Clerk, Accounting Tech 2, Accounting Tech I

**2018 Accomplishments:**

- Received GFOA Distinguished Budget Presentation Award.
- Assisted in development of 2019 Budget and Capital Improvement Plan.
- Successfully orchestrated 2017 Financial Statement Audit.
- Implementation of online payment system for utility and other charges that will interface with financial software system program.
- Implementation of paperless accounts payable system.
- Enhanced sales tax compliance and customer service interface.

**2019 Objectives:**

- Continue to monitor and enforce timely collections related to utility payments, sales tax and excise tax payments.
- Explore enhancements to the Accounts Payable process.
- Increase sales tax education and compliance efforts for out-of-town and online vendors.
- Continue to submit timely financial filings and comply with debt disclosure requirements.

<b>DEPT EXPENDITURES:</b>	2017	2018	2019
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>
Labor Costs	344,210	314,340	338,325
Purchased Services	128,987	154,100	115,500
Other	2,579	2,824	1,500
<b>Total</b>	<b>475,776</b>	<b>471,264</b>	<b>455,325</b>

## OFFICE OF THE TOWN ATTORNEY

**Department Description:**

The Town Attorney represents the legal interests of the Town by advising Town officials and employees in matters relating to their official powers, rights, duties and liabilities. The Town Attorney has the power to institute court actions and to defend the municipality against adverse legal proceedings.

The Town Attorney's duties include representation of the Town in litigation, providing legal opinions, coordinating with special counsel, and drafting legislation, contracts, agreements and transactional documents. Support services include personnel issues, response to public inquiries, review of land use applications, development agreements, Master Plan compliance, real estate transfer tax exemption requests, prosecuting administrative appeals, unlawful detainer actions, municipal ordinance violations, and collection of sales and excise taxes.



**Personnel:** Town Attorney, Legal Assistant

**2019 Objectives:**

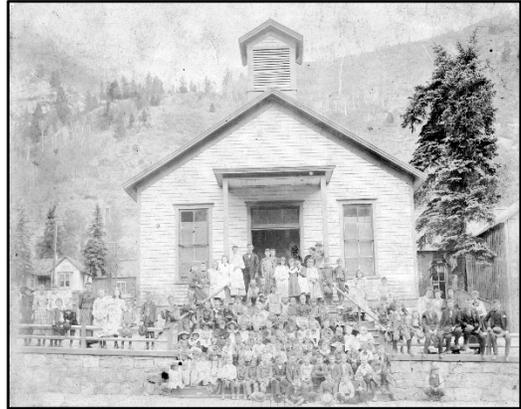
- Assist Town Council and other Town officials by providing legal services and identifying and resolving legal issues with regard to major projects as identified in the 2019 Goals and Objectives.
- Maintain a high level of competency and knowledge and keep current on legal issues and areas affecting the Town to ensure compliance with current legal standards.
- Monitor current litigation both in-house and involving outside counsel.
- Advise Town Council, Town officials, Town Manager and Town Staff regarding various legal issues, including, but not limited to, land use, negotiations and contracts, affordable housing, personnel, and ongoing litigation.

DEPT EXPENDITURES:	2017	2018	2019
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>
Labor Costs	269,180	253,970	264,670
Purchased Services	101,267	109,805	102,500
Other	573	250	250
Total	371,020	364,025	367,420

## CLERK'S DEPARTMENT

**Department Description:**

The Town Clerk's Department records, integrates, preserves, protects and disseminates corporate information; conducts municipal elections; provides licensing and permitting services; and supports town boards and commissions. The department's clientele includes elected officials, town staff, candidates for municipal office, board and commission members, the electorate and members of the general public.



**Personnel:** Town Clerk; Assistant Clerk -- Municipal Court, Liquor and Marijuana Licensing; Assistant Clerk -- Business Licenses and Permitting; Assistant Clerk – Boards & Commissions

**2018 Accomplishments:**

- Completed 2018 Special Municipal Election with three TABOR issues.
- Contracted with third party vendor to enhance monthly short-term rental monitoring procedures and compliance efforts.
- Implemented new records management system & completed conversion of Questys files.
- Implemented new boards & commissions management system.
- Relocated permanent records in SMPA building to off-site storage units.
- Improved cross-training within the department.
- Contracted with off-site scanning company to digitize permanent and historic records to be uploaded to new records management system.
- Continued professional development of new and tenured staff through Colorado Municipal Clerk's Association (CMCA) with Town Clerk achieving status of Certified Municipal Clerk.

**2019 Objectives:**

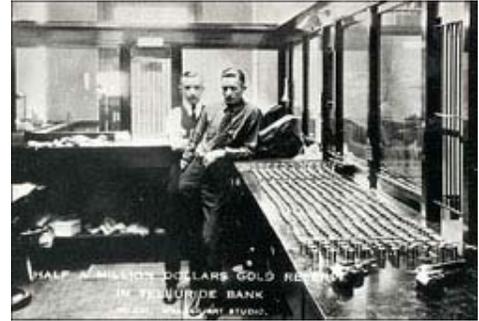
- Continue digitizing records to upload to electronic records management system.
- Complete 2019 Regular Municipal Election with last Ranked Choice Voting Mayoral Race
- Continue professional development of new and tenured staff through CMCA.
- Continue standardization of processes and procedures.
- Continue cross-training within the department.

DEPT EXPENDITURES	2017	2018	2019
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>
Labor Costs	254,632	250,500	257,210
Purchased Services	56,538	63,710	67,900
Other	9,167	22,200	22,200
	320,337	336,410	347,310

## BUILDING AND PLANNING DEPARTMENT

**Department Description:**

The Planning and Building Department provides administration, education and enforcement of the Town’s adopted Land Use Code (LUC), Design Guidelines & Standards, Building Codes and Energy Code. The Department implements long-range projects as directed by Town Council, and ensures that all development is consistent with the vision of Telluride as set forth in the Master Plan. Assistance is provided to the Planning and Zoning Commission (P&Z) and Town Council in development review and policy formulation.



**Personnel:** Building and Planning Director, Planner II, Building Official, Building Inspector, Building Technician

**2018 Accomplishments:**

- Finalized Land Use Code amendments and policy changes related to affordable housing requirements, including payment-in-lieu rate, local’s deferral, and modifications to the mitigation formula
- Oversaw conversion of Design Guidelines to HTML version for Town website
- Continued scanning planning and building files, including digitizing THAS surveys
- Enhanced public outreach involving citizens, contractors, architects and developers – Developers’ Toolkit

**2019 Objectives:**

- Begin update to 2006 Master Plan
- Complete Southwest Area Master Plan project
- Collect data to inform decisions related to policy amendments to the Land Use Code
- Evaluate policy amendments to the Land Use Code, including demolition standards, CA extension criteria, residential downzoning, and streamlining the PUD process
- Complete Building Code and Green Building Code updates
- Prepare and implement LUC amendments as directed by Town Council

<b>DEPT EXPENDITURES:</b>	2017	2018	2019
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>
Labor Costs	607,406	701,870	710,520
Purchased Services	55,534	44,100	68,600
Other	11,232	15,500	14,400
<b>Total</b>	<b>674,172</b>	<b>761,470</b>	<b>793,520</b>

## ADMINISTRATIVE SERVICES DEPARTMENT

**Department Description:**

The Administrative Services Department provides internal administration for human resource management, information and communication technology maintenance. The Director administers the Town’s personnel systems including recruitment, job descriptions, classification and compensation, benefits, performance appraisals and employee trainings. The IT Coordinator manages the Towns computer network, provides hardware and software support to staff users and maintains the IT system.



**Personnel:** Administrative Services Director, IT Coordinator, Administrative Assistant

**2018 Accomplishments:**

- Completed 2018 compensations study; worked with consultant to review and analyze surveys.
- Revised 2019 Town Compensation Plan.
- Monitored and administered all employee benefits; transition to new administrator.
- Supported and assisted IT needs for Town department’s special projects including paperless accounts payable, iCompass, Spillman upgrades and security cameras
- Assisted with upgrades to Town’s IT infrastructure including main server and domain controller.

**2019 Objectives:**

- Support all Town staff with their continued growth and enhancement through trainings, benefits and compensation, organizational changes and other programs.
- Enhance safety culture with establishment of an employee safety committee.
- Assist departments with recruitments and transition planning.
- Review benefits to assess needs of current workforce and long range planning for increased costs.
- Implement and evaluate new IT management plan.
- Convert to Office 365 and monitor transition.
- Support Town Council, Town Manager, Boards and Commissions and all Town staff with IT their needs.

<b>DEPT EXPENDITURES:</b>	2017	2018	2019
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>
Labor Costs	261,216	271,700	283,190
Purchased Services	59,784	88,733	84,780
Other	150		
<b>Totals:</b>	<b>321,150</b>	<b>360,433</b>	<b>367,970</b>

## MARSHAL'S DEPARTMENT

### Department Description:

The Telluride Marshal's Department provides a complete range of public safety and community based services. These include, but are not limited to, criminal investigations, motor vehicle enforcement, parking control and enforcement, animal control, preventative patrol, community problem solving, and emergency response. It is the mission of the Marshal's Department to provide protection and service through partnership with the community. We believe in the dignity and worth of all people and are dedicated to working in partnership with the community to provide a better quality of life.



**Personnel:** Chief, (2) Sergeants, (1) Investigator, (6) Patrol Deputies, (3) Code Enforcement Officers, (2) Administrative Assistants

### 2018 Accomplishments:

- Administered law enforcement needs associated with special events and street closures.
- Continued to represent southwest Colorado law enforcement by serving on the Board of Directors for the Colorado Crime Information Center and the San Miguel Resource Center Board of Directors.
- Increased unencumbered patrol time for sworn and animal control positions
- Completed pilot programs for body worn cameras and distribution of the less-lethal electronic control devices to sworn personnel.

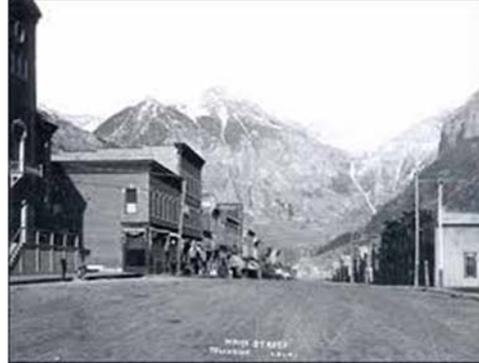
### 2019 Objectives:

- Continue assignment of directed patrol activities that target high-risk traffic violations and accident locations (speeding, stop signs, pedestrian crosswalks, DUI / DUID prevention).
- Provide visibility of patrol and animal control enforcement activities through increased unencumbered patrol time.
- Complete Policy updates and Professional Accreditation for the department in the State of Colorado.

<b>DEPT EXPENDITURES:</b>	2017 <u>Actual</u>	2018 <u>Estimated</u>	2019 <u>Adopted</u>
Labor Costs	1,484,813	1,614,529	1,590,895
Purchased Services	200,879	216,350	214,840
Other	84,614	87,000	106,600
<b>Total</b>	<b>1,770,306</b>	<b>1,917,879</b>	<b>1,912,335</b>

**PUBLIC WORKS DEPARTMENT**  
**Environmental and Engineering Division**  
**Street & Utility Division**

**Department Description:** General administration that includes the Environmental & Engineering Division and the Street & Utility Division, that provides numerous functions including oversight of contracted services, review of development applications, fleet procurement and maintenance, Town facility maintenance, Street, Bridge, & Alley maintenance, capital infrastructure replacement, utility infrastructure maintenance, and management of stormwater drainages.



**Personnel:** Public Works Director, Facilities Maintenance Coordinator, Administrative Assistant  
**Environmental and Engineering Division:** Manager, Town Engineer  
**Street & Utility Division:** Superintendent, Crew Supervisor, full time employees (7), plus seasonal

**2018 Accomplishments:**

- Completed the 2018 Water Rate Study and the 2018 Wastewater Rate Study.
- Worked on substantial Bridal Veil Water System improvements including Phase 2 of the Powerhouse Bypass and the reroute of the Falls Crest Diversion.
- Performed the Liquid Oxygen Pilot Project, performed multiple Screw Press Pilot Projects, and implemented Digester improvements at the Telluride Regional Wastewater Treatment Plant.
- Completed the 2018 Street, Bridge, & Alley Work plan including Streetscape improvements on South Pine Street

**2019 Objectives:**

- Continue Bridal Veil Water System improvements including the Powerhouse Recovery efforts and the conclusion of the Powerhouse Bypass Project.
- Gain permitting for and construct the Biosolids Dewatering Project at the Telluride Regional Wastewater Treatment Plant.
- Complete the West Colorado Avenue Spur Overlay Project.

<b>DEPT EXPENDITURES:</b>	2017	2018	2019
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>
Labor Costs	1,294,480	1,402,760	1,470,190
Purchased Services	143,956	117,103	143,250
Other	46,844	59,206	64,000
<b>Totals:</b>	<b>1,485,280</b>	<b>1,570,069</b>	<b>1,677,440</b>

## PARKS AND RECREATION DEPARTMENT

**Department Description:** The Parks & Recreation Department provides safe, attractive, efficiently run, and well-maintained facilities for citizens and visitors to participate in a variety of active and passive recreational opportunities, social gatherings, and cultural activities. In addition to general administration, the Department consists of two divisions: The Parks Maintenance Division and the Recreation Division. Responsibilities and duties include the provision of youth and adult recreation programs, coordination of special events, capital projects, staff support to the Parks & Recreation Commission and the Commission for Community Assistance, Arts and Special Events, management of facilities, and maintenance for facilities, trails, and greenscape areas.



Personnel: Parks & Rec Director, Project Coordinator, Administrative Assistant;  
Parks Maintenance Division: Parks Supervisor, (5) full time employees plus seasonal;  
Recreation Division: Rec Supervisor, (3) full time employees plus seasonal

### 2018 Accomplishments:

- Completed several important capital improvements including Festival Site Improvements Phase 2 design and partial construction; Town Park Pavilion expansion design; Pool restroom ADA shower stall improvements; outdoor ice rink improvements; player bench concrete slabs; volleyball enclosure netting; and Pavilion rink concrete sealant.
- Streamlined community support funding through revised CCAASE grant process

### 2019 Objectives:

- Identify essential existing infrastructure maintenance projects and prioritize
- Oversee construction of capital projects as prioritized in Capital Improvement Plan
- Continue cost saving measures and identify new revenue streams
- Continue to provide excellent programming and facilities to the general public
- Continue oversight of special events to minimize impacts on the community

<b>DEPT EXPENDITURES:</b>	2017 <u>Actual</u>	2018 <u>Estimated</u>	2019 <u>Adopted</u>
Labor Costs	1,144,526	1,178,640	1,250,870
Purchased Services	137,543	141,180	182,890
Other	401,864	431,589	442,740
<b>Total</b>	<b>1,683,933</b>	<b>1,751,409</b>	<b>1,876,500</b>

**PUBLIC WORKS DEPARTMENT**  
**Water Division**

**Department Description:** The Water Division operates and maintains three surface water collection and treatment facilities: the Pandora Treatment Plant and collection system located within the Bridal Veil Creek drainage system, the Mill Creek Treatment Plant, and the Cornet Creek Water Treatment Plant and Stillwell collection system located within the Cornet Creek drainage. The water distribution system provides water delivery to residents and businesses within the Town of Telluride and neighboring communities including Lawson Hill and other subdivisions within the Telluride Valley.



**Personnel:** Plant Superintendent, Plant Operators (3), Lab Technician, Distribution System Operators

**2018 Accomplishments:**

- Operated facilities to ensure that treated water exceeds state standards for drinking water.
- Coordinated with Idarado Mining Company to place Bridal Veil Water System improvements.
- Completed Phase 2 of the Bridal Veil Water System Powerhouse Bypass Project.
- Completed the relocation of the Bridal Veil Water System Falls Crest Diversion.

**2019 Objectives:**

- Continue coordination of additional Bridal Veil Water System improvements with the Idarado Mining Company.
- Complete the Bridal Veil Water System Powerhouse Bypass Project.
- Continue to work collaboratively with CDPHE on water plant permitting and compliance.
- Continue water meter replacement program per adopted Water Efficiency Plan.

<b>DIVISION EXPENDITURES</b>	2017 <u>Actual</u>	2018 <u>Estimated</u>	2019 <u>Adopted</u>
Labor Costs	150,917	167,040	166,775
Purchased services	45,376	103,620	122,500
Capital Outlay	1,458,509	1,430,500	488,000
Debt Service	1,685,128	1,485,833	1,513,859
Other	164,813	280,783	258,685
<b>Total:</b>	<b>3,504,743</b>	<b>3,467,776</b>	<b>2,549,819</b>

**PUBLIC WORKS DEPARTMENT**  
**Wastewater Division**

**Department Description:** The Wastewater Division operates as a utility enterprise that provides operation and maintenance of the Telluride Regional Wastewater Treatment Plant. The plant treats wastewater effluent from the Town of Telluride, the Town of Mountain Village, and several unincorporated subdivisions within San Miguel County. The wastewater collection system includes 103,710 lineal feet of pipe.



**Personnel:** Plant Superintendent, Plant Operators (3), Lab Technician, Wastewater Truck Driver, Collection System Operators

**2018 Accomplishments:**

- Operated facility to ensure that treated wastewater exceeds state discharge permit standards.
- Maintained high quality effluent discharge into the San Miguel River.
- Completed Liquid Oxygen Pilot Project and several Screw Press Pilot Projects.
- Implemented Digester improvements.
- Completed 2018 Wastewater Rate Study.

**2019 Objectives:**

- Continue WWTP metals & nutrients compliance planning.
- Gain permitting for and construct Biosolids Dewatering Project.
- Continue proactive wastewater line cleaning program.

<b>DIVISION EXPENDITURES:</b>	2017	2018	2019
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>
Labor Costs	408,933	461,690	456,415
Purchased services	281,471	209,400	168,900
Capital Outlay	220,657	875,370	2,517,230
Other	1,017,610	709,460	756,772
<b>Total:</b>	<b>1,928,671</b>	<b>2,255,920</b>	<b>3,899,317</b>

**PUBLIC WORKS DEPARTMENT**  
**Transit Division**  
**The Galloping Goose**

**Department Description:** The Transit Division operates with funding through the Capital Fund and Intergovernmental contributions (San Miguel Authority for Regional Transit). The Galloping Goose Transit System is a fixed route transit system providing routes that include the Town Loop and Lawson Hill transit services. The Galloping Goose operates 365 days a year.



**Personnel:** Transit Manager, Transit Operations Supervisor, seasonal Managers on Duty, and Transit Drivers (19).

**2018 Accomplishments:**

- Transferred operation of the Norwood and Down Valley transit services to the San Miguel Authority for Regional Transportation (SMART).
- Implemented new Virginia Placer to Gold Run Town Loop and reinstated off-season Town Loop.
- Executed contract and acceptance of FTA Grants for vehicle replacements for 2018/2019.
- Managed FTA Operational Grant – the first operational grant received by the Galloping Goose.
- Continued safe Transit operations.

**2019 Objectives:**

- Pursuit of and management of FTA Grants for vehicle replacements.
- Participate in the continued development of SMART.
- Bolster safety practices and protocol within Transit Division.

<b>DIVISION EXPENDITURES:</b>	2017	2018	2019
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>
Labor Costs	672,594	694,700	776,962
Purchased Services	99,938	125,358	120,710
Other	199,340	227,946	226,712
<b>Totals:</b>	<b>971,872</b>	<b>1,048,004</b>	<b>1,124,384</b>

## RENTAL HOUSING FUND

**Department Description:** The Rental Housing Fund provides affordable housing to locally employed residents in the Telluride R-1 School District. This fund manages the complex at Shandoka, Virginia Placer and any future Town owned rental facilities. The mission is to provide safe, attractive and well maintained facilities for tenants and to promote the sustainability of affordable housing in Telluride.



**Personnel:** Housing Director, Administrative Assistant, Facilities Maintenance Supervisor, Maintenance Workers (2), Boarding House Manager

### 2018 Accomplishments:

- Elaine’s Place Daycare opened.
- Conducted lottery and opened Virginia Placer Apartments and Tiny Homes
- Opened the Boarding House.
- Significantly decreased Bad Debt Loss and Vacancy Loss.
- Upgraded plumbing in aging facilities.
- Implemented new electronic payment process.

### 2019 Objectives:

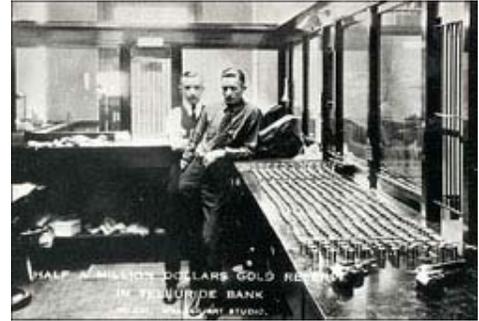
- Execute long-term capital upgrades for Shandoka facility involving new siding and windows, exterior lighting, siding, and paint.
- Improve bike parking.
- Explore expansion of town operated rental housing

<b>DIVISION EXPENDITURES:</b>	2017	2018	2019
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>
Labor Costs	351,067	440,590	438,754
Purchased services	93,377	120,623	128,990
Capital Outlay	54,533	2,954,278	225,000
Other	6,542,594	478,924	560,175
Debt	879,516	1,413,482	1,500,160
<b>Total:</b>	<b>7,921,087</b>	<b>5,407,897</b>	<b>2,853,079</b>

## HISTORIC PRESERVATION DEPARTMENT

**Department Description:**

The Historic Preservation Department provides administration, education, and enforcement of the Town’s historic preservation ordinance, Land Use Code (LUC), and Design Guidelines & Standards. The Department ensures that all development is consistent with the vision of Telluride as set forth in the Master Plan. Assistance is provided to the Historic and Architectural Review Commission (HARC), Planning and Zoning Commission (P&Z), and Town Council in historic preservation, development review, and policy formulation.



**Personnel:** Planner II, Historic Preservation Director

**2018 Accomplishments:**

- Oversaw conversion of Design Guidelines to HTML version for Town website
- Continued scanning HARC and Planning files, including digitizing THAS surveys
- Enhanced public outreach involving citizens, contractors, architects and developers – hosted Developers’ Toolkit for development community
- Co-hosted monthly architectural walking tours with the Telluride Historical Museum

**2019 Objectives:**

- Continue to provide public outreach involving citizens, contractors, architects, and developers
- Facilitate training and retreats for HARC members
- Revise CA extension criteria in the Land Use Code, and other LUC amendments as directed by Town Council
- Update architectural survey of historic sheds
- Continue to digitize HARC and Planning files to enhance access for Town and the public

<b>DEPT EXPENDITURES:</b>	2017	2018	2019
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>
Labor Costs			191,030
Purchased Services			6,500
Other			6,400
Total			203,930

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**TOWN OF TELLURIDE  
2019 BUDGET AND FINANCIAL PLAN  
DEBT STRUCTURE AND POLICIES**

The Town sometimes finds it necessary or useful to use financing to establish critical facilities and improvements. Generally, the Town has two choices: debt financing and lease-purchase financing. The Town has made use of both techniques in the past.

The Town has several options when issuing debt. The Town has the power to contract indebtedness by borrowing money or issuing bonds to accomplish the projects of the Town. State law, superseding the Town Charter, requires that indebtedness payable in whole or in part from the proceeds of ad valorem taxes, or to which the full faith and credit of the Town are pledged, be approved at an election by a majority of the electors voting thereon. The Charter limits the aggregate amount of general obligation debt, not including debt issued for water and sewer purposes, to an amount not to exceed 20% of the assessed valuation of the taxable property within the Town. The 2018 assessed valuation as shown by the latest assessment as of 11/30/18 is 277,455,110. As of December 31, 2018, the unused debt capacity for general obligation debt under the Charter will be \$55,491,022

The Town is also permitted to issue revenue bonds whereby specific tax revenues other than ad valorem taxes or revenues from fees and charges are pledged for the repayment of the bonds. While the Charter permits this type of debt to be issued without voter approval, this authority is superseded by the statutory requirement that revenue bonds be approved by the electorate.

The Town may also utilize lease purchase financing (certificates of participation) as long as the lease payments are subject to annual appropriation by Town Council. Lease purchase contracts in effect at this time are the Certificate of Participation series 2013 for the Pandora Water Plant, which includes refunding of the Marshal's Building, and the Certificates of Participation series 2010 for the Valley Floor.

The town electorate, on November 8, 2016, authorized the issuance of not more than \$4,200,000 for the purpose of financing the construction of parking improvements generally located at the northeast corner of Fir Street and Pacific Avenue. In April of 2018, the Town issued two series of revenue bonds totaling the \$4,200,000 for the new parking and mixed-use structure.

**AUTHORIZED BUT NOT ISSUED DEBT**

The Town has authorizations to issue debt as follows:

The town electorate, on November 8, 1994, authorized the issuance of \$5,000,000, at 8.5% for 20 years, payable from .50 % sales & use tax for the purpose of construction of Affordable Housing. In 2009, \$3,000,000 of this authorization was issued and \$2,000,000 has not been issued on the authorization.

**TELLURIDE DEBT AND DEBT CAPACITY**

A summary of Town indebtedness follows:

**Town of Telluride Debt Capacity December 2018**

Assessed Valuation	Certification of Values	277,455,110
20% of Assessed Value		55,491,022
Existing General Obligation (GO) Debt		
	Total Existing GO Debt	0
	Current Debt Capacity Balance*	55,491,022

\* Under the Charter Article XI Section 11.2 , Water & Sewer Utility Debt is not part of the calculation in determining the debt capacity limit.

Telluride Debt (balance estimated as of 12/31/2019)

	Balance 1/1/2019	Estimated Additions	Estimated Deletions	Balance 12/31/2019
<b>GENERAL LONG TERM DEBT</b>				
Affordable Housing Revenue Bond 2009	2,100,020		135,857	1,964,163
Valley Floor Certificate of Participation (2007) Refunding 2010	7,560,000		285,000	7,275,000
Valley Floor Excise Tax Revenue Bonds (2007) Refunding 2010	7,485,000		290,000	7,195,000
Marshal Building Certificate of Participation 2013 refunding	296,250		14,375	281,875
subtotal	17,441,270	-	725,232	16,716,038
<b>ENTERPRISE FUND LONG TERM DEBT</b>				
Water Plant GO Taxable Bonds Series 2010B	6,615,000		465,000	6,150,000
Water Certificate of Participation Series 2013	4,443,750		215,625	4,228,125
Shandoka Multifamily Housing Revenue Bonds (Refunded 2002)	5,340,000		265,000	5,075,000
Shandoka Multifamily Housing Revenue Bonds 2003	1,517,000		63,000	1,454,000
Housing Authority Mortgage Payable to Town - Shandoka Lot E	266,752		40,216	226,536
Housing Authority - Revenue Bond Series 2017 - Virginia Placer	8,483,000		244,000	8,239,000
Parking Revenue Bonds - Series 2018	4,200,000		225,000	3,975,000
subtotal	30,865,502		1,517,841	29,347,661
Total	48,306,772		2,243,073	46,063,699

**TOWN OF TELLURIDE;  
GENERAL LONG-TERM DEBT  
DEBT SERVICE SUMMARY**

Year	\$9,655,000 Excise Tax Bonds Valley Floor Refunding Series 2010 RETT, Sales, Use Tax, Bus. Licenses				\$3,000,000 Taxable Sales Tax Bonds Affordable Housing Series 2009 Sales & Use Tax				\$4,200,000 Parking Revenue Bonds Series 2018 Parking Revenue				\$12,655,000 Total General Long-Term Debt		
	Principal	Coupon	Interest	Total P&I	Principal	Coupon	Interest	Total P&I	Principal	Coupon	Interest	Total P&I	Principal	Interest	Total P&I
2019	290,000	3.000	330,294	620,294	135,857	6.500	134,329	270,186	225,000		184,762	409,762	650,857	649,385	1,300,242
2020	300,000	3.000	321,594	621,594	144,831	6.500	125,355	270,186	234,000		175,258	409,258	678,831	622,206	1,301,038
2021	310,000	4.000	312,594	622,594	154,398	6.500	115,788	270,186	245,000		165,375	410,375	709,398	593,756	1,303,154
2022	320,000	4.000	300,194	620,194	164,597	6.500	105,589	270,186	254,000		155,028	409,028	738,597	560,811	1,299,408
2023	335,000	4.250	287,394	622,394	175,470	6.500	94,716	270,186	265,000		144,303	409,303	775,470	526,412	1,301,882
2024	350,000	4.250	273,156	623,156	187,061	6.500	83,125	270,186	276,000		133,114	409,114	813,061	489,396	1,302,456
2025	365,000	4.250	258,281	623,281	199,417	6.500	70,769	270,186	289,000		121,463	410,463	853,417	450,512	1,303,930
2026	380,000	4.125	242,769	622,769	212,590	6.500	57,596	270,186	301,000	4.530	109,264	410,264	893,590	409,628	1,303,218
2027	395,000	4.125	227,094	622,094	226,633	6.500	43,553	270,186	314,000	4.530	95,628	409,628	935,633	366,275	1,301,908
2028	410,000	4.125	210,800	620,800	241,603	6.500	28,583	270,186	328,000	4.530	81,404	409,404	979,603	320,787	1,300,390
2029	430,000	4.125	193,888	623,888	257,563	6.500	12,623	270,186	343,000	4.530	66,546	409,546	1,030,563	273,056	1,303,619
2030	440,000	4.125	176,150	616,150					359,000	4.530	51,008	410,008	799,000	227,158	1,026,158
2031	465,000	5.000	158,000	623,000					375,000	4.530	34,745	409,745	840,000	192,745	1,032,745
2032	490,000	5.000	134,750	624,750					392,000	4.530	17,758	409,758	882,000	152,508	1,034,508
2033	510,000	5.000	110,250	620,250									510,000	110,250	620,250
2034	535,000	5.000	84,750	619,750									535,000	84,750	619,750
2035	565,000	5.000	58,000	623,000									565,000	58,000	623,000
2036	595,000	5.000	29,750	624,750									595,000	29,750	624,750
<b>Total</b>	<b>7,485,000</b>		<b>3,709,706</b>	<b>11,194,706</b>	<b>2,100,020</b>		<b>872,025</b>	<b>2,972,044</b>	<b>4,200,000</b>		<b>1,535,654</b>	<b>5,735,654</b>	<b>13,785,020</b>	<b>6,117,385</b>	<b>19,902,405</b>

Year	\$362,565 Certificate of Participation Series 2013 Water (.0625) Marshal Building - 2013 Refunding				\$9,785,000 Certificate of Participation Valley Floor Refunding Series 2010 Open Space Fund Revenue				\$10,147,565 Lease Totals - General Certificates of Participation		
	Principal	Coupon	Interest	Total P&I	Principal	Coupon	Interest	Total P&I	Principal	Interest	Total P&I
2019	14,490	4.350	12,990	27,480	285,000	3.250	352,700	637,700	299,490	365,690	665,180
2020	15,120	4.350	12,360	27,480	295,000	3.750	343,438	638,438	310,120	355,797	665,917
2021	15,750	4.350	11,702	27,452	305,000	4.000	332,375	637,375	320,750	344,077	664,827
2022	16,380	4.350	11,017	27,397	320,000	4.000	320,175	640,175	336,380	331,192	667,572
2023	17,325	4.350	10,304	27,629	330,000	4.500	307,375	637,375	347,325	317,679	665,004
2024	17,955	4.350	9,551	27,506	345,000	4.500	292,525	637,525	362,955	302,076	665,031
2025	18,585	4.350	8,770	27,355	360,000	4.500	277,000	637,000	378,585	285,770	664,355
2026	19,530	4.350	7,961	27,491	380,000	4.750	260,800	640,800	399,530	268,761	668,291
2027	20,475	4.350	7,112	27,587	395,000	4.750	242,750	637,750	415,475	249,862	665,337
2028	21,420	4.350	6,221	27,641	415,000	4.750	223,988	638,988	436,420	230,208	666,628
2029	22,365	4.350	5,289	27,654	435,000	4.750	204,275	639,275	457,365	209,564	666,929
2030	23,310	4.350	4,316	27,626	455,000	4.750	183,613	638,613	478,310	187,929	666,239
2031	24,255	4.350	3,302	27,557	475,000	5.000	162,000	637,000	499,255	165,302	664,557
2032	25,200	4.350	2,247	27,447	500,000	5.000	138,250	638,250	525,200	140,497	665,697
2033	26,460	4.350	1,151	27,611	525,000	5.000	113,250	638,250	551,460	114,401	665,861
2034					550,000	5.000	87,000	637,000	550,000	87,000	637,000
2035					580,000	5.000	59,500	639,500	580,000	59,500	639,500
2036					610,000	5.000	30,500	640,500	610,000	30,500	640,500
<b>Total</b>	<b>298,620</b>	<b>-</b>	<b>114,293</b>	<b>412,913</b>	<b>7,560,000</b>		<b>3,931,513</b>	<b>11,491,513</b>	<b>7,858,620</b>	<b>4,045,805</b>	<b>11,904,425</b>

**TOWN OF TELLURIDE**  
**GENERAL LONG-TERM DEBT**  
**Debt Service Summary**

	<b>\$7,515,000</b> <b>Water Bonds</b> <b>General Obligation</b> <b>Series 2010B</b>				<b>\$5,392,435</b> <b>Water - Certificate of Participation</b> <b>One Public Financing</b> <b>Series 2013</b>				<b>\$12,907,435</b> <b>Total</b> <b>Water &amp; Sewer</b> <b>Enterprise Funds</b>		
<b>Year</b>	<b>Principal</b>	<b>Coupon</b>	<b>Interest</b>	<b>Total P&amp;I</b>	<b>Principal</b>	<b>Coupon</b>	<b>Interest</b>	<b>Total P&amp;I</b>	<b>Principal</b>	<b>Interest</b>	<b>Total P&amp;I</b>
2019	465,000	3.90	334,898	799,898	215,510	4.35	193,200	408,710	680,510	528,098	1,208,608
2020	480,000	4.10	316,763	796,763	224,880	4.35	183,825	408,705	704,880	500,588	1,205,468
2021	490,000	4.25	297,083	787,083	234,250	4.35	174,043	408,293	724,250	471,126	1,195,376
2022	505,000	4.50	276,258	781,258	243,620	4.35	163,853	407,473	748,620	440,111	1,188,731
2023	520,000	4.70	253,533	773,533	257,675	4.35	153,256	410,931	777,675	406,788	1,184,463
2024	535,000	5.10	229,093	764,093	267,045	4.35	142,047	409,092	802,045	371,139	1,173,184
2025	555,000	5.10	201,808	756,808	276,415	4.35	130,430	406,845	831,415	332,238	1,163,653
2026	570,000	5.35	373,503	943,503	290,470	4.35	118,406	408,876	860,470	491,909	1,352,379
2027	590,000	5.35	143,008	733,008	304,525	4.35	105,771	410,296	894,525	248,778	1,143,303
2028	610,000	5.85	111,443	721,443	318,580	4.35	92,524	411,104	928,580	203,967	1,132,547
2029	635,000	5.85	75,758	710,758	332,635	4.35	78,666	411,301	967,635	154,423	1,122,058
2030	660,000	5.85	38,610	698,610	346,690	4.35	64,196	410,886	1,006,690	102,806	1,109,496
2031					360,745	4.35	49,115	409,860	360,745	49,115	409,860
2032					374,800	4.35	33,423	408,223	374,800	33,423	408,223
2033					393,540	4.35	17,119	410,659	393,540	17,119	410,659
<b>Total</b>	<b>6,615,000</b>		<b>2,651,753</b>	<b>9,266,753</b>	<b>4,441,380</b>		<b>1,699,875</b>	<b>6,141,255</b>	<b>11,056,380</b>	<b>4,351,627</b>	<b>15,408,007</b>

**\$8,100,000**  
**Shandoka 2002**

**\$2,147,000**  
**Shandoka 2003**

**\$963,000**  
**Shandoka Lot E**

**\$8,602,000**  
**Virgina Placer Revenc Bonds**

**\$19,812,000**  
**Total Debt**  
**Rental Housing**

Year	Principal	Coupon	Interest	Total P&I
2019	265,000	5.34	281,685	546,685
2020	280,000	5.34	267,267	547,267
2021	295,000	5.34	252,182	547,182
2022	4,500,000	5.34	236,162	4,736,162
2023				
2024				
2025				
2026				
2027				
2028				
2029				
2030				
2031				
2032				
2033				
2034				
2035				
2036				
<b>Total</b>	<b>5,340,000</b>		<b>1,037,295</b>	<b>6,377,295</b>

Principal	Coupon	Interest	Total P&I
63,000	4.96	74,475	137,475
67,000	4.96	71,300	138,300
71,000	4.96	67,928	138,928
73,000	4.96	64,381	137,381
77,000	4.96	60,710	137,710
1,166,000	4.96	83,750	1,249,750
<b>Total</b>	<b>1,517,000</b>	<b>422,544</b>	<b>1,939,544</b>

Principal	Coupon	Interest	Total P&I
40,216	4.00	10,670	50,886
41,825	4.00	9,061	50,886
43,498	4.00	7,388	50,886
45,238	4.00	5,649	50,886
47,047	4.00	3,839	50,886
48,929	4.00	1,957	50,886
<b>Total</b>	<b>266,752</b>	<b>38,565</b>	<b>305,316</b>

Principal	Coupon	Interest	Total P&I
244,000	3.24	272,889	516,889
252,000	3.24	264,919	516,919
260,000	3.24	256,689	516,689
269,000	3.24	248,200	517,200
279,000	3.24	239,404	518,404
288,000	3.24	230,283	518,283
298,000	3.24	220,871	518,871
307,000	3.24	211,151	518,151
316,000	3.24	201,123	517,123
326,000	3.24	190,804	516,804
337,000	3.24	180,160	517,160
348,000	3.24	169,144	517,144
359,000	3.24	157,788	516,788
371,000	3.24	146,059	517,059
383,000	3.24	133,958	516,958
397,000	3.24	121,419	518,419
409,000	3.24	108,459	517,459
<b>3,040,000</b>	<b>3.24</b>	<b>95,094</b>	<b>3,135,094</b>
<b>8,483,000</b>		<b>3,448,413</b>	<b>11,931,413</b>

Principal	Interest	Total P&I
612,216	639,719	1,251,935
640,825	612,547	1,253,372
669,498	584,187	1,253,685
4,887,238	554,391	5,441,629
403,047	303,953	707,000
1,502,929	315,990	1,818,919
298,000	220,871	518,871
307,000	211,151	518,151
316,000	201,123	517,123
326,000	190,804	516,804
337,000	180,160	517,160
348,000	169,144	517,144
359,000	157,788	516,788
371,000	146,059	517,059
383,000	133,958	516,958
397,000	121,419	518,419
409,000	108,459	517,459
<b>3,040,000</b>	<b>95,094</b>	<b>3,135,094</b>
<b>15,606,752</b>	<b>4,946,817</b>	<b>20,553,568</b>

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## **CAPITAL IMPROVEMENT PLAN**

In accordance with §10.5 of the Town Charter, the Manager shall prepare and submit to the Council a capital program for inclusion within the long-term budget. The capital program shall include:

- A clear general summary of its contents
- A list of capital improvements which are proposed to be undertaken during the five (5) fiscal years next ensuing
- Cost estimates, method of financing and recommended schedules for each improvement
- The estimated annual cost of operating and maintaining the facilities to be constructed

The above information is revised or extended each year. The capital planning workshop is typically conducted in early September and comprises a large component of the budgeting process. The Plan that is ultimately approved as a component of the budget is referred to as the Capital Improvement Plan (CIP).

### **What is a Capital Improvement Plan?**

The CIP a budget tool that focuses upon sound, long-range fiscal planning. It is needed to ensure that the physical assets of the Town are maintained or improved at a level adequate to (1) protect the Town's capital investment; (2) minimize future maintenance and replacement costs; and (3) meet the growing needs of the Telluride community. As a five-year program the CIP is subject to annual updates. The needs of all departments' are to be considered in the Plan, and presented to the Council for consideration in the budget process. It is not a static plan but rather a continuous plan that evolves over time to meet the changing needs of the community.

### **Why a Capital Improvement Plan?**

The purpose of the Capital Improvement Plan is to compile, prioritize, and finance capital improvements that are responsive to the needs and demands of the Telluride community, supportive of both short-term and long-range goals.

### **How is the Capital Improvement Plan developed?**

The Town will coordinate development of the Capital Improvement Plan with development of the operating budget each year. The budget process shall incorporate those improvements identified and prioritized within the Plan, subject to actual appropriations of funds and in accordance with the Town Council's overall goals and objectives. Future operating costs associated with new capital improvements shall be projected and included in operating budget forecasts accordingly.

Each capital improvement is accompanied by a summary description with itemized initial costs, funding strategies, residual operational and maintenance costs and overall priority. The prioritization is established pursuant to the following matrix:

Priority	Timetable	Nature of Project
A	fiscal budget year	<u>urgent</u> need; mandated; contractual; opportunistic --availability of outside funding
B	1-3 years out	<u>essential</u> project, but not urgent: needed to address safety and health, or meet required standard;
C	3-5 years out	<u>desirable</u> project; maintenance or replacement of existing infrastructure or facility; economic development or general community needs
D	when budget allows; future project not likely to occur within 5 years	<u>identified</u> project to meet projected needs; earmarked for future consideration

The CIP is not a fiscally constrained budget, but rather a tool to identify needed projects and purchases. Projects that are attributed a high priority ('A' ranking) are budgeted for the calendar year and monies appropriated accordingly. Often times diverse revenue sources are needed to fund these items (grants, partnerships, etc.). The CIP is premised upon a "save and pay" approach although some debt has been issued to complete very large and costly projects such as the Pandora Water Treatment Plant and Collection System.

The revenues and expenditures for the CIP are embodied within the Capital Fund within the Budget Line Items. In 2011, a separate fund was established to allow for transfer of Capital Funds for improvements related to streets, alleys and bridges. As a subcomponent of the Capital Fund, the 'Street Bridge & Alley Fund', allows for rollover fund balances to accumulate and be used solely for the purpose of funding large street infrastructure projects.

Capital Improvement Fund 2019-2023										
		2017	2018	2018	2019	2020	2021	2022	2023	
Account Description	GL Account	Prior Year Actual	Budget	Projected Year-End	Budget Plan					
<b>Beginning Balance</b>		1,937,618	2,846,832	2,846,832	1,933,751	1,368,899	1,360,421	2,874,434	3,655,522	
<b>Revenue Budget</b>										
GOCO Grant	4033368									
State Historical Grant	4033385									
Grant - DOLA	4033387	32,293	25,000	-						
Grant - CASTA (FTA)	4033366		258,000	257,157	78,080					
CMAQ	4033355		103,488	103,488						
FASTER Grant	4033386									
SM-Community Facility Loan Payment	4036300	1,061								
SM-Community Facility Interest	4036301	736								
Long Term Parking Permits	4036550									
Pavilion Donations	4036838									
Sale of Equipment	4036850				12,000					
Undergrounding Alleys	4036862									
Sale of Equipment & Other Assets	4036850	14,836		72,370						
Insurance Proceeds	4036830				300,000					
Pool Donations (Private Fundraising)	4036841									
Real Estate Transfer	4030310	6,037,915	4,890,908	5,500,000	4,440,707	4,618,335	4,803,069	4,995,191	5,194,999	
Misc. Revenue (Donations)	4036900	29,029	75,000	37,500	37,500					
Transfer from Municipal Building Fund	4039350									
Transfer from Restricted Fund (Festival Fees)	4039650		100,000	59,000	41,000					
Transfer from Energy Mitigation Fund (TEMP Fees)	4039700		160,000			176,000				
<b>Total Revenue</b>		<b>6,115,870</b>	<b>5,612,396</b>	<b>6,029,515</b>	<b>4,909,287</b>	<b>4,794,335</b>	<b>4,803,069</b>	<b>4,995,191</b>	<b>5,194,999</b>	
<b>Expenditure Budget</b>										
Swimming Pool & Restrooms - Phase I	4057867	1,041,458								
Kids Swimming Pool - Phase II	4057867									
Misc. Projects & Repairs	4057858	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	
Park Improvements	4057771	149,221				35,000	863,925	643,125	761,250	
Park Improvements - Tennis Courts & BB Court	4057771									
Elks Park	4057XXX						935,550			
Core Area Improvements	4057866							525,000		
Grandstands	4057859								866,250	
Pavilion Expansion / Improvements - Tier I	4057839		135,000	175,000	-	2,129,000				
Pavilion Improvements - Tier II	4057839		160,000	-					551,250	
Pavilion Improvements - Tier III	4057839								375,060	
Spruce Park Improvements	4057862									
Festival Site Improvements - Phase I	4057868									
Festival Site Improvements - Phase II	4057868		1,500,000	1,421,500	78,500					
Festival Site Phase - III	4057868							945,000		
Festival Sound Monitoring	4057871									
Greenscape Improvements	4057869									
<b>Subtotal Parks &amp; Rec</b>		<b>1,215,679</b>	<b>1,820,000</b>	<b>1,621,500</b>	<b>103,500</b>	<b>2,189,000</b>	<b>1,824,475</b>	<b>2,138,125</b>	<b>2,578,810</b>	
Fleet Replacement	4053760	457,314	350,000	350,000	282,000	583,000	577,000	598,000	586,000	
CASTA Bus Replacement	4053790		355,000	354,447	97,600					
FASTER Grant Bus Replacement	4053793									
Sweeper-CMAQ	4053660		153,488	153,488						
Bridal Veil Powerhouse Recovery	4057XXX				450,000	120,000				
Bridal Veil Cost Share	4057XXX				581,731					
Storm Water Mgmt. Upgrades	4057845	30,000	30,000	30,000	60,000	40,000	42,000	44,100	46,305	
San Miguel River Stream bank Repair	4057768									
Air Quality Monitoring	4057761									
Radiation Baseline Study	4057863									
Energy Action Projects	4057864									
Flood Mitigation	4057846		20,000	5,000	20,000	20,000	20,000	20,000	20,000	
Building Repair & Improvements	4057781									
Parking Meter Improvements	4057755									
Maintenance Facility Remodel	4057783					500,000		500,000		
Storm Water Upgrades School	4057810									
Muni Building Improvements	4057830	76,209	55,000	55,000	50,000	50,000	50,000	50,000	50,000	
Public Restrooms Upgrades	4057735	115,651			71,773					

Capital Improvement Fund 2019-2023										
		2017	2018	2018	2019	2020	2021	2022	2023	
Account Description	GL Account	Prior Year Actual	Budget	Projected Year-End	Budget Plan					
<b>Subtotal Public Works</b>		679,174	963,488	947,935	1,613,104	1,313,000	689,000	1,212,100	702,305	
Records Management Program	4040754									
Parking Systems Upgrade	4040778									
Traffic calming & data collection	4055788	7,680								
Animal Shelter	40XXXX				15,000	150,000				
Security Cameras	4040780				10,000					
<b>Subtotal Marshal</b>		7,680	-	-	25,000	150,000	-	-	-	
Update to Historical / Arch. Survey	4055781									
Update Design Guidelines	4055783									
GIS Update Equipment	4040747			-						
Master Plan Update	4055772		45,000	25,000	65,000	45,000	30,000			
Town Hall Assessment	4055XXX									
<b>Subtotal Planning</b>		-	45,000	25,000	65,000	45,000	30,000	-	-	
Water Bottle Fill Stations	4053300				5,000	5,000	5,000	5,000	5,000	
Wayfinding	4053325	33,078								
Town Hall / Rebekah Renovation Planning	4053330	64,586	50,000	-						
Town Hall Renovations	4053XXX									
Rebekah Hall Renovations	4053XXX									
Pandora Mill	4053335	641								
Bridal Veil Parking Improvements	4053375		35,000	-	35,000					
SMPA Lot Planning, Design, and Construction	4053380	138,263	140,000	140,000						
Expansion Utilities Affordable Housing	4057812	38,310								
Broadband	4057811	18,745	25,000	25,000	70,000	20,000	20,000	20,000	20,000	
Lawson Hill Restroom Tap Fees	4053390		52,000	-						
Jail holding cell construction	4053395		30,000	30,000						
Shandoka Daycare Furniture	4053385	12,000								
<b>Subtotal Town Manager</b>		305,623	332,000	195,000	110,000	25,000	25,000	25,000	25,000	
Website Development	4040751									
Computer Equip / Leasing Program	4053775	111,210	125,100	125,100	129,000	139,000	117,100	138,980	124,500	
<b>Subtotal Administrative Services</b>		111,210	125,100	125,100	129,000	139,000	117,100	138,980	124,500	
Records Management System	4040776				-					
Electronic Packets	4057865				-					
Document Retention/Management System	4057872	9,500	30,000	20,000		150,000				
<b>Subtotal Town Clerk</b>		9,500	30,000	20,000	-	150,000	-			
<b>Total Expenditures</b>		2,328,866	3,315,588	2,934,535	2,045,604	4,011,000	2,685,575	3,514,205	3,430,615	
Transfer to Street, Bridge & Alley Fund	4059960	639,207	1,166,782	1,166,782	1,591,753	671,484	522,913	594,472	841,161	
Transfer to Trans fund	4059910	615,000	395,561	395,561	562,272					
Transfer to Open Space	4059950	1,207,583	978,182	1,100,000	888,141					
Transfer to Water Fund	4059800	250,000	265,600	1,150,000	-					
Transfer to Affordable Housing	4059940									
Transfer to Parking Fund	4059965		105,100	105,100						
Loan to Parking Fund	40XXXX				325,000					
Indirect Project Costs to General Fund	4059970	166,000	90,618	90,618	61,368	120,330	80,567	105,426	102,918	
<b>Subtotal Transfers</b>		2,877,790	3,001,843	4,008,061	3,428,535	791,814	603,480	699,898	944,079	
<b>Total Expenditures &amp; Transfer</b>		5,206,656	6,317,431	6,942,596	5,474,139	4,802,814	3,289,055	4,214,103	4,374,694	
<b>Change in Fund Balance</b>		909,214	(705,035)	(913,081)	(564,852)	(8,479)	1,514,013	781,088	820,305	
<b>Ending Balance</b>		2,846,832	2,141,797	1,933,751	1,368,899	1,360,421	2,874,434	3,655,522	4,475,827	
		54.68%	33.90%	27.85%	25.01%					

Street Bridge & Alley Fund 2019-2023		2017	2018	2018	2019	2020	2021	2022	2023
		Prior Year	Budget	Projected	Budget	Budget	Budget	Budget	Budget
		Actual		Year End	Plan	Plan	Plan	Plan	Plan
<b>Beginning Balance</b>		158	108,525	108,525	223,427	-	-	-	-
<b>Revenue Budget</b>									
Sidewalk Assessments	4136200								
Pinon Vacation	4136452								
Sale of MT Ave Right of Way	4136453	100,000							
Grant Revenue	4136460								
Misc. Revenue	4136900		13,860	37,120					
Intergovernmental Roundabout	4133200								
Transfer from Capital Improvement Fund	4139960	639,207	1,166,782	1,166,782	1,591,753	671,484	522,914	594,472	841,160
Construction Bond Payment Not Refunded	4136700								
<b>Total Revenue</b>		<b>739,207</b>	<b>1,180,642</b>	<b>1,203,902</b>	<b>1,591,753</b>	<b>671,484</b>	<b>522,914</b>	<b>594,472</b>	<b>841,160</b>
<b>Expenditure Budget</b>									
Street O&M	4157301	188,285	154,500	154,500	157,590	160,742	163,957	167,236	170,580
Misc. Projects & Improvements	4157300	143,490	154,500	154,500	157,590	160,742	163,957	167,236	170,580
Colorado Ave Waterline & Overlay - Phase II	4157310								
Colorado Ave Waterline & Overlay - Phase III	4157310								
Columbine Deep Utilities & Streetscapes	4157360								
Pacific Avenue Bridge	4157335								
Bike Path Overlay	4157345								
Cornet Creek River Trail Bridge	4157335								
Colorado Avenue Phase II Sidewalk	4157350								
Spur Improvements	4157375		300,000	190,000	1,500,000				
West Pacific / Mahoney Ped Improvements	4157380								
East Colorado Ave Asphalt Repair	4157385								
Galena Streetscape & Flood Mitigation	4157390								
Emergency Access Road - School	4157395								
Spruce Alley Drainage Improvements	4157355								
San Juan Streetscape	4157400	147,254							
Mahoney-Pac Pedestrian Enhancement	4157410								
Davis-Townsend Alley	4157415	122,284							
Street Light Retrofit	4157420	12,085							
Pic & Gad Alley	4157425	17,442							
New Gate at PW	4157430		30,000						
South Pine Streetscape	4157435		460,000	375,000					
Black Bear Road	4157440		190,000	215,000					
Mahoney Bridget Sidewalk						100,000			
400 Blk E columbia Streetscape						250,000			
Columbia Bridget N Sidewalk							45,000		
Mill Overlay W Colorado 700 Blk							150,000		
San Juan 300 Block W								260,000	
W Galena 600 & 700 Blks Streetscape									500,000
<b>Total Expenditures</b>		<b>630,840</b>	<b>1,289,000</b>	<b>1,089,000</b>	<b>1,815,180</b>	<b>671,484</b>	<b>522,914</b>	<b>594,472</b>	<b>841,160</b>
<b>Change in Fund Balance</b>		<b>108,367</b>	<b>(108,358)</b>	<b>114,902</b>	<b>(223,427)</b>	-	-	-	-
<b>Ending Balance</b>		<b>108,525</b>	<b>167</b>	<b>223,427</b>	<b>-</b>	-	-	-	-

**WATER CAPITAL PLAN**

count Numl	Account Title	2017 Prior Year Actual	2018 Cur Year Budget	2018 Projected Year End	2019 Budget Request	2020 Budget Request	2021 Budget Request	2022 Budget Request	2023 Budget Request
<b>Capital Revenues</b>									
	WATER FUND CAPITAL OUTLAY	1,458,509	1,588,600	1,430,500	488,000	1,912,154	1,764,923	1,501,000	963,000
	<b>Total Revenues</b>	<b>1,458,509</b>	<b>1,588,600</b>	<b>1,430,500</b>	<b>488,000</b>	<b>1,912,154</b>	<b>1,764,923</b>	<b>1,501,000</b>	<b>963,000</b>
<b>Expenses</b>									
51-91-200	LEGAL FEES	55,127	25,000	50,000	28,000	28,000	30,000	30,000	30,000
51-91-310	PANDORA PLANT IMPROVEMENTS	3,452	6,100	5,500	5,000	3,000	3,000	3,000	3,000
51-91-320	STILLWELL IMPROVEMENTS					230,000		3,000	
51-91-330	MILLCREEK IMPROVEMENTS	21,408	167,500	15,000	15,000	225,000	225,000	35,000	-
51-91-500	SYSTEM IMPROVEMENTS	5,500	40,000	10,000	40,000	750,000	750,000	750,000	250,000
51-91-600	CORNET CREEK IMPROVMENTS	-	-	-	-				
51-91-700	BRIDAL VEIL BASIN	1,335,790	1,350,000	1,350,000	400,000	100,000	-	-	-
51-91-750	BRIDAL VEIL BASIN COST SHARE				-	576,154	756,923	680,000	680,000
51-91-800	WATER METER REPLACEMENT	37,232	-						
	<b>Total Expenses</b>	<b>1,458,509</b>	<b>1,588,600</b>	<b>1,430,500</b>	<b>488,000</b>	<b>1,912,154</b>	<b>1,764,923</b>	<b>1,501,000</b>	<b>963,000</b>

**SEWER CAPITAL PLAN**

count Numl	Account Title	2017 Prior Year Actual	2018 Cur Year Budget	2018 Projected Year End	2019 Budget Request	2020 Budget Request	2021 Budget Request	2022 Budget Request	2023 Budget Request
<b>Capital Revenues</b>									
	SEWER FUND CAPITAL OUTLAY	220,657	2,362,370	875,370	2,517,230	1,238,380	3,642,590	7,326,700	3,841,230
	<b>Total Revenues</b>	<b>220,657</b>	<b>2,362,370</b>	<b>875,370</b>	<b>2,517,230</b>	<b>1,238,380</b>	<b>3,642,590</b>	<b>7,326,700</b>	<b>3,841,230</b>
<b>Expenses</b>									
	52-50-750 PLANT IMPROVEMENTS	201,003	2,125,000	428,000	1,915,000	321,370	554,360	1,778,660	2,137,835
	52-50-751 NUTRIENT CONSTRUCTION/ENGINEER	19,654	50,000	260,000	259,000	717,720	2,882,665	5,335,980	1,484,610
	52-50-XXX SLUDGE TRUCK MAINTENANCE			-	150,000	-	-	-	-
	52-55-710 STREAM BANK STABILIZATION	-	20,000	20,000	20,000	20,000	20,000	20,000	20,000
	52-55-750 SYSTEM IMPROVEMENTS	-	167,370	167,370	173,230	179,290	185,565	192,060	198,785
	<b>Total Expenses:</b>	<b>220,657</b>	<b>2,362,370</b>	<b>875,370</b>	<b>2,517,230</b>	<b>1,238,380</b>	<b>3,642,590</b>	<b>7,326,700</b>	<b>3,841,230</b>

**HOUSING CAPITAL PLAN**

<b>Account Number</b>	<b>Account Title</b>	<b>2017 Prior Year Actual</b>	<b>2018 Cur Year Budget</b>	<b>2018 Projected Year End</b>	<b>2019 Budget Request</b>	<b>2020 Budget Request</b>	<b>2021 Budget Request</b>	<b>2022 Budget Request</b>	<b>2023 Budget Request</b>
<b>Capital Revenues</b>									
	HOUSING FUND CAPITAL OUTLAY	54,533	403,000	205,000	225,000	235,000	170,000	170,000	145,000
	<b>Total Revenues</b>	<b>54,533</b>	<b>403,000</b>	<b>205,000</b>	<b>225,000</b>	<b>235,000</b>	<b>170,000</b>	<b>170,000</b>	<b>145,000</b>
<b>Expenses</b>									
56-59-840	SOLAR PANEL PURCHASE	-							
56-91-770	APARTMENT REMODELS	-			25,000	100,000	50,000	50,000	25,000
56-91-771	ALARM SYSTEM INSTALLATION	-							
56-91-772	DAYCARE REMODEL	51,584							
56-91-790	HEAT & HOT WATER SYSTEM	-							
56-91-791	INSULATION SIDING & WINDOWS	-	178,000		200,000	100,000	100,000	100,000	100,000
56-91-793	PAINTING - EXTERIOR	-	35,000			35,000	20,000	20,000	20,000
56-91-795	OTHER IMPROVEMENTS-BB ROAD	2,949	190,000	205,000	-				
	<b>Total Expenses</b>	<b>54,533</b>	<b>403,000</b>	<b>205,000</b>	<b>225,000</b>	<b>235,000</b>	<b>170,000</b>	<b>170,000</b>	<b>145,000</b>

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## **TOWN OF TELLURIDE GLOSSARY OF BUDGET TERMS**

**AD VALOREM TAXES:** Commonly referred to as property taxes, ad valorem taxes are levied on both real and personal property according to the valuation and tax rate.

**APPROPRIATION:** An authorization granted by the legislative body (e.g. Town Council) to make expenditures and to incur obligations for specific purposes.

**ASSESSED VALUATION:** A value that is established for real or personal property as a basis for levying taxes.

**BOND:** A written promise, generally under seal, to pay a specific sum of money, called the face value or principal amount, at a fixed time in the future, called the date of maturity, and carrying usury or interest at a fixed rate, usually payable periodically.

**BUDGET:** A plan of financial activity for a specified period of time (fiscal year) indicating all planned revenues and expenses for the budget period.

**BUDGETARY BASIS:** The basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash or modified accrual.

**BUDGET CALENDAR:** The schedule of key dates that a government follows in the preparation and adoption of the budget.

**CAPITAL IMPROVEMENTS PROGRAM:** A plan for capital expenditures to be incurred each year over a fixed period of years to meet the capital needs of the community.

**CAPITAL OUTLAY:** Expenditures which result in the acquisition of fixed assets, which generally consist of machinery and equipment, furniture and fixtures, and cost more than \$5,000 and last more than one year.

**CAPITAL PROJECT:** Expenditures that result in the construction of major improvements to the government's buildings, parks and infrastructure. Capital projects generally consist of projects that cost more than \$10,000 and last more than three years.

**CCAASE:** Acronym for the Town of Telluride Commission for Arts and Special Events and Community Support

**CERTIFICATES OF PARTICIPTION (COP)** Financing in which the investor buys a share of lease revenues of an agreement made by a municipal or government entity, rather than the bond being secured by those revenues.

**DEBT:** An obligation resulting from the borrowing of money or from the purchase of goods and services.

**DEBT SERVICE:** Cash outlays in the form of principal payments, periodic interest payments and related services charges for debt incurred in prior periods.

**DEPARTMENT:** The largest organizational unit in the Town in which a specific activity is carried out. A department may consist of several divisions.

**DEPRECIATION:** Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

**DIVISION:** The smallest organizational unit in the Town budget.

**ENTERPRISE FUND:** A fund established to finance and account for the acquisition, operation, and maintenance of governmental facilities and services that are entirely or predominantly self-supporting through user charges. Town enterprise funds are the Water Fund, Sewer Fund, Shandoka Fund and Virginia Placer Fund.

**EXCISE TAX:** A tax levied upon the sale or consumption of commodities, real property or lodging. The excise taxes in Telluride are the sales and use tax, the real estate transfer tax and the 2% excise tax on lodging rentals, and sale of food and drink served or furnished in restaurants for support of the airline guarantee program.

**FTE:** An acronym used in the Town budget for full-time equivalent employees.

**FULL FAITH AND CREDIT:** A pledge of the general taxing power the Town for the payment of debt obligations.

**FUND:** A self-balancing accounting entity segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

**FUND BALANCE:** Resources remaining from prior years, which are available to be budgeted in the current year.

**GAAP:** An acronym for Generally Accepted Accounting Principles.

**GASB 34:** The *Governmental Accounting Standards Board's* Statement 34 that established a new governmental financial reporting model for state and local governments. The Town converted to this model for year-end 2004

**GENERAL LONG-TERM DEBT:** Long-term debt legally payable from general tax revenues.

**GENERAL OBLIGATION BONDS:** Bonds that are secured for payment by the full faith and credit of the issuing entity.

**GOAL:** A statement of broad direction, purpose or intent based on the needs of the community.

**GRANT:** A monetary contribution by a governmental unit or foundation for a specific purpose and not requiring repayment.

**INTERFUND TRANSFERS:** Amounts transferred within the government from one fund to another.

**LINE-ITEM BUDGET:** A budget prepared along departmental lines detailing services to be paid for, items to be purchased and contracts to be executed.

**MILL:** The tax rate for property based upon its valuation. A tax rate of one mill produces one dollar of taxes on each \$1,000 of assessed property valuation.

**MODIFIED ACCRUAL BASIS:** An accounting system that generally records the accrual of expenditures and some but not all revenues.

**OBJECTIVE:** Something to be accomplished in specific, well defined, and measurable terms that is achievable within a specific time frame.

**O & M:** An acronym used within the Town budget to describe costs of operations and maintenance as distinguished from costs of capital investment and outlay.

**OPERATING EXPENSES:** The costs for personnel, materials, and equipment required for a division, department or organization as a whole to function.

**ORDINANCE:** A formal legislative enactment by the governing body of a municipality that carries the force of law.

**PROGRAM:** A group of related activities performed by one or more organizational unit for the purpose of accomplishing a governmental function.

**RESERVE:** An account which records a portion of the fund balance which is segregated for some specific use and which is, therefore, not available for further appropriation or expenditure.

**RETT:** An acronym for the Town's Real Estate Transfer Tax. The tax is three percent of consideration paid.

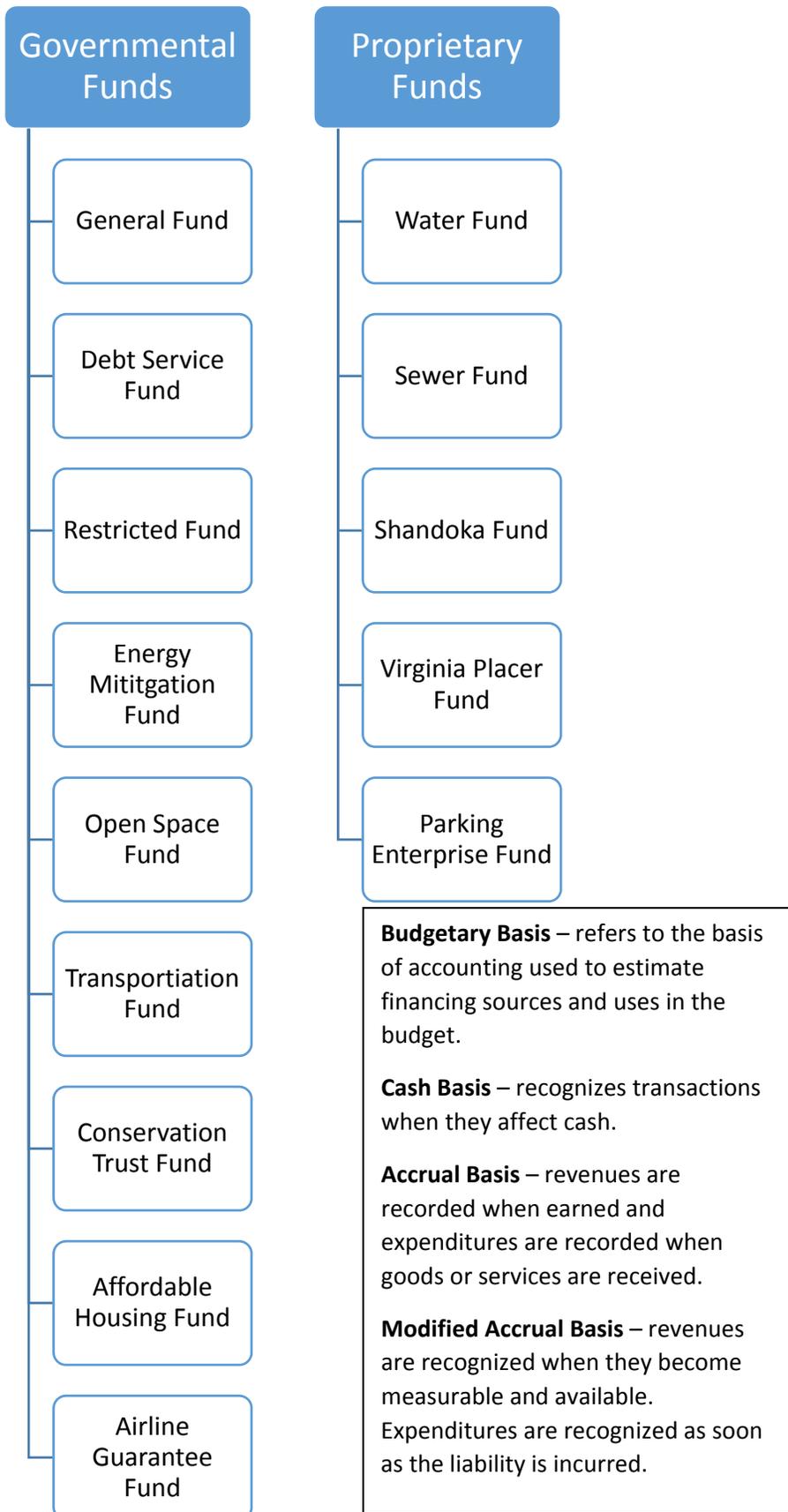
**SALES AND USE TAX:** A 4.5% tax on the retail sale or retail consumption of commodities, goods, lodging services, groceries and prepared food and beverage. The dedicated portion to be used for affordable housing is .5%.

**TABOR:** An acronym for constitutional state law known as the Taxpayers Bill of Rights enacted in 1992. It limits the power of governments in Colorado to levy taxes and incur debt. It also sets forth revenue limits for non-enterprise entities and funds.

**TRANSFERS:** Amounts transferred from one fund to another to assist in financing the activities of the recipient fund.

**UNENCUMBERED FUND BALANCE:** The portion of the Fund Balance that is not designated, reserved or otherwise set aside for any specific purpose and is, therefore, available for appropriation.

**USER FEES:** Fees paid for direct receipt of a public service by the party who benefits from the service.



## ***FUND ACCOUNTING***

The accounts in the Town budget are organized by funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures, as appropriate. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are intended. All Funds are subject to appropriation.

### ***2019 BUDGET FUNDS DESCRIPTION***

**Major Funds** – Include any fund whose revenues or expenditures, excluding other financing sources and uses, constitute more than 10% of the appropriated budget. These funds represent the significant activities of the town.

**General Fund** - The General Fund is a major fund and is the general operating fund of the Town. All Town functions including community welfare and with the exception of Transit, Shandoka, Water, and Sewer are budgeted and accounted for in this fund. The budget basis for the General Fund is modified accrual.

**Capital Improvement Fund** - The Capital Improvement Fund accounts for general government capital projects and outlays, economic and cultural development, public works and government facility maintenance, and transportation subsidies. It is financed primarily by real estate transfer taxes. The budget basis for the Capital Improvement Fund is modified accrual.

**Street, Alley & Bridge Fund** - The Street, Alley & Bridge Fund accounts for Public Works street, alley & bridge maintenance and improvement projects. It is a sub fund of the Capital Improvement Fund and is funded by a transfer from the Capital Improvement Fund. The budget basis is modified accrual.

**Open Space Fund** - The Open Space Fund accounts for the acquisition and maintenance of open space financed by twenty percent of unencumbered revenues generated from property taxes, sales and use taxes, real estate transfer taxes and business licenses. Large reserves are developed over time in this budget and are then utilized to acquire real properties to be dedicated as open spaces. The budget basis for the Open Space Fund is modified accrual.

**Water Fund** - This fund accounts for all operations of the Town's water services. It is primarily financed by user charges and user connection fees. The accounting basis used for the water budget is modified accrual. Financial reporting for the enterprise funds (Water and Sewer) requires conversion to an accrual basis. The Town does not budget for depreciation. However, depreciation is accounted for in the full accrual accounting basis used for these funds annual financial reporting. The Town financial statements show both methods of reporting for the enterprise funds.

**Sewer Fund** - This fund accounts for all operations of the Town's sewer services. It is primarily financed by user charges and user connection fees. The accounting basis used for the sewer budget is modified accrual. Financial reporting for the enterprise funds (Water and Sewer) requires conversion to an accrual basis. The Town does not budget for depreciation. However, depreciation is accounted for in the full accrual accounting basis used for these funds annual financial reporting. The Town financial statements show both methods of reporting for the enterprise funds.

**Affordable Housing Fund** - The Affordable Housing Fund accounts for a 1/2% sales and use tax to finance the development and preservation of affordable housing. The budget basis for the Affordable Housing Fund is modified accrual.

### **Non-Major Funds**

**Restricted Fund** – The Restricted Fund accounts for fees that have been restricted by ordinance and are to be used for a specific purpose (dog surcharge fee, tree fee, bag fee, etc.). The budget basis for the Restricted Fund is modified accrual.

**Energy Mitigation Fund** – The Energy Mitigation Fund accounts for energy efficient related projects to reduce the town's carbon footprint. The budget basis for the Energy Mitigation Fund is modified accrual.

**Transportation Fund** - The Transportation Fund accounts for all operations of the Transit Division. Revenues generated by the system as well as general government subsidy support are accounted for in this fund. The budget basis for the Transportation Fund is modified accrual.

**Conservation Trust Fund** - The Conservation Trust Fund accounts for State of Colorado lottery funds to be used for parks and recreation services and capital investment. The budget basis for the Conservation Trust Fund is modified accrual.

**Debt Service Fund** - The Debt Service Fund accounts for special assessment debt service requirements, special assessment levies, general obligation debt service and lease purchase agreements. The budget basis for this fund is modified accrual.

**Airline Service Guaranty Fund** – The Airline Service Guaranty Fund accounts for the collection of the 2% excise tax on lodging rentals, and sale of food and drink served or furnished in restaurants and bars that became effective on January 1, 2004. The moneys in this fund are to be used to support airline service at the Telluride and Montrose airports.

**Telluride Housing Authority Shandoka Enterprise Fund** -This fund accounts for the operation of the Shandoka apartments. The accounting basis used for the Shandoka budget is modified accrual. Financial reporting for the enterprise fund requires conversion to an accrual basis.

**Telluride Housing Authority Virginia Placer Enterprise Fund** - This fund accounts for the operation of the Virginia Placer apartments and boarding house. The accounting basis used for the Virginia Placer budget is modified accrual. Financial reporting for the enterprise fund requires conversion to an accrual basis.

**Parking Enterprise Fund** – This fund accounts for revenues from parking meters, permits and fines. This fund will eventually be used to add parking structures in the Town of Telluride. The accounting basis used for the Parking Enterprise Fund budget is modified accrual. Financial reporting for the enterprise fund requires conversion to an accrual basis.

**COMBINED FUNDS BUDGET  
2018 BUDGET**

	GENERAL FUND	DEBT SERVICE FUND	CAPITAL FUND	STREET, ALLEY BRIDGE FUND	RESTRICTED FUND	ENERGY MITIGATION FUND	TRANSPORT. FUND	CONSERVATION FUND	OPEN SPACE FUND	AFFORDABLE HOUSING FUND	WATER FUND	SEWER FUND	RENTAL HSG FUND	PARKING FUND	AIRLINE GUARANTEE	TOTAL COMBINED
<b>Revenues:</b>																
Sales	6,289,311									777,331						\$ 7,066,642
Use Tax	400,500									49,500						\$ 450,000
Airline Guarantee Excise															1,445,535	\$ 1,445,535
Real Estate Transfer Tax			4,440,707													\$ 4,440,707
Property Tax	709,050									555,684						\$ 1,264,734
Other Taxes	721,500										619,898					\$ 1,341,398
Intergovernmental Revenue	456,022		131,080				284,013	25,038			119,324	1,172,584				\$ 2,188,061
Interest									26,000	20,000	15,000		3,500			\$ 64,500
Fees, Licenses & Other Charges	1,886,371	1,650	300,000		8,700	178,000	163,550			476,486	382,000	1,265,000	2,434,080	454,416		\$ 7,550,253
User Fees	404,950										1,514,660	1,739,780	2,000			\$ 3,661,390
Donations			37,500													\$ 37,500
Sale of Housing Units																\$ -
<b>Total Revenue</b>	<b>\$ 10,867,704</b>	<b>\$ 1,650</b>	<b>\$ 4,909,287</b>	<b>\$ -</b>	<b>\$ 8,700</b>	<b>\$ 178,000</b>	<b>\$ 447,563</b>	<b>\$ 25,038</b>	<b>\$ 26,000</b>	<b>\$ 1,879,001</b>	<b>\$ 2,650,882</b>	<b>\$ 4,177,364</b>	<b>\$ 2,439,580</b>	<b>\$ 454,416</b>	<b>\$ 1,445,535</b>	<b>\$ 29,510,720</b>
<b>Expenditures:</b>																
Council	217,740															\$ 217,740
Court	43,210															\$ 43,210
Manager	368,470		110,000													\$ 478,470
Finance	455,325															\$ 455,325
Attorney	367,420															\$ 367,420
Clerk	347,310															\$ 347,310
Planning	246,360		65,000													\$ 311,360
Historic Preservation	203,930															\$ 203,930
Administrative Services	367,970		129,000													\$ 496,970
General services	894,945															\$ 894,945
Public Safety	1,912,335		25,000		5,591											\$ 1,942,926
Public Works - Road & Utility	1,083,820		1,613,104	1,815,180							1,035,960	3,611,920				\$ 9,159,984
Public Works -Administration & Engineer	593,620															\$ 593,620
Transit Operations							1,017,322									\$ 1,017,322
Planning - Building Division	343,230															\$ 343,230
Parks & Rec - Parks	841,890		103,500													\$ 945,390
Parks & Rec - Recreation Services	1,034,610				194,979			25,038								\$ 1,254,627
CASE, Theatre, and Community Support	230,000															\$ 230,000
Community Support Grants	311,780															\$ 311,780
Media Support	31,000															\$ 31,000
Airline Guarantee															1,416,624	\$ 1,416,624
Contract Services	618,684				45,922											\$ 664,606
Planning, Operations & Maintenance	328,420													691,740		\$ 1,020,160
Bond Debt Expenses/Notes Expense		27,377								270,186	1,226,461		1,256,860	409,762		\$ 3,190,646
Affordable Housing										2,971,369			1,352,919			\$ 4,324,288
Energy Projects						53,500										\$ 53,500
Open Space/Park Land									4,745,782							\$ 4,745,782
Salary Reserve & Benefits	121,500															\$ 121,500
<b>Total Expenses</b>	<b>\$ 10,963,569</b>	<b>\$ 27,377</b>	<b>\$ 2,045,604</b>	<b>\$ 1,815,180</b>	<b>\$ 246,492</b>	<b>\$ 53,500</b>	<b>\$ 1,017,322</b>	<b>\$ 25,038</b>	<b>\$ 4,745,782</b>	<b>\$ 3,241,555</b>	<b>\$ 2,262,421</b>	<b>\$ 3,611,920</b>	<b>\$ 2,609,779</b>	<b>\$ 1,101,502</b>	<b>\$ 1,416,624</b>	<b>\$ 35,183,665</b>
<b>Excess Revenues over Expenditures</b>	<b>\$ (95,865)</b>	<b>\$ (25,727)</b>	<b>\$ 2,863,683</b>	<b>\$ (1,815,180)</b>	<b>\$ (237,792)</b>	<b>\$ 124,500</b>	<b>\$ (569,759)</b>	<b>\$ -</b>	<b>\$ (4,719,782)</b>	<b>\$ (1,362,554)</b>	<b>\$ 388,461</b>	<b>\$ 565,444</b>	<b>\$ (170,199)</b>	<b>\$ (647,086)</b>	<b>\$ 28,911</b>	<b>\$ (5,672,945)</b>
<b>Other Financing Sources ( Uses)</b>																
Taxes & License Fees to other funds	(1,623,451)		(888,141)						2,464,524							\$ (47,068)
Transfers	965,638	4,986	(2,540,393)	1,591,753	42,082	924,833	455,210	-	(30,000)	22,799	(287,398)	(287,397)	(148,300)	325,000	(28,911)	\$ 1,009,902
	(657,813)	4,986	(3,428,534)	1,591,753	42,082	924,833	455,210	-	2,434,524	22,799	(287,398)	(287,397)	(148,300)	325,000	(28,911)	\$ 962,834
<b>Change in fund balance</b>	<b>(753,678)</b>	<b>(20,741)</b>	<b>(564,851)</b>	<b>(223,427)</b>	<b>(195,710)</b>	<b>1,049,333</b>	<b>(114,549)</b>	<b>-</b>	<b>(2,285,258)</b>	<b>(1,339,755)</b>	<b>101,063</b>	<b>278,047</b>	<b>(318,499)</b>	<b>(322,086)</b>	<b>-</b>	<b>(4,710,111)</b>
<b>Beginning Fund Balance</b>	<b>\$ 4,285,530</b>	<b>\$ 20,741</b>	<b>\$ 1,933,751</b>	<b>\$ 223,427</b>	<b>\$ 223,155</b>	<b>\$ -</b>	<b>\$ 114,549</b>	<b>\$ 75,139</b>	<b>\$ 4,803,281</b>	<b>\$ 1,339,755</b>	<b>\$ 48,511</b>	<b>\$ 1,392,753</b>	<b>\$ 4,240,751</b>	<b>\$ 334,170</b>	<b>\$ -</b>	<b>\$ 19,035,513</b>
<b>Ending fund balance</b>	<b>\$ 3,531,852</b>	<b>\$ -</b>	<b>\$ 1,368,900</b>	<b>\$ -</b>	<b>\$ 27,445</b>	<b>\$ 1,049,333</b>	<b>\$ -</b>	<b>\$ 75,139</b>	<b>\$ 2,518,023</b>	<b>\$ -</b>	<b>\$ 149,574</b>	<b>\$ 1,670,800</b>	<b>\$ 3,922,252</b>	<b>\$ 12,084</b>	<b>\$ -</b>	<b>\$ 14,325,402</b>
<b>Reserves</b>																\$ -
<b>Unreserved Balance</b>	<b>\$ 3,531,852</b>	<b>\$ -</b>	<b>\$ 1,368,900</b>	<b>\$ -</b>	<b>\$ 27,445</b>	<b>\$ 1,049,333</b>	<b>\$ -</b>	<b>\$ 75,139</b>	<b>\$ 2,518,023</b>	<b>\$ -</b>	<b>\$ 149,574</b>	<b>\$ 1,670,800</b>	<b>\$ 3,922,252</b>	<b>\$ 12,084</b>	<b>\$ -</b>	<b>\$ 14,325,402</b>

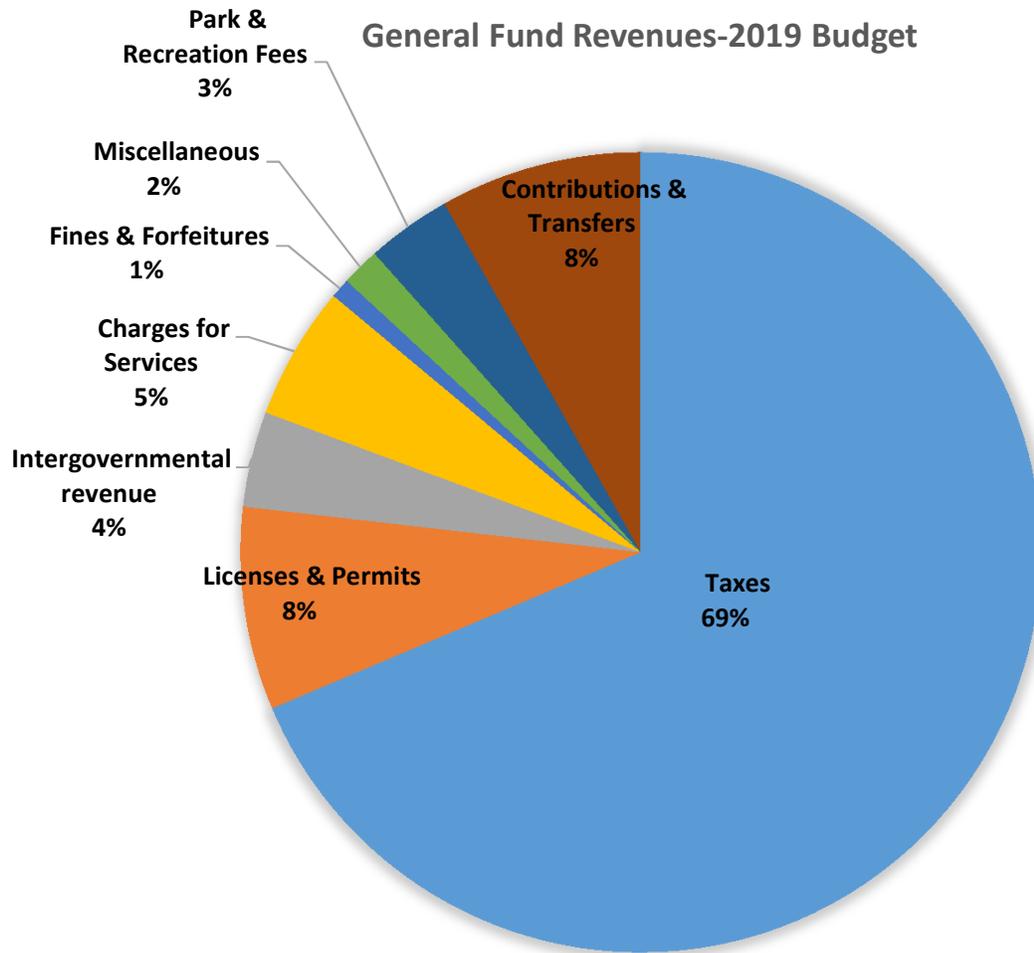
**GENERAL FUND  
REVENUE & EXPENDITURE BY DEPARTMENT**

	<b>2017 AUDITED FINAL</b>	<b>2018 AMENDED BUDGET</b>	<b>2018 PROJECTED YEAR END</b>	<b>2019 BUDGET REQUEST</b>
<b>Revenues:</b>				
Taxes	8,349,581	8,107,815	7,977,811	8,120,361
Licenses & Permits	1,307,964	821,006	983,040	970,390
Intergovernmental revenue	419,291	460,480	487,161	456,022
Charges for Services	657,142	593,200	596,215	638,290
Fines & Forfeitures	133,472	92,300	124,214	94,000
Miscellaneous	144,471	101,391	219,802	183,691
Park & Recreation Fees	427,124	369,250	417,459	404,950
Contributions & Transfers	<u>1,385,963</u>	<u>934,130</u>	<u>934,130</u>	<u>965,638</u>
<b>Total Revenues:</b>	<b>12,825,008</b>	<b>11,479,572</b>	<b>11,739,832</b>	<b>11,833,342</b>
<b>Expenditures:</b>				
Council & Commissions	202,434	217,730	217,730	217,740
Court	46,920	47,650	45,020	43,210
Manager	355,869	357,090	364,023	368,470
Finance	475,776	473,990	471,264	455,325
Attorney	371,020	351,320	364,025	367,420
Clerk	320,337	337,700	336,410	347,310
Planning	374,383	598,200	450,500	246,360
Historic Preservation				203,930
Administrative Services	321,151	360,780	360,433	367,970
General services	821,533	876,150	844,770	894,945
CCAASE - Arts & Events	135,000	140,000	140,000	230,000
CCAASE - Community Support	140,000	150,000	150,000	311,780
Law Enforcement	1,770,306	1,913,790	1,917,879	1,912,335
PW - Road & Utility	928,823	1,078,320	1,026,473	1,083,820
PW - Engineering	556,457	575,720	552,596	593,620
Planning - Building Division	299,789	325,520	310,970	343,230
P & R - Maintenance	745,588	794,300	766,800	841,890
P & R - Recreation	938,345	973,170	984,609	1,034,610
Contract services	837,290	735,508	779,914	618,684
Media Support	138,275	132,600	132,600	31,000
Misc Operation & Maintenance	268,372	301,000	325,485	328,420
Salary, Bonus, & Benefit Reserve	-	116,550	116,550	121,500
Transfers	<u>1,768,223</u>	<u>1,692,979</u>	<u>1,646,500</u>	<u>1,623,451</u>
<b>Total Expenditures:</b>	<b>11,815,891</b>	<b>12,550,067</b>	<b>12,304,551</b>	<b>12,587,020</b>
Change in Fund Balance	1,009,117	(1,070,495)	(564,719)	(753,678)
<b>Beginning Balance</b>	<b>3,841,132</b>	<b>4,850,249</b>	<b>4,850,249</b>	<b>4,285,530</b>
<b>Ending Fund Balance</b>	<b>4,850,249</b>	<b>3,779,754</b>	<b>4,285,530</b>	<b>3,531,852</b>
Fund Balance % of expenditures	48.27%	34.81%	40.21%	32.21%

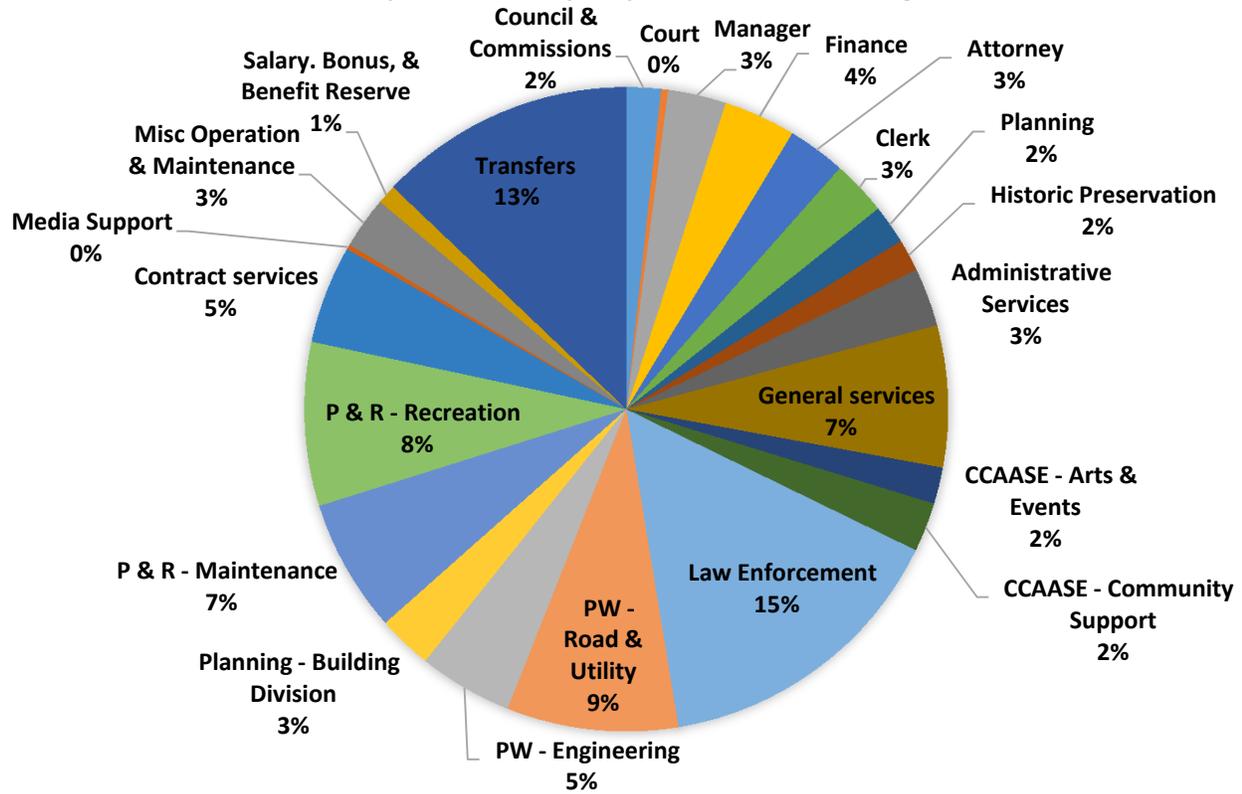
**GENERAL FUND  
REVENUE & EXPENDITURE BY CATEGORY**

	<b>2017 AUDITED FINAL</b>	<b>2018 AMENDED BUDGET</b>	<b>2018 PROJECTED YEAR END</b>	<b>2019 BUDGET REQUEST</b>
<b>Revenues:</b>				
Taxes	8,349,581	8,107,815	7,977,811	8,120,361
Licenses & Permits	1,307,964	821,006	983,040	970,390
Intergovernmental revenue	419,291	460,480	487,161	456,022
Charges for Services	657,142	593,200	596,215	638,290
Fines & Forfeitures	133,472	92,300	124,214	94,000
Miscellaneous	144,471	101,391	219,802	183,691
Park & Recreation Fees	427,124	369,250	417,459	404,950
Contributions & Transfers	<u>1,385,963</u>	<u>934,130</u>	<u>934,130</u>	<u>965,638</u>
<b>Total Revenues:</b>	<b>12,825,008</b>	<b>11,479,572</b>	<b>11,739,832</b>	<b>11,833,342</b>
<b>Expenditures</b>				
Labor Costs	6,186,438	6,781,170	6,643,355	6,847,760
Purchased services	1,784,587	1,972,850	1,862,451	1,856,400
Materials & Equipment	530,611	580,460	585,384	616,010
Other	57,673	105,800	105,988	110,935
Economic Support	756,790	654,508	700,001	698,184
Community Support	467,500	482,500	482,500	541,780
Transfers	1,768,223	1,692,979	1,646,500	1,623,451
Utilities	<u>264,069</u>	<u>279,800</u>	<u>278,372</u>	<u>292,500</u>
<b>Total Expenditures:</b>	<b>11,815,891</b>	<b>12,550,067</b>	<b>12,304,551</b>	<b>12,587,020</b>
<b>Beginning Fund Balance</b>	<b>3,841,132</b>	<b>4,850,249</b>	<b>4,850,249</b>	<b>4,285,530</b>
<b>Change in Fund Balance</b>	<b>1,009,117</b>	<b>(1,070,495)</b>	<b>(564,719)</b>	<b>(753,678)</b>
<b>End Fund Balance</b>	<b>4,850,249</b>	<b>3,779,754</b>	<b>4,285,530</b>	<b>3,531,852</b>

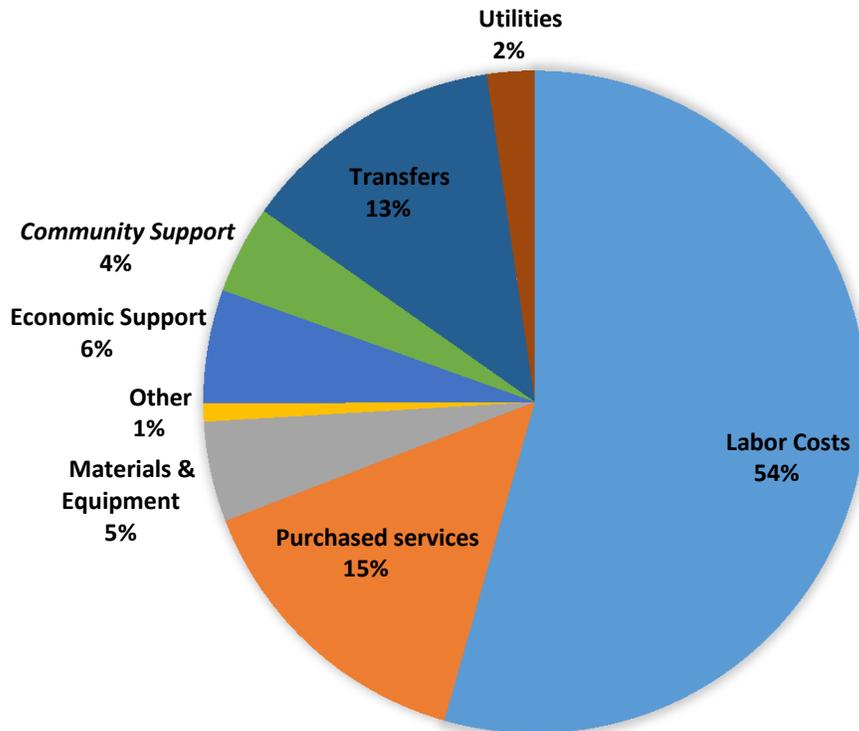
### General Fund Revenues-2019 Budget



### General Fund Expenditures by Department-2019 Budget



### General Fund Expenditures by Category-2019 Budget



Capital Improvement Fund 2019-2023										
		2017	2018	2018	2019	2020	2021	2022	2023	
Account Description	GL Account	Prior Year Actual	Budget	Projected Year-End	Budget Plan					
<b>Beginning Balance</b>		1,937,618	2,846,832	2,846,832	1,933,751	1,368,899	1,360,421	2,874,434	3,655,522	
<b>Revenue Budget</b>										
GOCO Grant	4033368									
State Historical Grant	4033385									
Grant - DOLA	4033387	32,293	25,000	-						
Grant - CASTA (FTA)	4033366		258,000	257,157	78,080					
CMAQ	4033355		103,488	103,488						
FASTER Grant	4033386									
SM-Community Facility Loan Payment	4036300	1,061								
SM-Community Facility Interest	4036301	736								
Long Term Parking Permits	4036550									
Pavilion Donations	4036838									
Sale of Equipment	4036850				12,000					
Undergrounding Alleys	4036862									
Sale of Equipment & Other Assets	4036850	14,836		72,370						
Insurance Proceeds	4036830				300,000					
Pool Donations (Private Fundraising)	4036841									
Real Estate Transfer	4030310	6,037,915	4,890,908	5,500,000	4,440,707	4,618,335	4,803,069	4,995,191	5,194,999	
Misc. Revenue (Donations)	4036900	29,029	75,000	37,500	37,500					
Transfer from Municipal Building Fund	4039350									
Transfer from Restricted Fund (Festival Fees)	4039650		100,000	59,000	41,000					
Transfer from Energy Mitigation Fund (TEMP Fees)	4039700		160,000			176,000				
<b>Total Revenue</b>		<b>6,115,870</b>	<b>5,612,396</b>	<b>6,029,515</b>	<b>4,909,287</b>	<b>4,794,335</b>	<b>4,803,069</b>	<b>4,995,191</b>	<b>5,194,999</b>	
<b>Expenditure Budget</b>										
Swimming Pool & Restrooms - Phase I	4057867	1,041,458								
Kids Swimming Pool - Phase II	4057867									
Misc. Projects & Repairs	4057858	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	
Park Improvements	4057771	149,221				35,000	863,925	643,125	761,250	
Park Improvements - Tennis Courts & BB Court	4057771									
Elks Park	4057XXX						935,550			
Core Area Improvements	4057866							525,000		
Grandstands	4057859								866,250	
Pavilion Expansion / Improvements - Tier I	4057839		135,000	175,000	-	2,129,000				
Pavilion Improvements - Tier II	4057839		160,000	-					551,250	
Pavilion Improvements - Tier III	4057839								375,060	
Spruce Park Improvements	4057862									
Festival Site Improvements - Phase I	4057868									
Festival Site Improvements - Phase II	4057868		1,500,000	1,421,500	78,500					
Festival Site Phase - III	4057868							945,000		
Festival Sound Monitoring	4057871									
Greenscape Improvements	4057869									
<b>Subtotal Parks &amp; Rec</b>		<b>1,215,679</b>	<b>1,820,000</b>	<b>1,621,500</b>	<b>103,500</b>	<b>2,189,000</b>	<b>1,824,475</b>	<b>2,138,125</b>	<b>2,578,810</b>	
Fleet Replacement	4053760	457,314	350,000	350,000	282,000	583,000	577,000	598,000	586,000	
CASTA Bus Replacement	4053790		355,000	354,447	97,600					
FASTER Grant Bus Replacement	4053793									
Sweeper-CMAQ	4053660		153,488	153,488						
Bridal Veil Powerhouse Recovery	4057XXX				450,000	120,000				
Bridal Veil Cost Share	4057XXX				581,731					
Storm Water Mgmt. Upgrades	4057845	30,000	30,000	30,000	60,000	40,000	42,000	44,100	46,305	
San Miguel River Stream bank Repair	4057768									
Air Quality Monitoring	4057761									
Radiation Baseline Study	4057863									
Energy Action Projects	4057864									
Flood Mitigation	4057846		20,000	5,000	20,000	20,000	20,000	20,000	20,000	
Building Repair & Improvements	4057781									
Parking Meter Improvements	4057755									
Maintenance Facility Remodel	4057783					500,000		500,000		
Storm Water Upgrades School	4057810									
Muni Building Improvements	4057830	76,209	55,000	55,000	50,000	50,000	50,000	50,000	50,000	
Public Restrooms Upgrades	4057735	115,651			71,773					

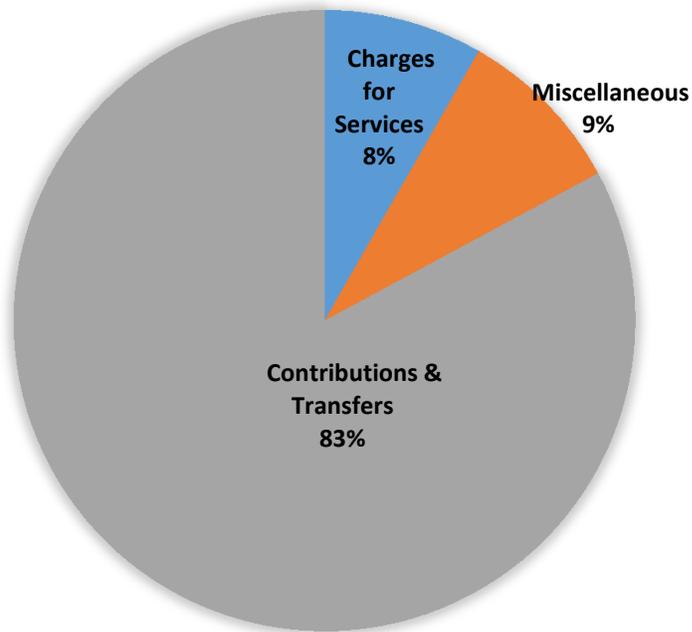
Capital Improvement Fund 2019-2023										
		2017	2018	2018	2019	2020	2021	2022	2023	
Account Description	GL Account	Prior Year Actual	Budget	Projected Year-End	Budget Plan					
<b>Subtotal Public Works</b>		<b>679,174</b>	<b>963,488</b>	<b>947,935</b>	<b>1,613,104</b>	<b>1,313,000</b>	<b>689,000</b>	<b>1,212,100</b>	<b>702,305</b>	
Records Management Program	4040754									
Parking Systems Upgrade	4040778									
Traffic calming & data collection	4055788	7,680								
Animal Shelter	40XXXX				15,000	150,000				
Security Cameras	4040780				10,000					
<b>Subtotal Marshal</b>		<b>7,680</b>	<b>-</b>	<b>-</b>	<b>25,000</b>	<b>150,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	
Update to Historical / Arch. Survey	4055781									
Update Design Guidelines	4055783									
GIS Update Equipment	4040747			-						
Master Plan Update	4055772		45,000	25,000	65,000	45,000	30,000			
Town Hall Assessment	4055XXX									
<b>Subtotal Planning</b>		<b>-</b>	<b>45,000</b>	<b>25,000</b>	<b>65,000</b>	<b>45,000</b>	<b>30,000</b>	<b>-</b>	<b>-</b>	
Water Bottle Fill Stations	4053300				5,000	5,000	5,000	5,000	5,000	
Wayfinding	4053325	33,078								
Town Hall / Rebekah Renovation Planning	4053330	64,586	50,000	-						
Town Hall Renovations	4053XXX									
Rebekah Hall Renovations	4053XXX									
Pandora Mill	4053335	641								
Bridal Veil Parking Improvements	4053375		35,000	-	35,000					
SMPA Lot Planning, Design, and Construction	4053380	138,263	140,000	140,000						
Expansion Utilities Affordable Housing	4057812	38,310								
Broadband	4057811	18,745	25,000	25,000	70,000	20,000	20,000	20,000	20,000	
Lawson Hill Restroom Tap Fees	4053390		52,000	-						
Jail holding cell construction	4053395		30,000	30,000						
Shandoka Daycare Furniture	4053385	12,000								
<b>Subtotal Town Manager</b>		<b>305,623</b>	<b>332,000</b>	<b>195,000</b>	<b>110,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	
Website Development	4040751									
Computer Equip / Leasing Program	4053775	111,210	125,100	125,100	129,000	139,000	117,100	138,980	124,500	
<b>Subtotal Administrative Services</b>		<b>111,210</b>	<b>125,100</b>	<b>125,100</b>	<b>129,000</b>	<b>139,000</b>	<b>117,100</b>	<b>138,980</b>	<b>124,500</b>	
Records Management System	4040776				-					
Electronic Packets	4057865				-					
Document Retention/Management System	4057872	9,500	30,000	20,000		150,000				
<b>Subtotal Town Clerk</b>		<b>9,500</b>	<b>30,000</b>	<b>20,000</b>	<b>-</b>	<b>150,000</b>	<b>-</b>			
<b>Total Expenditures</b>		<b>2,328,866</b>	<b>3,315,588</b>	<b>2,934,535</b>	<b>2,045,604</b>	<b>4,011,000</b>	<b>2,685,575</b>	<b>3,514,205</b>	<b>3,430,615</b>	
Transfer to Street, Bridge & Alley Fund	4059960	639,207	1,166,782	1,166,782	1,591,753	671,484	522,913	594,472	841,161	
Transfer to Trans fund	4059910	615,000	395,561	395,561	562,272					
Transfer to Open Space	4059950	1,207,583	978,182	1,100,000	888,141					
Transfer to Water Fund	4059800	250,000	265,600	1,150,000	-					
Transfer to Affordable Housing	4059940									
Transfer to Parking Fund	4059965		105,100	105,100						
Loan to Parking Fund	40XXXXX				325,000					
Indirect Project Costs to General Fund	4059970	166,000	90,618	90,618	61,368	120,330	80,567	105,426	102,918	
<b>Subtotal Transfers</b>		<b>2,877,790</b>	<b>3,001,843</b>	<b>4,008,061</b>	<b>3,428,535</b>	<b>791,814</b>	<b>603,480</b>	<b>699,898</b>	<b>944,079</b>	
<b>Total Expenditures &amp; Transfer</b>		<b>5,206,656</b>	<b>6,317,431</b>	<b>6,942,596</b>	<b>5,474,139</b>	<b>4,802,814</b>	<b>3,289,055</b>	<b>4,214,103</b>	<b>4,374,694</b>	
<b>Change in Fund Balance</b>		<b>909,214</b>	<b>(705,035)</b>	<b>(913,081)</b>	<b>(564,852)</b>	<b>(8,479)</b>	<b>1,514,013</b>	<b>781,088</b>	<b>820,305</b>	
<b>Ending Balance</b>		<b>2,846,832</b>	<b>2,141,797</b>	<b>1,933,751</b>	<b>1,368,899</b>	<b>1,360,421</b>	<b>2,874,434</b>	<b>3,655,522</b>	<b>4,475,827</b>	
		<b>54.68%</b>	<b>33.90%</b>	<b>27.85%</b>	<b>25.01%</b>					

Street Bridge & Alley Fund 2019-2023		2017	2018	2018	2019	2020	2021	2022	2023
		Prior Year	Budget	Projected	Budget	Budget	Budget	Budget	Budget
		Actual		Year End	Plan	Plan	Plan	Plan	Plan
<b>Beginning Balance</b>		158	108,525	108,525	223,427	-	-	-	-
<b>Revenue Budget</b>									
Sidewalk Assessments	4136200								
Pinon Vacation	4136452								
Sale of MT Ave Right of Way	4136453	100,000							
Grant Revenue	4136460								
Misc. Revenue	4136900		13,860	37,120					
Intergovernmental Roundabout	4133200								
Transfer from Capital Improvement Fund	4139960	639,207	1,166,782	1,166,782	1,591,753	671,484	522,914	594,472	841,160
Construction Bond Payment Not Refunded	4136700								
<b>Total Revenue</b>		<b>739,207</b>	<b>1,180,642</b>	<b>1,203,902</b>	<b>1,591,753</b>	<b>671,484</b>	<b>522,914</b>	<b>594,472</b>	<b>841,160</b>
<b>Expenditure Budget</b>									
Street O&M	4157301	188,285	154,500	154,500	157,590	160,742	163,957	167,236	170,580
Misc. Projects & Improvements	4157300	143,490	154,500	154,500	157,590	160,742	163,957	167,236	170,580
Colorado Ave Waterline & Overlay - Phase II	4157310								
Colorado Ave Waterline & Overlay - Phase III	4157310								
Columbine Deep Utilities & Streetscapes	4157360								
Pacific Avenue Bridge	4157335								
Bike Path Overlay	4157345								
Cornet Creek River Trail Bridge	4157335								
Colorado Avenue Phase II Sidewalk	4157350								
Spur Improvements	4157375		300,000	190,000	1,500,000				
West Pacific / Mahoney Ped Improvements	4157380								
East Colorado Ave Asphalt Repair	4157385								
Galena Streetscape & Flood Mitigation	4157390								
Emergency Access Road - School	4157395								
Spruce Alley Drainage Improvements	4157355								
San Juan Streetscape	4157400	147,254							
Mahoney-Pac Pedestrian Enhancement	4157410								
Davis-Townsend Alley	4157415	122,284							
Street Light Retrofit	4157420	12,085							
Pic & Gad Alley	4157425	17,442							
New Gate at PW	4157430		30,000						
South Pine Streetscape	4157435		460,000	375,000					
Black Bear Road	4157440		190,000	215,000					
Mahoney Bridget Sidewalk						100,000			
400 Blk E columbia Streetscape						250,000			
Columbia Bridget N Sidewalk							45,000		
Mill Overlay W Colorado 700 Blk							150,000		
San Juan 300 Block W								260,000	
W Galena 600 & 700 Blks Streetscape									500,000
<b>Total Expenditures</b>		<b>630,840</b>	<b>1,289,000</b>	<b>1,089,000</b>	<b>1,815,180</b>	<b>671,484</b>	<b>522,914</b>	<b>594,472</b>	<b>841,160</b>
<b>Change in Fund Balance</b>		<b>108,367</b>	<b>(108,358)</b>	<b>114,902</b>	<b>(223,427)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Balance</b>		<b>108,525</b>	<b>167</b>	<b>223,427</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

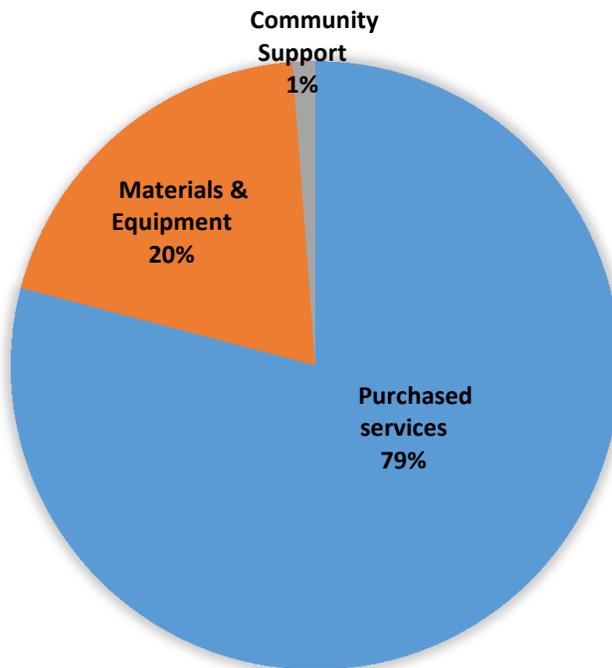
**RESTRICTED FUND  
REVENUE & EXPENDITURE BY CATEGORY**

	<b>2017 Prior Year <u>Actual</u></b>	<b>2018 Cur Year <u>Budget</u></b>	<b>2018 Projected <u>Year End</u></b>	<b>2019 Budget <u>Request</u></b>
<b>Revenues</b>				
Taxes				
Licenses & Permits				
Intergovernmental				
Charges for Services	7,653	8,700	5,086	4,200
Fines & Forfeitures				
Miscellaneous	4,074	3,961	9,052	4,500
Park & Recreation Fees				
Contributions & Transfers	90,351	86,749	86,749	42,082
General Obligations (debt service)				
<b>Total Revenues:</b>	<b>102,078</b>	<b>99,410</b>	<b>100,887</b>	<b>50,782</b>
<b>Expenditures</b>				
Labor Costs				
Purchased services	40,183	231,897	79,000	194,979
Materials & Equipment	18,747	12,700	11,600	48,522
Capital Outlay				
Other				
Debt Service				
Community Support	1,000	1,461	2,000	2,991
Transfers	-	100,000	-	-
Utilities				
<b>Total Expenditures:</b>	<b>59,930</b>	<b>346,058</b>	<b>92,600</b>	<b>246,492</b>
Beginning Fund Balance	<b>172,720</b>	<b>214,868</b>	<b>214,868</b>	<b>223,155</b>
Change in Fund Balance	<b>42,148</b>	<b>(246,648)</b>	<b>8,287</b>	<b>(195,710)</b>
End Fund Balance	<b>214,868</b>	<b>(31,780)</b>	<b>223,155</b>	<b>27,445</b>

**Restricted Fund Revenues by Category  
2019 Budget**



**Restricted Fund Expenditures by Category  
2019 Budget**



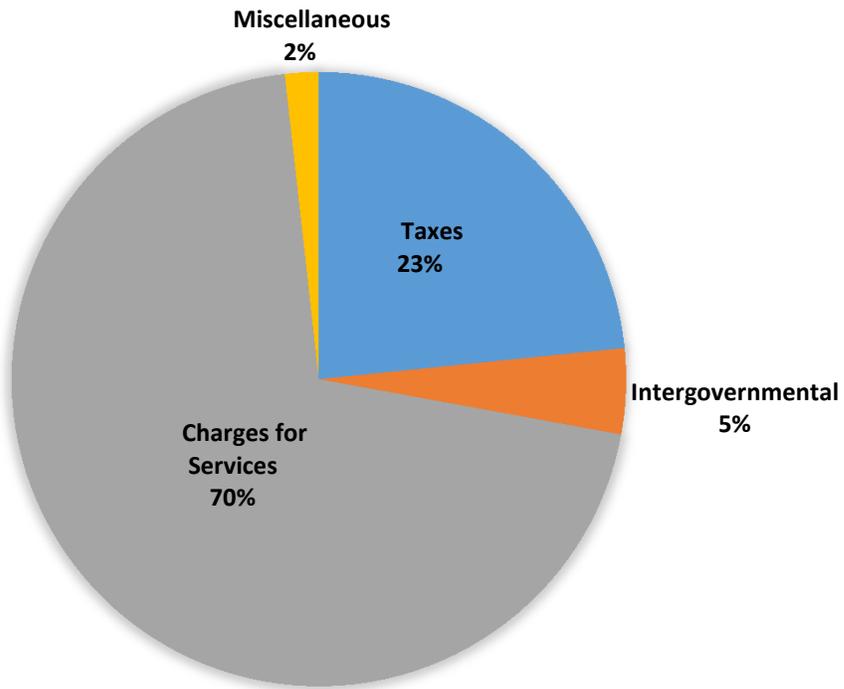
**DEBT SERVICE FUND  
REVENUE & EXPENDITURE BY CATEGORY**

	<b>2017 Prior Year <u>Actual</u></b>	<b>2018 Cur Year <u>Budget</u></b>	<b>2018 Projected <u>Year End</u></b>	<b>2019 Budget <u>Request</u></b>
<b>Revenues</b>				
Taxes				
Licenses & Permits				
Intergovernmental				
Charges for Services				
Fines & Forfeitures				
Miscellaneous	1,725	2,000	1,650	1,650
Park & Recreation Fees				
Contributions & Transfers	-	-	-	4,986
General Obligations (debt service)				
<b>Total Revenues:</b>	<b>1,725</b>	<b>2,000</b>	<b>1,650</b>	<b>6,636</b>
<b>Expenditures</b>				
Labor Costs				
Purchased services				
Materials & Equipment				
Capital Outlay				
Other				
Debt Service	27,286	27,345	27,345	27,377
Community Support				
Transfers				
Utilities				
<b>Total Expenditures:</b>	<b>27,286</b>	<b>27,345</b>	<b>27,345</b>	<b>27,377</b>
Beginning Fund Balance	<b>71,997</b>	<b>46,436</b>	<b>46,436</b>	<b>20,741</b>
Change in Fund Balance	<b>(25,561)</b>	<b>(25,345)</b>	<b>(25,695)</b>	<b>(20,741)</b>
End Fund Balance	<b>46,436</b>	<b>21,091</b>	<b>20,741</b>	-

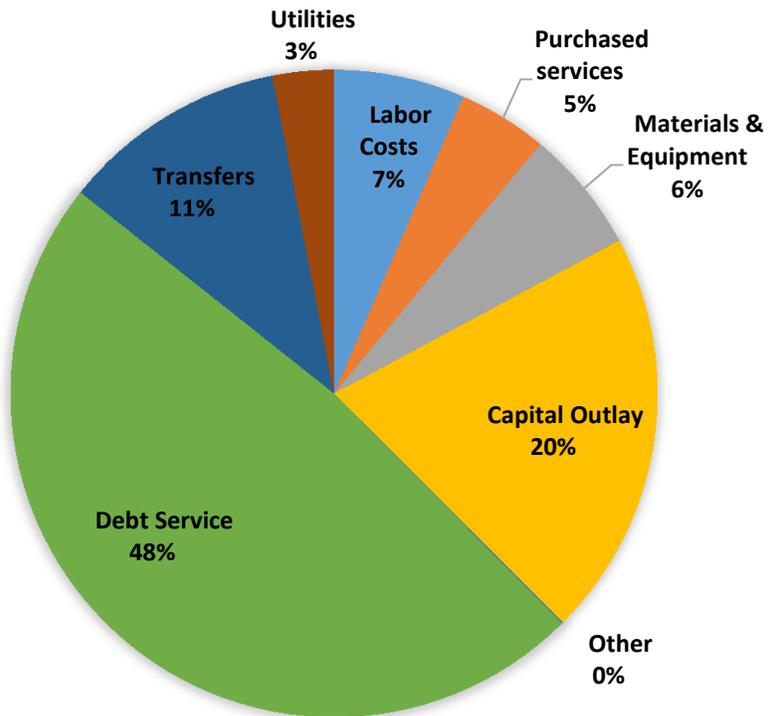
**WATER FUND  
REVENUE & EXPENDITURE BY CATEGORY**

	<b>2017 Prior Year <u>Budgetary Basis</u></b>	<b>2018 Cur Year <u>Budget</u></b>	<b>2018 Projected <u>Year End</u></b>	<b>2019 Budget <u>Request</u></b>
<b>Revenues</b>				
Taxes	604,219	606,733	606,733	619,898
Licenses & Permits	-	-	-	-
Intergovernmental	119,517	119,324	119,324	119,324
Charges for Services	1,623,567	1,577,024	1,518,524	1,864,660
Fines & Forfeitures	-			
Miscellaneous	22,702	790,500	49,000	47,000
Park & Recreation Fees				
Contributions & Transfers	250,000	265,600	1,150,000	-
General Obligations (debt service)				
<b>Total Revenues:</b>	<b><u>2,620,005</u></b>	<b><u>3,359,181</u></b>	<b><u>3,443,581</u></b>	<b><u>2,650,882</u></b>
<b>Expenditures</b>				
Labor Costs	150,917	166,240	167,040	166,775
Purchased services	45,122	111,700	98,620	113,700
Materials & Equipment	109,408	152,385	176,983	157,185
Capital Outlay	1,458,509	1,618,600	1,460,500	518,000
Other	600	2,200	1,700	2,200
Debt Service	1,232,762	1,232,898	1,232,898	1,226,461
Community Support	-			
Transfers	452,366	252,935	252,935	287,398
Utilities	<u>55,059</u>	<u>80,100</u>	<u>77,100</u>	<u>78,100</u>
<b>Total Expenditures:</b>	<b><u>3,504,743</u></b>	<b><u>3,617,058</u></b>	<b><u>3,467,776</u></b>	<b><u>2,549,819</u></b>
Beginning Available Resources	<b>957,444</b>	<b>72,706</b>	<b>72,706</b>	<b>48,511</b>
Change in Fund Balance	<b>(884,738)</b>	<b>(257,877)</b>	<b>(24,195)</b>	<b>101,063</b>
Ending Available Resources	<b>72,706</b>	<b>(185,171)</b>	<b>48,511</b>	<b>149,574</b>

**Water Fund Revenues by Category  
2019 Budget**



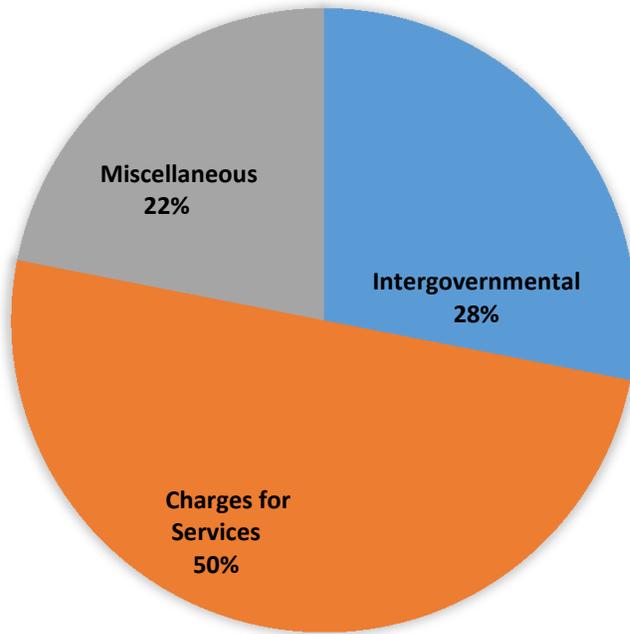
**Water Fund Expenditures by Category  
2019 Budget**



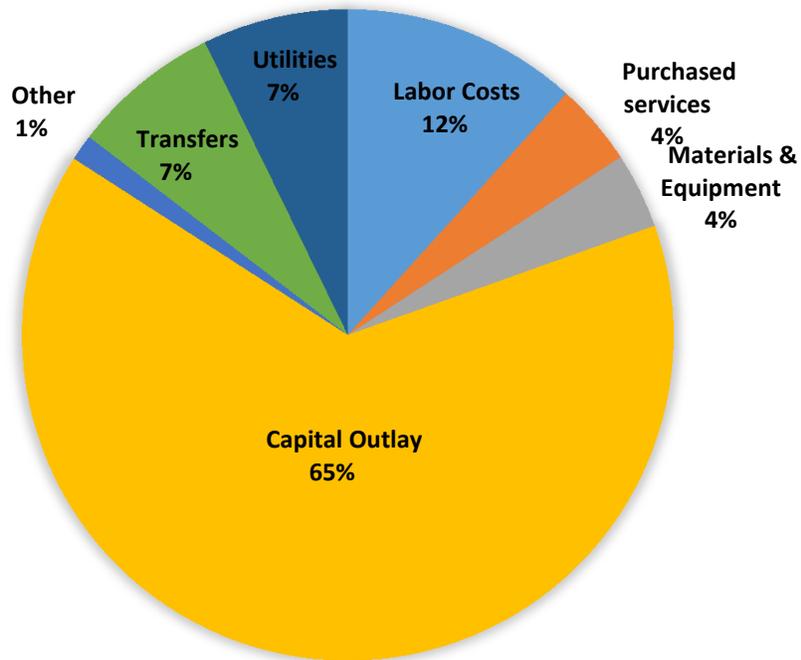
**SEWER FUND  
REVENUE & EXPENDITURE BY CATEGORY**

	<b>2017</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>
	<b>Prior Year</b>	<b>Cur Year</b>	<b>Projected</b>	<b>Budget</b>
	<b><u>Budgetary Basis</u></b>	<b><u>Budget</u></b>	<b><u>Year End</u></b>	<b><u>Request</u></b>
<b>Revenues</b>				
Taxes				
Licenses & Permits				
Intergovernmental	449,815	1,166,044	618,119	1,172,584
Charges for Services	1,675,041	1,423,400	1,473,400	2,089,780
Fines & Forfeitures				
Miscellaneous	42,488	40,000	37,000	915,000
Park & Recreation Fees				
Contributions & Transfers				
General Obligations (debt service)				
<b>Total Revenues:</b>	<b><u>2,167,344</u></b>	<b><u>2,629,444</u></b>	<b><u>2,128,519</u></b>	<b><u>4,177,364</u></b>
<b>Expenditures</b>				
Labor Costs	408,933	461,690	461,690	456,415
Purchased services	281,147	204,600	204,400	159,700
Materials & Equipment	270,275	166,925	136,225	146,275
Capital Outlay	220,657	2,362,370	875,370	2,517,230
Other	55,335	52,450	86,700	50,500
Debt Service				
Community Support				
Transfers	452,366	252,935	252,935	287,397
Utilities	<u>239,958</u>	<u>349,600</u>	<u>238,600</u>	<u>281,800</u>
<b>Total Expenditures:</b>	<b><u>1,928,671</u></b>	<b><u>3,850,570</u></b>	<b><u>2,255,920</u></b>	<b><u>3,899,317</u></b>
<b>Beginning Available Resources</b>	<b>1,281,481</b>	<b>1,520,154</b>	<b>1,520,154</b>	<b>1,392,753</b>
<b>Change in Fund Balance</b>	<b>238,673</b>	<b>(1,221,126)</b>	<b>(127,401)</b>	<b>278,047</b>
<b>Ending Available Resources</b>	<b>1,520,154</b>	<b>299,028</b>	<b>1,392,753</b>	<b>1,670,800</b>

**Sewer Fund Revenues by Category  
2019 Budget**



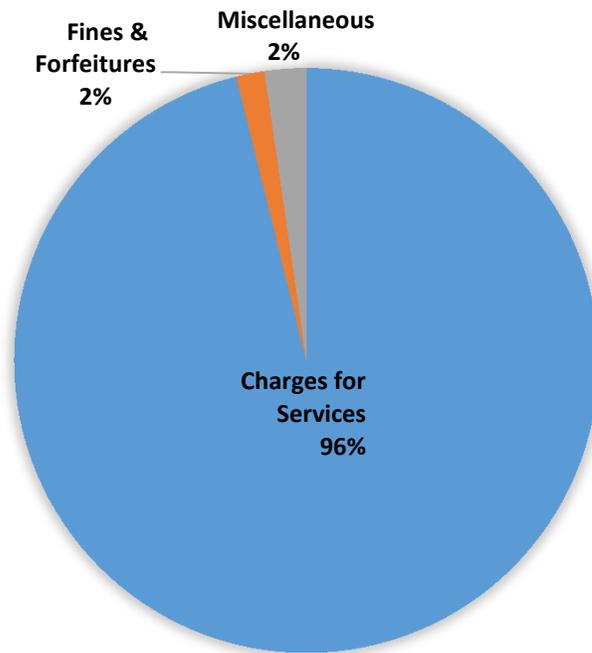
**Sewer Fund Expenditures by Category  
2019 Budget**



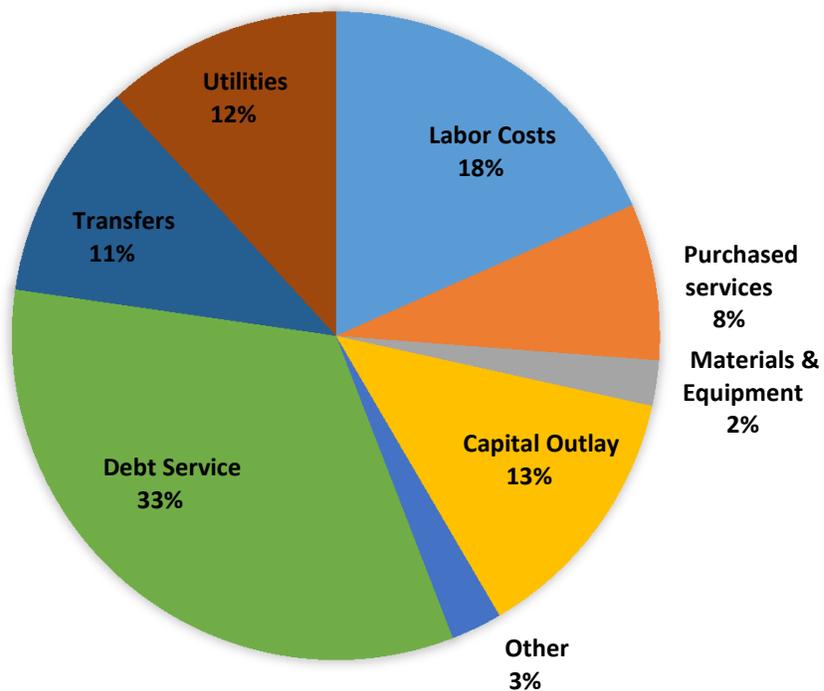
**SHANDOKA FUND  
REVENUE & EXPENDITURE BY CATEGORY**

	<b>2017</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>
	<b>Prior Year</b>	<b>Cur Year</b>	<b>Projected</b>	<b>Budget</b>
	<b><u>Budgetary Basis</u></b>	<b><u>Budget</u></b>	<b><u>Year End</u></b>	<b><u>Request</u></b>
<b>Revenues</b>				
Taxes				
Licenses & Permits				
Intergovernmental				
Charges for Services	1,767,952	1,793,979	1,809,379	1,836,264
Fines & Forfeitures	74,733	27,600	30,526	30,000
Miscellaneous	60,203	55,800	44,800	43,800
Park & Recreation Fees				
Contributions & Transfers				
General Obligations (debt service)				
<b>Total Revenues:</b>	<b>1,902,888</b>	<b>1,877,379</b>	<b>1,884,705</b>	<b>1,910,064</b>
<b>Expenditures</b>				
Labor Costs	351,067	428,940	424,140	410,130
Purchased services	138,823	167,790	162,707	174,270
Materials & Equipment	45,729	51,155	49,191	50,575
Capital Outlay	113,386	467,000	269,762	292,000
Other	37,154	49,500	55,230	56,820
Debt Service	739,188	739,078	738,978	739,446
Community Support				
Transfers	140,328	151,275	276,275	243,300
Utilities	<u>217,226</u>	<u>201,520</u>	<u>220,800</u>	<u>263,300</u>
<b>Total Expenditures:</b>	<b>1,782,901</b>	<b>2,256,258</b>	<b>2,197,083</b>	<b>2,229,841</b>
<b>Beginning Available Resources</b>	<b>1,671,974</b>	<b>1,791,961</b>	<b>1,791,961</b>	<b>1,479,583</b>
<b>Change in Fund Balance</b>	<b>119,987</b>	<b>(378,879)</b>	<b>(312,378)</b>	<b>(319,777)</b>
<b>Ending Available Resources</b>	<b>1,791,961</b>	<b>1,413,082</b>	<b>-</b>	<b>1,159,806</b>

### Shandoka Fund Revenues by Category 2019 Budget



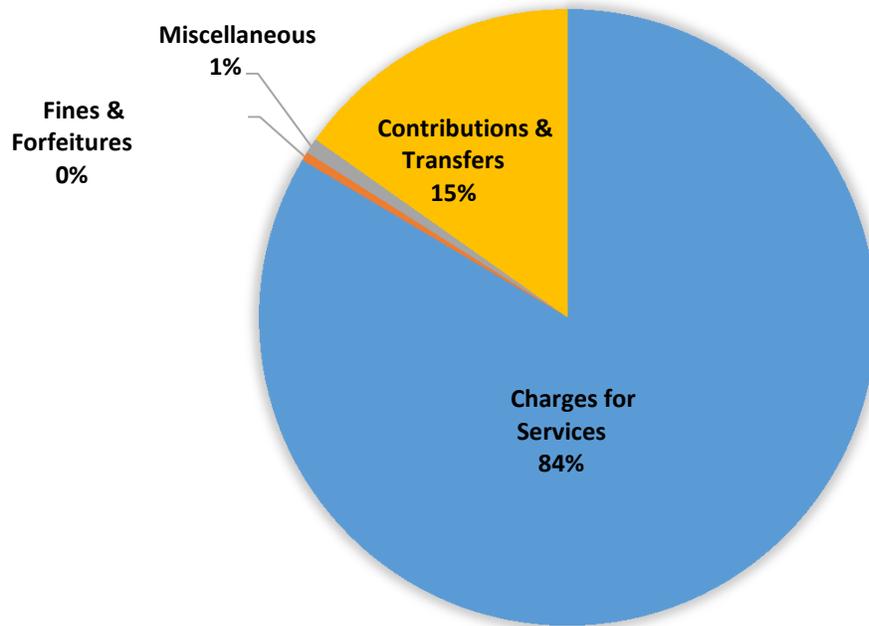
### Shandoka Fund Expenditures by Category 2019 Budget



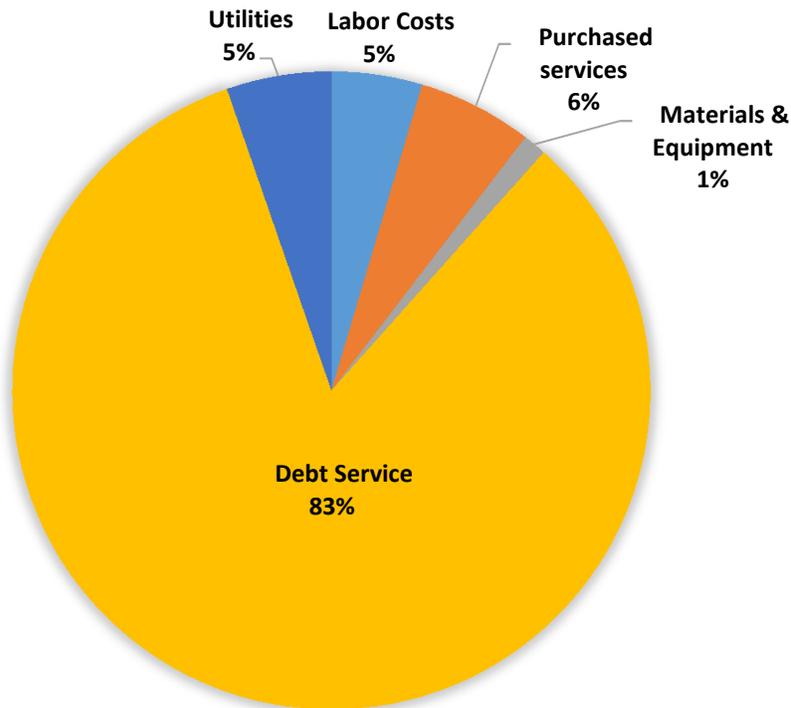
**VIRGINIA PLACER  
REVENUE & EXPENDITURE BY CATEGORY**

	<b>2017 Prior Year <u>Budgetary Basis</u></b>	<b>2018 Cur Year <u>Budget</u></b>	<b>2018 Projected <u>Year End</u></b>	<b>2019 Budget <u>Request</u></b>
<b>Revenues</b>				
Taxes				
Licenses & Permits				
Intergovernmental				
Charges for Services	-	437,622	283,455	521,616
Fines & Forfeitures	7,557	-	2,480	2,900
Miscellaneous	338,498	4,916	1,900	5,000
Park & Recreation Fees				
Contributions & Transfers	8,602,000	-	125,000	95,000
General Obligations (debt service)				
<b>Total Revenues:</b>	<b>8,948,055</b>	<b>442,538</b>	<b>412,835</b>	<b>624,516</b>
<b>Expenditures</b>				
Labor Costs	-	13,873	16,450	28,624
Purchased services	-	4,899	21,900	36,230
Materials & Equipment	-	2,602	6,390	7,360
Capital Outlay	-	2,981,437	2,749,278	-
Other				
Debt Service	221,007	397,704	398,729	517,914
Community Support				
Transfers	5,917,179	-	-	-
Utilities	-	<u>9,153</u>	<u>18,066</u>	<u>33,110</u>
<b>Total Expenditures:</b>	<b>6,138,186</b>	<b>3,409,668</b>	<b>3,210,814</b>	<b>623,238</b>
<b>Beginning Available Resources</b>	<b>-</b>	<b>2,809,869</b>	<b>2,809,869</b>	<b>11,890</b>
<b>Change in Fund Balance</b>	<b>2,809,869</b>	<b>(2,967,130)</b>	<b>(2,797,979)</b>	<b>1,278</b>
<b>Ending Available Resources</b>	<b>2,809,869</b>	<b>(157,261)</b>	<b>11,890</b>	<b>13,169</b>

### Virginia Placer Fund Revenues by Category 2019 Budget



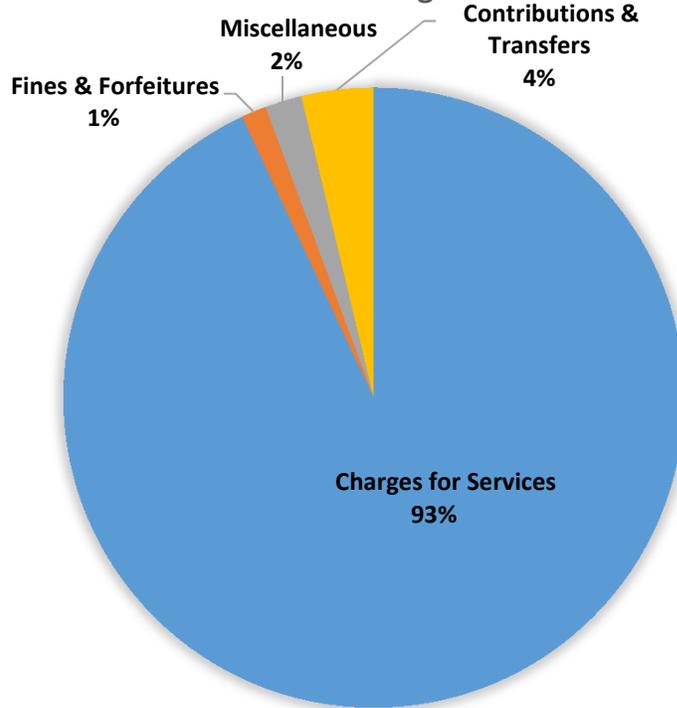
### Virginia Placer Fund Expenditures by Category 2019 Budget



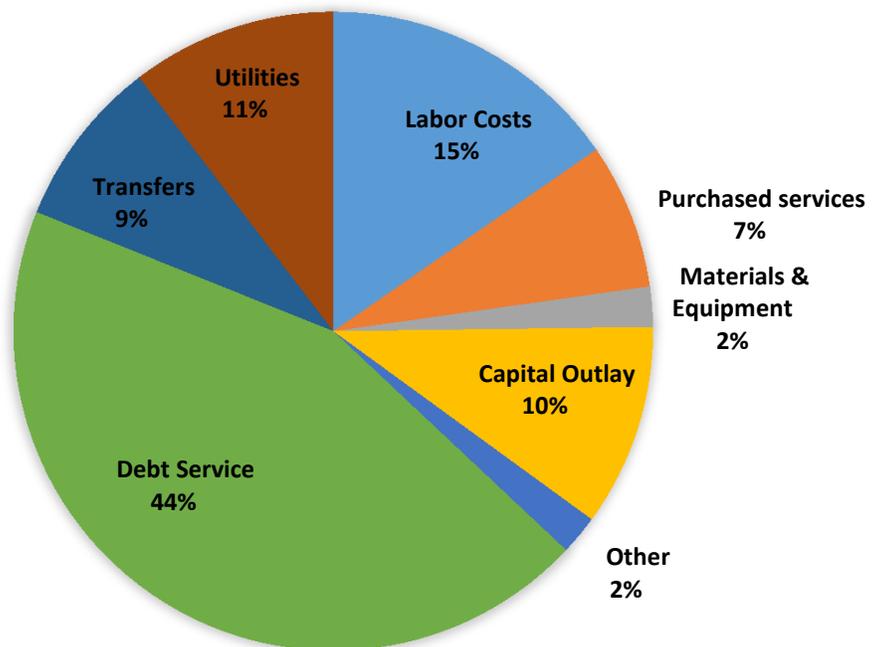
**RENTAL HOUSING  
REVENUE & EXPENDITURE BY CATEGORY**

	<b>2017 Prior Year <u>Budgetary Basis</u></b>	<b>2018 Cur Year <u>Budget</u></b>	<b>2018 Projected <u>Year End</u></b>	<b>2019 Budget <u>Requests</u></b>
<b>Revenues</b>				
Taxes				
Licenses & Permits				
Intergovernmental				
Charges for Services	1,767,952	2,231,601	2,092,834	2,357,880
Fines & Forfeitures	82,290	27,600	33,006	32,900
Miscellaneous	398,701	60,716	46,700	48,800
Park & Recreation Fees				
Contributions & Transfers	8,602,000	-	125,000	95,000
General Obligations (debt service)				
<b>Total Revenues:</b>	<b>10,850,943</b>	<b>2,319,917</b>	<b>2,297,540</b>	<b>2,534,580</b>
<b>Expenditures</b>				
Labor Costs	351,067	442,813	440,590	438,754
Purchased services	138,823	172,689	184,607	210,500
Materials & Equipment	45,729	53,757	55,581	57,935
Capital Outlay	113,386	3,448,437	3,019,040	292,000
Other	37,154	49,500	55,230	56,820
Debt Service	960,195	1,136,782	1,137,707	1,257,360
Community Support				
Transfers	6,057,507	151,275	276,275	243,300
Utilities	<u>217,226</u>	<u>210,673</u>	<u>238,866</u>	<u>296,410</u>
<b>Total Expenditures:</b>	<b>7,921,087</b>	<b>5,665,926</b>	<b>5,407,897</b>	<b>2,853,079</b>
<b>Beginning Available Resources</b>	<b>1,671,974</b>	<b>4,601,830</b>	<b>4,601,830</b>	<b>1,491,473</b>
<b>Change in Fund Balance</b>	<b>2,929,856</b>	<b>(3,346,009)</b>	<b>(3,110,357)</b>	<b>(318,499)</b>
<b>Ending Available Resources</b>	<b>4,601,830</b>	<b>1,255,821</b>	<b>1,491,473</b>	<b>1,172,975</b>

### Rental Housing Revenues by Category 2019 Budget



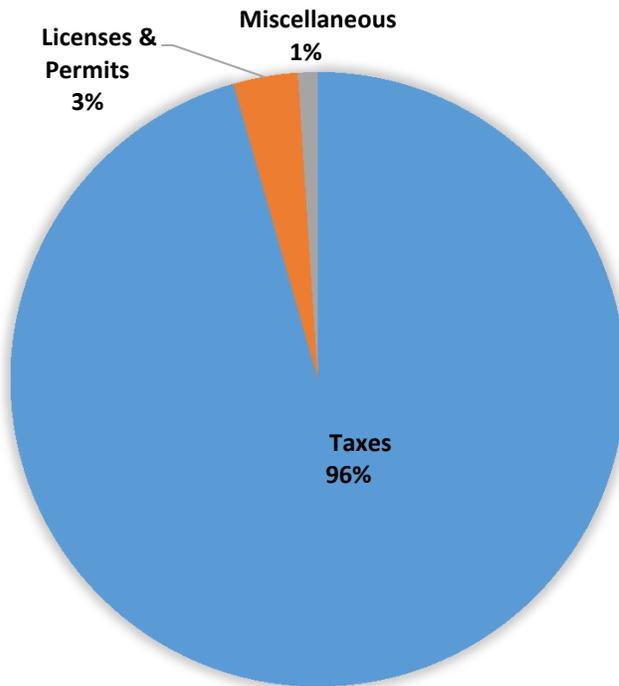
### Rental Housing Expenditures by Category 2019 Budget



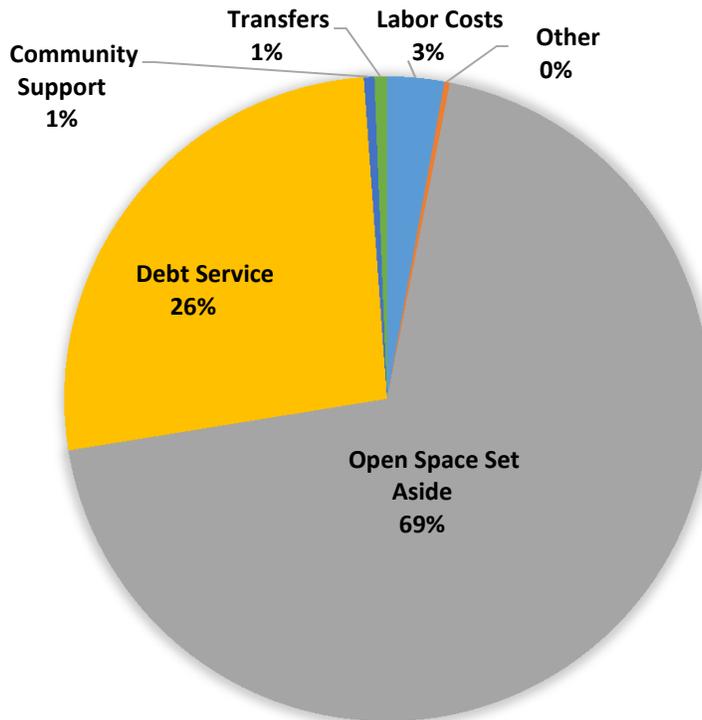
**OPEN SPACE FUND  
REVENUE & EXPENDITURE BY CATEGORY**

	<b>2017</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>
	<b>Prior Year</b>	<b>Cur Year</b>	<b>Projected</b>	<b>Budget</b>
	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Year End</u></b>	<b><u>Request</u></b>
<b>Revenues</b>				
Taxes	2,764,449	2,500,675	2,569,323	2,380,112
Licenses & Permits	121,006	83,735	92,500	84,412
Intergovernmental				
Charges for Services				
Fines & Forfeitures				
Miscellaneous	608,526	16,000	26,310	26,000
Park & Recreation Fees				
Contributions & Transfers				
General Obligations (debt service)				
<b>Total Revenues:</b>	<b>3,493,981</b>	<b>2,600,410</b>	<b>2,688,133</b>	<b>2,490,524</b>
<b>Expenditures</b>				
Labor Costs	104,176	129,860	133,360	136,140
Purchased services				
Materials & Equipment				
Capital Outlay				
Other	36,117	54,500	16,304	13,058
Open Space Set Aside	511,713	3,166,704	570,000	3,310,340
Debt Service	1,263,844	1,263,182	1,263,182	1,261,244
Community Support	25,000	25,000	25,000	25,000
Transfers	30,000	30,000	30,000	30,000
Utilities				
<b>Total Expenditures:</b>	<b>1,970,850</b>	<b>4,669,246</b>	<b>2,037,846</b>	<b>4,775,782</b>
<b>Beginning Fund Balance</b>	<b>2,629,863</b>	<b>4,152,994</b>	<b>4,152,994</b>	<b>4,803,281</b>
<b>Change in Fund Balance</b>	<b>1,523,131</b>	<b>(2,068,836)</b>	<b>650,287</b>	<b>(2,285,258)</b>
<b>End Fund Balance</b>	<b>4,152,994</b>	<b>2,084,158</b>	<b>4,803,281</b>	<b>2,518,023</b>
<b>Required Debt Reserve</b>		<b>(640,912)</b>	<b>(640,912)</b>	<b>(640,913)</b>
<b>Open Space Reserve</b>		<b>(1,859,129)</b>	<b>(1,859,129)</b>	<b>(1,877,110)</b>
<b>Ending Fund Balance</b>		<b>(415,883)</b>	<b>2,303,240</b>	<b>-</b>

### Open Space Fund Revenues by Category 2019 Budget



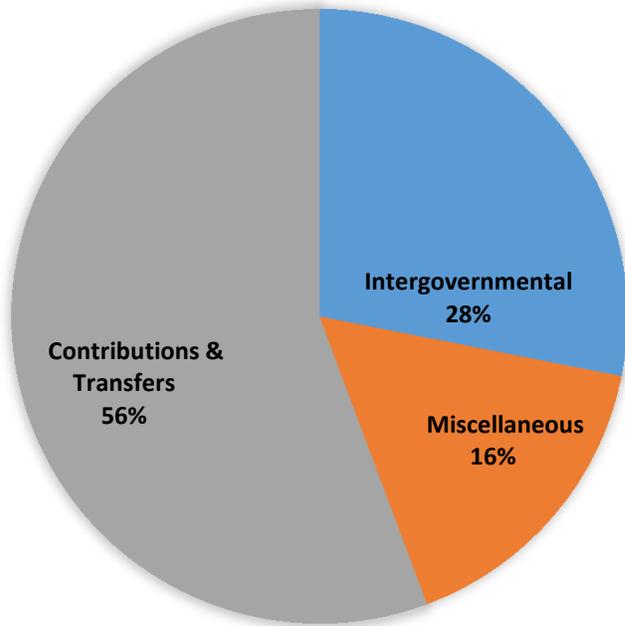
### Open Space Fund Expenditures by Category 2019 Budget



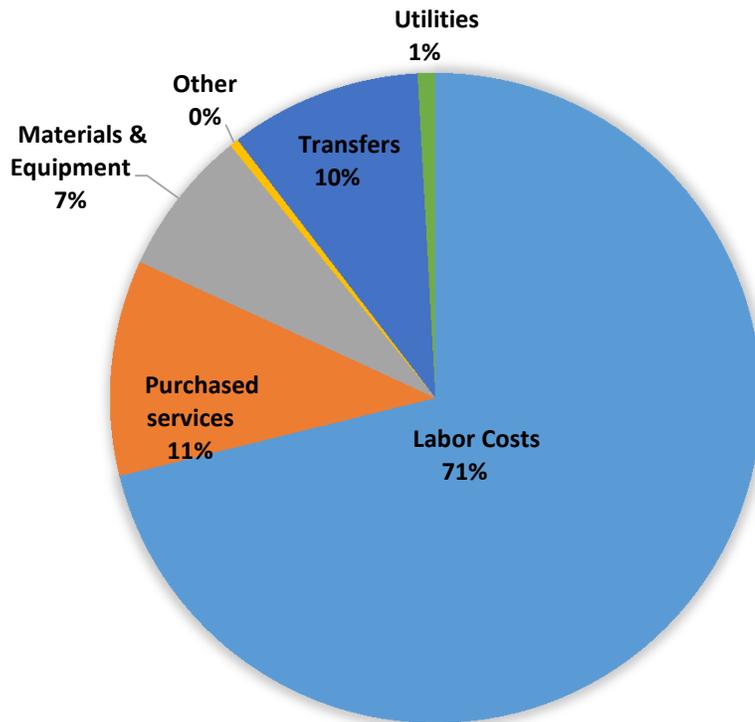
**TRANSPORTATION FUND  
REVENUE & EXPENDITURE BY CATEGORY**

	<b>2017 Prior Year <u>Actual</u></b>	<b>2018 Cur Year <u>Budget</u></b>	<b>2018 Projected <u>Year End</u></b>	<b>2019 Budget <u>Request</u></b>
<b>Revenues</b>				
Taxes				
Licenses & Permits				
Intergovernmental	286,536	463,205	464,628	284,013
Charges for Services	34,437	34,500	34,500	-
Fines & Forfeitures				
Miscellaneous	-	168,600	172,600	163,550
Park & Recreation Fees				
Contributions & Transfers	615,000	395,561	395,561	562,272
General Obligations (debt service)				
<b>Total Revenues:</b>	<b>935,973</b>	<b>1,061,866</b>	<b>1,067,289</b>	<b>1,009,835</b>
<b>Expenditures</b>				
Labor Costs	683,334	710,800	715,800	799,862
Purchased services	99,938	138,770	125,358	120,710
Materials & Equipment	56,266	81,910	80,200	81,850
Capital Outlay				
Other	2,726	5,500	4,560	5,000
Debt Service				
Community Support	25,000	-	-	-
Transfers	101,402	112,686	112,686	107,062
Utilities	3,206	12,200	9,400	9,900
<b>Total Expenditures:</b>	<b>971,872</b>	<b>1,061,866</b>	<b>1,048,004</b>	<b>1,124,384</b>
<b>Beginning Fund Balance</b>	<b>131,163</b>	<b>95,264</b>	<b>95,264</b>	<b>114,549</b>
<b>Change in Fund Balance</b>	<b>(35,899)</b>	<b>-</b>	<b>19,285</b>	<b>(114,549)</b>
<b>End Fund Balance</b>	<b>95,264</b>	<b>95,264</b>	<b>114,549</b>	<b>-</b>

**Transportation Fund Revenues by Category  
2019 Budget**



**Tranportation Fund Expenditures by Category  
2019 Budget**



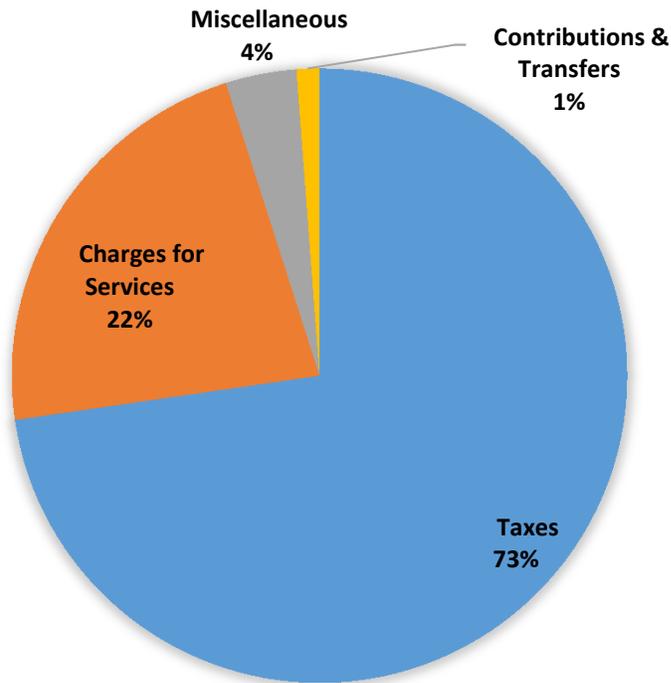
**CONSERVATION TRUST FUND  
REVENUE & EXPENDITURE BY CATEGORY**

	<b>2017 Prior Year <u>Actual</u></b>	<b>2018 Cur Year <u>Budget</u></b>	<b>2018 Projected <u>Year End</u></b>	<b>2019 Budget <u>Request</u></b>
<b>Revenues</b>				
Taxes				
Licenses & Permits				
Intergovernmental	24,577	25,000	25,000	25,000
Charges for Services				
Fines & Forfeitures				
Miscellaneous	37	38	38	38
Park & Recreation Fees				
Contributions & Transfers				
General Obligations (debt service)				
<b>Total Revenues:</b>	<b>24,614</b>	<b>25,038</b>	<b>25,038</b>	<b>25,038</b>
<b>Expenditures</b>				
Labor Costs				
Purchased services				
Materials & Equipment				
Capital Outlay	18,987	25,038	25,038	25,038
Other				
Debt Service				
Community Support				
Transfers				
Utilities				
<b>Total Expenditures:</b>	<b>18,987</b>	<b>25,038</b>	<b>25,038</b>	<b>25,038</b>
<b>Beginning Fund Balance</b>	<b>69,512</b>	<b>75,139</b>	<b>75,139</b>	<b>75,139</b>
<b>Change in Fund Balance</b>	<b>5,627</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>End Fund Balance</b>	<b>75,139</b>	<b>75,139</b>	<b>75,139</b>	<b>75,139</b>

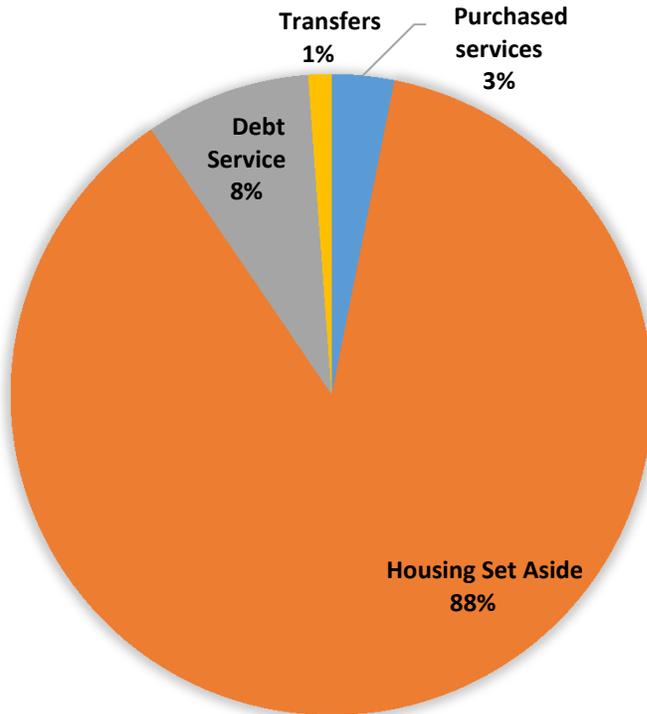
**AFFORDABLE HOUSING FUND  
REVENUE & EXPENDITURE BY CATEGORY**

	<b>2017</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>
	<b>Prior Year</b>	<b>Cur Year</b>	<b>Projected</b>	<b>Budget</b>
	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Year End</u></b>	<b><u>Request</u></b>
<b>Revenues</b>				
Taxes	876,398	846,915	824,915	1,382,514
Licenses & Permits				
Intergovernmental				
Charges for Services	228,360	106,400	455,100	425,600
Fines & Forfeitures				
Miscellaneous	826,843	263,886	278,393	70,886
Park & Recreation Fees				
Contributions & Transfers	22,799	22,799	22,799	22,799
General Obligations (debt service)				
<b>Total Revenues:</b>	<b>1,954,400</b>	<b>1,240,000</b>	<b>1,581,207</b>	<b>1,901,799</b>
<b>Expenditures</b>				
Labor Costs				
Purchased services	97,089	99,888	101,888	101,888
Materials & Equipment				
Capital Outlay				
Other	338,498	-	-	-
Housing Set Aside	718,279	2,731,304	2,894,709	2,831,481
Debt Service	270,186	270,686	270,686	270,186
Community Support				
Transfers	38,000	38,000	38,000	38,000
Utilities				
<b>Total Expenditures:</b>	<b>1,462,052</b>	<b>3,139,878</b>	<b>3,305,283</b>	<b>3,241,555</b>
<b>Beginning Fund Balance</b>	<b>2,571,484</b>	<b>3,063,832</b>	<b>3,063,832</b>	<b>1,339,756</b>
<b>Change in Fund Balance</b>	<b>492,348</b>	<b>(1,899,878)</b>	<b>(1,724,076)</b>	<b>(1,339,756)</b>
<b>End Fund Balance</b>	<b>3,063,832</b>	<b>1,163,954</b>	<b>1,339,756</b>	-

**Affordable Housing Fund Revenues by Category  
2019 Budget**



**Affordable Housing Fund Expenditures by Category  
2019 Budget**



**AIRLINE GUARANTEE FUND  
REVENUE & EXPENDITURE BY CATEGORY**

	<b>2017</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>
	<b>Prior Year</b>	<b>Cur Year</b>	<b>Projected</b>	<b>Budget</b>
	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Year End</u></b>	<b><u>Request</u></b>
<b>Revenues</b>				
Taxes	1,414,282	1,424,130	1,424,130	1,445,535
Licenses & Permits				
Intergovernmental				
Charges for Services				
Fines & Forfeitures				
Miscellaneous				
Park & Recreation Fees				
Contributions & Transfers				
General Obligations (debt service)				
<b>Total Revenues:</b>	<b><u>1,414,282</u></b>	<b><u>1,424,130</u></b>	<b><u>1,424,130</u></b>	<b><u>1,445,535</u></b>
<b>Expenditures</b>				
Labor Costs				
Purchased services	1,386,725	1,395,650	1,395,650	1,416,624
Materials & Equipment				
Capital Outlay				
Other				
Debt Service				
Community Support				
Transfers	28,300	28,480	28,480	28,911
Utilities				
<b>Total Expenditures:</b>	<b><u>1,415,025</u></b>	<b><u>1,424,130</u></b>	<b><u>1,424,130</u></b>	<b><u>1,445,535</u></b>
<b>Beginning Fund Balance</b>	<b>743</b>	-	-	-
<b>Change in Fund Balance</b>	<b>(743)</b>	-	-	-
<b>End Fund Balance</b>	-	-	-	-

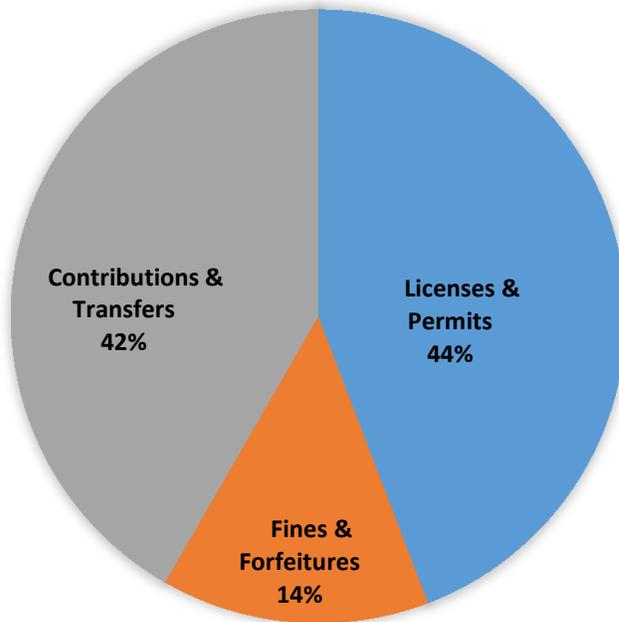
**ENERGY MITIGATION FUND  
REVENUE & EXPENDITURE BY CATEGORY**

	<b>2017 Prior Year <u>Actual</u></b>	<b>2018 Cur Year <u>Budget</u></b>	<b>2018 Projected <u>Year End</u></b>	<b>2019 Budget <u>Request</u></b>
<b>Revenues</b>				
Taxes				
Licenses & Permits	431,017	200,500	153,000	178,000
Intergovernmental				
Charges for Services				
Fines & Forfeitures				
Miscellaneous				
Park & Recreation Fees				
Contributions & Transfers				
General Obligations (debt service)				
<b>Total Revenues:</b>	<b>431,017</b>	<b>200,500</b>	<b>153,000</b>	<b>178,000</b>
<b>Expenditures</b>				
Labor Costs				
Purchased services				
Materials & Equipment	29,813	189,750	19,500	53,500
Capital Outlay				
Other				
Debt Service				
Community Support				
Transfers				
Utilities				
<b>Total Expenditures:</b>	<b>29,813</b>	<b>189,750</b>	<b>19,500</b>	<b>53,500</b>
Beginning Fund Balance	<b>390,129</b>	<b>791,333</b>	<b>791,333</b>	<b>924,833</b>
Change in Fund Balance	<b>401,204</b>	<b>10,750</b>	<b>133,500</b>	<b>124,500</b>
End Fund Balance	<b>791,333</b>	<b>802,083</b>	<b>924,833</b>	<b>1,049,333</b>

**PARKING FUND  
REVENUE & EXPENDITURE BY CATEGORY**

	<b>2017 Prior Year <u>Budgetary Basis</u></b>	<b>2018 Cur Year <u>Budget</u></b>	<b>2018 Projected <u>Year End</u></b>	<b>2019 Budget <u>Request</u></b>
<b>Revenues</b>				
Taxes				
Licenses & Permits	827,664	314,972	378,416	344,416
Intergovernmental				
Charges for Services				
Fines & Forfeitures	110,401	100,000	110,000	110,000
Miscellaneous				
Park & Recreation Fees				
Contributions & Transfers	-	105,100	105,100	325,000
General Obligations (debt service)	-	<u>4,200,000</u>	<u>4,200,000</u>	-
<b>Total Revenues:</b>	<b>938,065</b>	<b>4,720,072</b>	<b>4,793,516</b>	<b>779,416</b>
<b>Expenditures</b>				
Labor Costs				
Purchased services	486,048	42,500	42,500	43,000
Materials & Equipment				
Capital Outlay	-	5,531,600	5,271,260	648,740
Other				
Debt Service	-	109,070	109,070	409,762
Community Support				
Transfers				
Utilities				
<b>Total Expenditures:</b>	<b>486,048</b>	<b>5,683,170</b>	<b>5,422,830</b>	<b>1,101,502</b>
<b>Beginning Available Resources</b>	<b>511,467</b>	<b>963,484</b>	<b>963,484</b>	<b>334,170</b>
<b>Change in Fund Balance</b>	<b>452,017</b>	<b>(963,098)</b>	<b>(629,314)</b>	<b>(322,086)</b>
<b>Ending Available Resources</b>	<b>963,484</b>	<b>386</b>	<b>334,170</b>	<b>12,083</b>

**Parking Fund Revenues by Category  
2019 Budget**



**Parking Fund Expenditures by Category  
2019 Budget**

