# 2018 City of Glenwood Springs Budget

## Table of Contents
November 2, 2018

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page Number</th>
<th>Fund Financial Statements</th>
<th>Page Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table of Contents</td>
<td>2</td>
<td>All Funds Summary</td>
<td>89</td>
</tr>
<tr>
<td>Letter of Transmittal</td>
<td>3</td>
<td>General Fund Summary</td>
<td>90</td>
</tr>
<tr>
<td>City Manager Letter</td>
<td>4</td>
<td>Administration and Non-Departmental</td>
<td>93</td>
</tr>
<tr>
<td>Overview of 2018 Budget</td>
<td>9</td>
<td>Legal</td>
<td>95</td>
</tr>
<tr>
<td>Summary</td>
<td>12</td>
<td>Human Resources</td>
<td>96</td>
</tr>
<tr>
<td>Budget Team</td>
<td>16</td>
<td>Clerk</td>
<td>99</td>
</tr>
<tr>
<td>Process and Timeline</td>
<td>19</td>
<td>Information Technology</td>
<td>98</td>
</tr>
<tr>
<td>Budget Calendar</td>
<td>21</td>
<td>Finance</td>
<td>99</td>
</tr>
<tr>
<td>Long-term Strategic Goals</td>
<td>22</td>
<td>Municipal Court</td>
<td>100</td>
</tr>
<tr>
<td>Capital Projects</td>
<td>24</td>
<td>Police Department</td>
<td>101</td>
</tr>
<tr>
<td>Organizational Chart</td>
<td>25</td>
<td>Engineering</td>
<td>103</td>
</tr>
<tr>
<td>Department Descriptions</td>
<td>26</td>
<td>Streets and Alleys</td>
<td>104</td>
</tr>
<tr>
<td>Position Summary and Personnel</td>
<td>38</td>
<td>Community Development</td>
<td>105</td>
</tr>
<tr>
<td>S.W.O.T. Analysis</td>
<td>40</td>
<td>Recreation, Arts Programming, Facilities, Parks</td>
<td>107</td>
</tr>
<tr>
<td>Financial Planning, Policies and Goals</td>
<td>44</td>
<td>Tourism Fund</td>
<td>112</td>
</tr>
<tr>
<td>Fund Balances and Reserves</td>
<td>47</td>
<td>V.A.L.E.</td>
<td>113</td>
</tr>
<tr>
<td>Risk Management</td>
<td>51</td>
<td>Conservation Trust</td>
<td>114</td>
</tr>
<tr>
<td>Revenue Summary</td>
<td>52</td>
<td>Bus Tax</td>
<td>115</td>
</tr>
<tr>
<td>Expenditure Summary</td>
<td>56</td>
<td>Marijuana Tax</td>
<td>116</td>
</tr>
<tr>
<td>Government-wide Financial Statements</td>
<td>59</td>
<td>Fire and EMS</td>
<td>117</td>
</tr>
<tr>
<td>Fund Balances Changing More than 10%</td>
<td>61</td>
<td>Cemetery Trust</td>
<td>120</td>
</tr>
<tr>
<td>Fund Organizational Chart</td>
<td>62</td>
<td>GID</td>
<td>121</td>
</tr>
<tr>
<td>Type and Description of Funds</td>
<td>63</td>
<td>DDA</td>
<td>122</td>
</tr>
<tr>
<td>General Fund Revenue Summary</td>
<td>66</td>
<td>Street Tax</td>
<td>124</td>
</tr>
<tr>
<td>Enterprise Funds Revenue Summary</td>
<td>67</td>
<td>Capital Projects</td>
<td>126</td>
</tr>
<tr>
<td>Cost Allocation Plan</td>
<td>69</td>
<td>A&amp;I</td>
<td>129</td>
</tr>
<tr>
<td>Debt Service</td>
<td>70</td>
<td>Fire Equipment Replacement Fund</td>
<td>131</td>
</tr>
<tr>
<td>City Description and Demographics</td>
<td>73</td>
<td>Fleet Service Fund</td>
<td>132</td>
</tr>
<tr>
<td>Economic Labor Force Data</td>
<td>82</td>
<td>Water and Wastewater Fund</td>
<td>136</td>
</tr>
<tr>
<td>Tax Receipt Tables</td>
<td>83</td>
<td>Electric System</td>
<td>146</td>
</tr>
<tr>
<td>Acronyms</td>
<td>86</td>
<td>Airport</td>
<td>154</td>
</tr>
<tr>
<td>Glossary of Terms</td>
<td>87</td>
<td>Landfill</td>
<td>156</td>
</tr>
</tbody>
</table>
LETTER OF TRANSMITTAL

LETTER OF BUDGET TRANSMITTAL

To: Division of Local Government
    1313 Sherman Street, Room 521
    Denver, CO 80203

Date: December 31, 2017

Attached is the 2018 budget for the City of Glenwood Springs, Colorado, submitted pursuant to Section 29-1-113, C.R.S. The budget was adopted on November 2, 2017 by the City Council of the City of Glenwood Springs. If there are any questions about the budget, please contact Steve Boyd, Finance Director at (970) 384-6422, by email at steve.boyd@cogs.us or by mail at 101 W. 8th Street, Glenwood Springs, CO 81601.

The mill levy certified to the County Commissioners is ____ mills for all general operating purposes, subject to statutory and/or TABOR limitations. Based on an assessed valuation of $______, the total gross property tax revenue is $______. A copy of the resolution setting the mill levy is included in the Appendix.

I hereby certify that the enclosed budget is a true and accurate copy of the budget and certification of tax revenues to the Board of County Commissioners.

______________________________
Steve Boyd, Finance Director
December 7, 2018

Dear Council,

The City of Glenwood Springs staff is pleased to present this budget to City Council at the October 5, 2017 regular session. A few important features of the 2018 budget include:

- Forecasted revenues of $62.9 million;
- Operating expenditures of $54.2 million;
- A balanced General Fund with available reserves equal to 26.3% ($4.2 million) of anticipated expenditures at the end of 2018;
- Elimination of $4.1 million in existing debt;
- Unrestricted reserves of $78.1 million at the end of 2018; 105% of the City’s total net appropriations; and
- Capital expenditures of $15.9 million

While it is recognized that the City may choose to issue a bond in 2018 to finance some infrastructure and improvement projects, this budget does not include any proceeds from a new bond issue or the related debt service.
Recap of 2017

Grand Avenue Bridge (GAB) Project
The year 2017 was defined in Glenwood Springs by the replacement of the Grand Avenue Bridge. The City allocated tremendous personnel and financial resources to planning for and executing the project. Various costs to the City were incurred throughout the year including the following:

Staff Opportunity Cost
It is impossible to pinpoint the opportunity cost of city staff. However, the City’s goal to eliminate 35% of traffic during the bridge closure was directly supported by the Police and Fire Departments, City Manager’s office, Human Resources, Public Works, Transportation and Engineering, and Community Development. Staff led more than 150 community meetings, engineered more than 10 infrastructure projects to add needed capacity to move people, directed traffic, responded to increased demand for emergency services, changed the operating hours of City Hall and absorbed countless other tasks during the year.

Revenue challenges
Local businesses have suffered slumping sales throughout this project. The closure of roads and elimination of parking predictably led to fewer patrons in downtown and other shopping districts which negatively impacted the City’s sales tax revenue. Estimates from our finance department have revenues decreasing by roughly $800,000 directly as a result of the GAB project in 2017. While the new bridge is expected to open before the end of 2017 there will still be many projects that will carry over into 2018 in support of the changed infrastructure.

Construction Costs
The City made the last of three cash contributions of $1,000,000 each to the construction contract. In addition, more than $4,000,000 was spent throughout the year to improve bicycle trails, replace sidewalks, improve surface detour routes, construct roundabouts and other projects to mitigate congestion.
Transportation
Approximately $350,000 was spent to provide additional bus routes, extend hours of operation and subsidize ride prices throughout this time. The Police and Fire Departments acquired e-bikes for more effective response times. The City negotiated temporary leases for the use of several parking lots to support ride-sharing activities, operated a City van for employees to carpool and offered wellness credits for employees who walked or biked to work.

New Council Members
The City was pleased to welcome three new City Councilors to replace outgoing members who had reached term limits. We are looking forward to working with Shelley Kaup, Jonathan Godes and Rick Voorhees over the next several years and extend our appreciation for our outgoing members; Stephen Bershenyi, Matt Steckler and Leo McKinney.

Marijuana Tax Fund
In 2017 Glenwood joined many of our peer cities and towns in implementing sales and excise taxes on recreational marijuana. We expect the Marijuana Tax fund to contribute approximately $400,000 to support the regulation of the marijuana industry, provide public information and youth education, add an additional police officer and support certain infrastructure improvements.

Department Head Turnover
We were able to fill key leadership positions in 2017 in Community Development, Parks and Recreation, Finance, and Information Technology. Fiscal year 2017 saw Jennifer Ooton get promoted to Director of Community Development and Assistant City Manager, Brian Smith was named Parks and Recreation Director, Steve Boyd became the Finance Director and Eric Arnette was promoted to IT Director. In July of 2017 HR Director Susan Kurk left the City to become the new Director of Human Resources in Fort Morgan, Colorado and Beth Stewardson was promoted to HR Manager to lead the department.

Figure 4 - Roaring Fork River in the Fall
Short-term Organizational Factors

Salary and Benefit Guidelines
The City established new pay grades that will be applicable in 2018 and have an impact on the budget. Resources were dedicated to ensuring all employees are paid within their range and beginning January 1, 2018 we will make internal equity adjustments for some of the employees that have been here for a long time based on the recommendation of our consultant, Employer’s Council (EC). Employee benefits level will remain essentially the same as last year, though additional resources are needed as the cost of benefits continues to rise. The full increase of 8.5% in the cost of benefits is being absorbed by the City in 2018 and no additional cost will be passed on to employees. All employees will realize a 2.0% cost-of-living increase in 2018, slightly lower than the 3.0% in the 2017 budget.

Tax Levels
This budget projects increases in both sales tax and property tax revenues as a result of growing economic activity. Additionally, the creation of a Marijuana Tax Fund will provide financial resources that are factored into this budget.

Staff Fatigue
The GAB project has required substantial additional time and effort on the part of many City employees and their departments. It’s been an unusually busy and stressful time for much of our staff. The added duties will not have disappeared by the beginning of 2018 but are expected to ease throughout the year.

Inefficient Workflows
The City continues to process many administrative functions manually which results in difficulty communicating between departments/functions and staff ultimately getting less done. A major change that is taking place this year is the beginning of the implementation phase of our new enterprise resource system (ERP). Tyler Technologies’ Munis product is replacing the ADG solution that was installed 30 years ago. As the City has not systematically upgraded our software infrastructure, making a change into modern technology is expected to be very challenging. A good part of 2018 will be spent with our IT, Finance and other departments designing work flows, pulling existing information from the current system to the new, and running parallel programs as the transition is designed and rolled out. These teams have done research and prepared to make this process as easy as possible, but many staff members are going to see a heavier workload as we endeavor to maintain current services while simultaneously building and testing a new City-wide information resource. The $760,000 ERP project is budgeted for 2018 in the Capital Projects Fund to address this issue.
Key Initiatives in 2018

Aside from infrastructure and improvement projects described in this budget the City expects to address several other priorities during 2018:

Capital Improvement Plan
Staff and Council will work together in 2018 to create a Capital Improvement Plan (CIP) that will more specifically forecast needs and priorities coming up in the next five years. While spending forecasts have been developed in the annual budget for several funds, the City has not had a more comprehensive long-term plan that sets the course for major upcoming financial commitments. The Financial Advisory Board (FAB) will contribute to the plan’s design and the Administration Department in the General Fund includes $10,000 for a professional facilitator to help stakeholders come to agreement on the plan and its contents.

Debt Offering
The City has engaged a Municipal Advisor, Northslope Advisors LLC and is developing options to raise between $10 million and $20 million in acquisition and improvement bond financing. A bond originally issued in 2001 and advanced refunded in 2010 is scheduled to mature this year in October freeing up A&I Fund resources that were historically allocated to debt service. Any indebtedness raised in 2018 will need to be spent within three years, so it will focus on shovel-ready projects and other initiatives that move fairly quickly. The decision whether to bond and how much will be made in the spring of 2018. Several factors will be evaluated at that time that are not known at the time this budget book was published, including:

- Ending 2017 fund balances vs. budget
- Then-current level of Sales and Use Tax revenue
- Other funding that may be obtained such as grants or cost-sharing with other public enterprises
- The financing terms available in the municipal bond markets at the time of issue
- Status of shovel-ready projects that can be completed within the three-year timeline
- Construction bid results

As you can see, it has been and continues to be a busy time for the City of Glenwood Springs with significant unknowns that complicate the planning process. Therefore, we are proposing a flexible budget that is designed to accommodate decision-making as the needed information becomes available. City staff and I are looking forward to a productive year in 2018.

Debra Figueroa, City Manager
BUDGET OVERVIEW

The 2018 fiscal year has several goals that City staff expects to accomplish, a few are highlighted here.

Remote online retailer sales tax collection
As sales by online retailers continue to grow our primary revenue source of sales and use tax is experiencing downward pressure. Online retailers that do not have a physical presence in Glenwood Springs are not required to collect, report or remit sales or use taxes. The retail lobby has aggressively opposed efforts by several states, counties and municipalities seeking to capture that revenue. Their primary objection has been that it is too difficult to determine the correct amount of tax to collect because each city has different definitions in their tax code that make certain products taxable in some but not all jurisdictions. Legislation has been introduced in the US House of Representatives to address this issue. In 2017 City Council approved a resolution directing the City Clerk to send a letter to appropriate elected officials at both the state and national level asking them to support that legislation. The letter was sent in the standard format suggested by the Governmental Finance Officers Association (GFOA). Additionally, the City’s Finance Director has been appointed to serve on a task force initiated by the Colorado Municipal League that endeavors to standardize definitions in the tax code of Colorado’s home-rule cities, making it easier for online retailers to comply.

Community Center
The Community Center has several structural needs to be addressed in 2018 including the ceiling, concrete floors, ice rink and boilers. Funds have been appropriated in this budget to provide the resources necessary to obtain the labor and equipment to address those problem areas. Additionally, cost savings efforts and operational improvements to address the Center’s financial results are underway.

Enterprise funds

Water and Wastewater
In 2018 our budget had originally included a transfer of $620,000 from the Capital Projects Fund to the Water Enterprise Fund. That annual transfer originated with the recommendation to limit increases in wastewater rates by subsidizing the plant that was funded in 2010 with a loan agreement. JK Energy Consulting has recommended no rate increase this year. The Water and Wastewater Fund has sufficient revenues and reserves to meet its commitments and Council has determined to not make the scheduled transfer in 2018.
Electric System Utility

Our electric provider has recently redesigned their pricing structure and the City will continue to adapt to it in 2018. In 2017 the City made two adjustments in its electric utility; the elimination of the policy of providing the first 100Kw of electricity at no charge, and ending the practice of offering a discounted rate for energy usage over 45,000Kw per month. These provisions are unusual in a utility and do not support the City’s objective of encouraging energy conservation. Our most recent study commissioned by JK Energy Consulting recommended a 5.3% rate increase. The fee changes described above were implemented in 2017 and will produce approximately $950,000 of annual revenue. Rates are reviewed annually near the beginning each fiscal year. Improvements in meter technology combined with an implemented ERP system will deliver greater capability to optimize revenues by making available data that can be used to evaluate usage trends by time of day.

Landfill

The City’s landfill in South Canyon has experienced deteriorating operating results recently as less volume of contaminated soil from energy-related construction activities is being presented. That source of revenue was one of the landfill’s most significant. The facility is managed on an out-sourced basis with a contractor under an agreement where the City pays a fixed fee, regardless of the volume of material submitted that expires in June of 2019. In August 2017 Council heard a presentation that included a history of operating results and outlined potential options going forward. That plan will continue to be developed throughout 2018. Reserves in the Landfill fund have diminished in the past couple of years as expenses have outpaced revenues by nearly $1,000,000 each year.
IT governance
The City in 2018 is transitioning from having the IT Department be the sole design advocate of our computing environment, to a model where a committee with representation from each function collaborates and makes strategic recommendations on our IT policy. The City will have front-end input on directional IT investments from the entire organization to ensure systems integrate successfully among departments and functions. This committee is expected to address four primary topics:

1. ERP Oversight – monthly meetings will include detailed updates from relevant departments on the progress of the implementation.
2. 2019 Budget process – the Information Technology Committee (ITC) will generate and present to management a recommendation for IT investment in the following budget year.
3. IT Master Plan – ITC is also charged with designing a 5-year master IT strategy that is inclusive of all departments and functions. This will help ensure technology investments are being made efficiently and systems can communicate effectively on an internal basis. Both the City hardware and software environments have become outdated...although the picture above is not actually our Finance Director’s machine (his is older).
4. Community Broadband – The IT committee will be responsible for monitoring and providing input on the broadband initiative.
**Total Revenue**

Beginning in 2009 Glenwood’s revenue decreased as a result of the recession from $48.4 million to a low point of $41.7 million in 2011. Since then the City has seen a steady increase of around 4.6% annually from all sources. Total revenue for the City in 2016, the last full year available at the time this budget document was issued was $52.3 million; the best year the City has ever had.

The fiscal year 2017 has been impacted substantially by the Grand Avenue Bridge Project. Sales and Use Taxes are the primary source of revenue the City uses to conduct Governmental Activities. Glenwood expected to see a temporary drop in Sales and Use Tax revenue and the 2017 budget projected a 2% increase; slightly less than half the average growth rate in the past five years. Through August sales tax revenue was flat from 2016. The 2018 sales and use tax revenue forecast is based on the upward trend we’ve seen. We dampened that to 2% over the 2017 forecast because the GAB project will still have related construction projects during the first half the year.

There are two significant differences from 2017 to 2018 in our revenue forecasts; 1) $400,000 was added to the Marijuana Tax Fund that was created in July 2017, and 2) Grant funding is generally not included in revenue where it has been in the past. Rather, as grant funds are awarded to the City corresponding and matching expenditures will be appropriated.

**Operating Expenditures**

The City incurs most of its operating expenditures in the General Fund and proprietary funds. Operating expenditures include costs that are incurred by a department or activity that are expected to be ongoing in the normal course of business and used in the current year, although certain operating expenses are not expected to recur. However, some projects such as feasibility studies may be considered an operating expense if they are not specifically attached to a particular capital item.

*Note: historical information is taken from the City’s official audited financial statements where Interfund Cost of Service is not included in revenue. An adjustment has been made in the graph above for consistency.*
**Capital Expenditures**

Capital expenditures are purchases over $5,000 that have a useful life of more than one year. Typically, these expenses are not expected to recur every year. Examples are property, equipment, infrastructure improvements and construction projects. Capital expenditures in governmental activities come primarily from the Capital Projects and A&I Funds. Capital expenditures in governmental and enterprise funds are needed for infrastructure projects and equipment or facilities that need to be maintained and replaced over multiple fiscal years. A full list of capital expenditure items along with their impact on the 2018 operating budget is found in the ‘Process and Timeline’ section of this budget book. The budget for capital expenditures is naturally constrained by necessary and ongoing operating expenses and this budget has considered. More detail on this is available in the Capital Expenditures section of this book.

**General Fund**

General Fund expenditures were budgeted in 2017 to be $16.4 million and are forecasted to rise to $17.3 million in 2018, an increase of 5.6%, primarily from increasing wages and benefits. Much of that difference can be attributed to additional use tax and planning fees resulting from residential projects at the Meadows and Oasis Creek. Additionally, we are forecasting revenues in the Community Center to be $1.5 million, an 18% increase from 2017. These budget numbers include Interfund Cost of Service allocations from governmental, enterprise and capital funds. The Fund Accounting section of this budget book details the amounts of each transfer.

![General Fund Ending Available Reserve Balance](image-url)
Enterprise Funds
The City operates four enterprise funds; Water and Sewer, Electric, an Airport and the Landfill. The Water and Sewer Fund has sufficient revenue to cover its costs and the 2018 budget does not have a rate increase included. Rates in utility funds are evaluated each year, and at that time a decision to change rates may be approved by Council and implemented during 2018. The Water Fund’s unreserved retained earnings is forecasted to improve by $534,500 to $34.9 million from an increase in impact fees and a decrease in expenses from operational improvements.

Summary of Changes in Enterprise Fund Reserves

<table>
<thead>
<tr>
<th>SUMMARY OF ALL FUNDS</th>
<th>Remaining Available Reserves</th>
<th>Change in Available Reserves from 2017 Budget</th>
<th>Percent Change from 2017 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enterprise Funds</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Utility Enterprise</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water &amp; Sewer System</td>
<td>34,905.4</td>
<td>534.5</td>
<td>(1.6%)</td>
</tr>
<tr>
<td>Electric System</td>
<td>28,251.5</td>
<td>345.4</td>
<td>(1.4%)</td>
</tr>
<tr>
<td>Airport Enterprise</td>
<td>397.7</td>
<td>(34.0)</td>
<td>(8.7%)</td>
</tr>
<tr>
<td>Landfill Enterprise</td>
<td>2,324.9</td>
<td>(766.1)</td>
<td>(35.0%)</td>
</tr>
<tr>
<td>Total Enterprise</td>
<td>$65,879.5</td>
<td>$79.7</td>
<td></td>
</tr>
</tbody>
</table>

The Electric Fund’s revenue is expected to increase 9.3% from the 2017 budget as a result of two changes in the rate structure that were implemented in 2017:

1. Elimination of the policy of providing the first 100kW of power to each user for free, and
2. Elimination of the rate discount for usage exceeding 45,000kW that has previously been offered to several large customers of the electric utility.

The Airport Fund is relatively small and is not expected to have any significant changes other than part-time wages increasing by roughly $4,000.

The Landfill has faced difficult financial challenges in the past few years that need to be addressed in 2018. The City is projecting a small decrease in operating costs from ongoing cost-cutting efforts. The largest portion of those costs are in a fixed-price agreement with Heartland Services to outsource operational responsibilities for $1,985,000 per year that will expire in May 2019. Retained earnings in this fund were reduced by $1.2 million in 2016 and are projected to decrease by $1.0 million by the end of 2017 and $766,000 in 2018. That would leave an ending reserve balance of $1.4 million which staff believes is not sufficient in the long-term. The City intends to review its options in the 2018 fiscal year and present to Council a proposal for changes to reduce that decrease retained earnings.
**Fleet Service Fund**

The Fleet Fund is expected to realize a 4.6% increase in expenses largely from an increase in expensed depreciation. The Fleet Fund is expected to spend $967,300 in capital improvements this year and will commit $500,000 in resources to the A&I Fund as a loan to subsidize infrastructure and improvement projects. The fund balance in Fleet has decreased from $6.2 million at the end of 2016 to a forecasted $3.1 million at the end of 2018 by not making transfers into the fund by other funds for which it has procured replacement vehicles. The allocation methodology for the fund will be revisited in 2018 and the 2019 budget will present any modifications in how funds are accrued.

![Fleet Services](image_url)

Figure 13 - Fleet Services
City Council

Mike Gamba, Mayor, Ward 4; term ends 4/2019
- Transportation Commission
- Volunteer Firefighter Pension Board
- Housing Commission (Alternate)
- CDOT Intermountain Transportation Planning (Alternate)
- Club 20 (Alternate)
- Roaring Fork Transportation Authority (RFTA) Board of Directors

Kathryn Trauger, Mayor Pro-tem, At Large; term ends 4/2019
- Financial Advisory Board
- Planning and Zoning Commission
- Associated Governments of Northwest Colorado
- Club 20
- Colorado Municipal League
- Glenwood Springs Rural Fire District Board
- Northwest Colorado Council of Governments Rural Resort Region (Alternate)
- Roaring Fork Transportation Authority (RFTA) Board of Directors (Alternate)

Steve Davis, Ward 1; term ends 4/2019
- Building and Contractors Licensing Board (Alternate)
- Building Board of Appeals
- Downtown Development Authority
- Parks and Recreation Commission
- River Commission

Jonathan Godes, Ward 5; term ends 4/2021
- Airport Board
- Financial Advisory Board (Alternate)
- Historic Preservation Commission
- Parks and Recreation Commission (Alternate)
- Transportation Commission (Alternate)
- Associated Governments of Northwest Colorado (Alternate)
- Garfield Clean Energy (Alternate)
- Glenwood Springs Rural Fire District Board
Shelley Kaup, At Large; term ends 4/2021
- River Commission (Alternate)
- Victims Assistance and Law Enforcement Board (VALE)
- Housing Commission
- CDOT Intermountain Transportation Planning
- Ruedi Water and Power Authority (Alternate)

Todd Leahy, Ward 3; term ends 4/2019
- Airport Board (Alternate)
- Building and Contractors Licensing Board
- Building Board of Appeals (Alternate)
- Downtown Development Authority (Alternate)
- Tourism Promotion Board
- Glenwood Springs Chamber Resort Association Board of Directors

Rick Voorhees, Ward 2; end of term 4/2021
- Historic Preservation Commission (Alternate)
- Tourism Promotion Board (Alternate)
- Victims Assistance and Law Enforcement Board (VALE) (Alternate)
- Colorado Municipal League (Alternate)
- Garfield Clean Energy
- Northwest Colorado Council of Governments Rural Resort Region
- Ruedi Water and Power Authority
Staff Budget Officers and Financial Advisory Board Members

<table>
<thead>
<tr>
<th>Budget Officer</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Debra Figueroa</td>
<td>Admin, Non-dept</td>
</tr>
<tr>
<td>Eric Arnette</td>
<td>Information Technology</td>
</tr>
<tr>
<td>Steve Boyd</td>
<td>Finance</td>
</tr>
<tr>
<td>Catherine Mythen Fletcher</td>
<td>Clerk</td>
</tr>
<tr>
<td>Robin Millard</td>
<td>Public Works, Streets, Fleet</td>
</tr>
<tr>
<td>Jennifer Ooton</td>
<td>Community Development</td>
</tr>
<tr>
<td>Terri Partch</td>
<td>Engineering</td>
</tr>
<tr>
<td>Brian Smith</td>
<td>Parks &amp; Rec, Facilities, Arts</td>
</tr>
<tr>
<td>Gary Tillotson</td>
<td>Fire and EMS</td>
</tr>
<tr>
<td>Terry Wilson</td>
<td>Police</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FAB Member</th>
<th>End of Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steve Beckley</td>
<td>February 2020</td>
</tr>
<tr>
<td>Ted Edmunds</td>
<td>February 2018</td>
</tr>
<tr>
<td>Terri Miller</td>
<td>February 2018</td>
</tr>
<tr>
<td>Ksana Oglesby</td>
<td>February 2019</td>
</tr>
<tr>
<td>Munro Wilcox</td>
<td>February 2020</td>
</tr>
<tr>
<td>Charlie Willman</td>
<td>February 2019</td>
</tr>
<tr>
<td>Open Seat</td>
<td></td>
</tr>
<tr>
<td>*Patrick Fleming, (Staff)</td>
<td></td>
</tr>
<tr>
<td>**Jonathan Godes (Council)</td>
<td></td>
</tr>
<tr>
<td>**Kathryn Trauger (Council)</td>
<td></td>
</tr>
</tbody>
</table>

Finance Department

<table>
<thead>
<tr>
<th>Staff Member</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steve Boyd</td>
<td>Finance Director</td>
</tr>
<tr>
<td>Yvette Gustad</td>
<td>Assistant Finance Director</td>
</tr>
<tr>
<td>Ricky Smith</td>
<td>Procurement</td>
</tr>
<tr>
<td>Karen Bender</td>
<td>Utility Billing</td>
</tr>
<tr>
<td>Chris Cox</td>
<td>Staff Accountant</td>
</tr>
<tr>
<td>Mary Lou Haflinger</td>
<td>Contracts</td>
</tr>
<tr>
<td>Elizabeth Malloy</td>
<td>Utility Billing</td>
</tr>
<tr>
<td>Linda Millyard</td>
<td>Accounts Payable</td>
</tr>
<tr>
<td>Lorre Rhule</td>
<td>Payroll and Sales Tax</td>
</tr>
</tbody>
</table>

Note from the Finance Director

Thank you to our City Manager, everyone on Council, the Financial Advisory Board and especially Department Heads for your patience and hard work.

Also thanks to former FAB member Jim Ingraham.
Process and Timeline

Budget process
Glenwood Springs submits to Council a single-year budget prior to the beginning of each fiscal year, which runs from January 1st to December 31st annually. The scope of the adopted budget includes the following, all of which we believe this budget complies with;

(a) An estimate of anticipated revenue from all sources other than the tax levy for the ensuing year.
(b) An estimate of the General Fund cash surplus at the end of the current fiscal year, or of the deficit to be made up by appropriation.
(c) The estimated expenditures necessary for the operation of the departments, offices, and agencies of the City.
(d) Debt service requirements for the ensuing fiscal year.
(e) A program of proposed capital projects for the budget year and the five (5) years thereafter, which shall contain estimates of the cost of such projects with suggested methods of financing the same.
(f) A balance between the total estimated expenditures including any deficit to be met, and moneys set aside for public improvements and total anticipated revenue, plus any surplus. All estimates shall be in detail showing revenues by source, and expenditures by organizational units, activities, character and object.

Description of Steps and Involvement in the 2018 Budget Process

City Council
On July 17, 2017 members of City Council, the Financial Advisory Board and City staff met at the Community Center for several hours to define the strategic initiatives that staff is directed to focus on this year. A subsequent meeting was held at the Community Center on July 26, 2017 to further develop our strategic priorities and consider funding alternatives. These priorities are discussed in detail in this budget document. Additional budget meetings with Council were held on September 11th, 12th and 27th, and on October 3rd and 10th to review the proposed budget.

Department Heads
The Finance Department met with Department Heads and their team to build their operating budgets. Department Heads submitted Budget Initiative Worksheets (BIW) to describe capital requests (over $5,000), additional or re-classified staff and items not previously included in the budget that are expected to become part of the base-building budget in future years. Those requests were reviewed by the City Manager who approved the most critical items, subject to funding availability.

Human Resources
Finance met with the Human Resources Manager, City Manager and Employers Council (formerly known as Mountain States Employers Council), a firm contracted by the City to evaluate each position’s compensation range for competitiveness in the market. This team met several times beginning in May to discuss the impact
of staff compensation increases, requested additional headcount and employee benefit cost increases. Their recommendation was provided to the City Manager in October.

Financial Advisory Board
The Financial Advisory Board (FAB) meets on the 4th Wednesday of every month and beginning with the April meeting went through various components of this budget document in each session. A draft budget was presented to FAB a week prior to the September meeting. The September and October FAB meetings were dedicated to the budget. FAB presented a budget recommendation to Council that is included later in this document. This budget is in compliance with those recommendations.

Public Review and Hearing
The Council reviewed drafts of the budget in September and again in October when it was formally submitted on October 5th. A 10-day period of public review followed and a public hearing was held on October 19th. The budget was then adopted at the November 2nd regular Council meeting and appropriated during the first meeting in December. These deadlines met all applicable statutory requirements as described below.

Deadlines Defined in the City Charter
(a) The City Manager must submit a recommended budget to Council on, or before the first regularly scheduled meeting in October.
(b) Notice to the public that the budget document is available in the Finance Director's office for at least 10 days, followed by a public hearing.
(c) City Council adopts the budget at, or before the first regular meeting in November.
(d) The ordinance that legally appropriates expenditures is passed at or before the first meeting in December.
(e) City Council computes and certifies to the Board of County Commissioners a rate of levy against property taxes as computed in the proposed budget by the end of December.
2018 Budget Calendar

Figure 24 - Budget Calendar – Staff in Blue and City Council in Red
Long-term Strategic Goals

Planning Process
The long-term strategy of the City is set by City Council. Staff works with Council during the budget process and throughout the year to communicate citizen needs and develop solutions. The planning process is informed by boards and commissions that include representation from staff, City Council and the public, including the Financial Advisory Board, the Downtown Development Authority, the Parks and Recreation Commission, the Planning and Zoning Commission, Tourism Promotion Commission, Transportation Commission. Each of these committees has regular meetings and the Council representatives update the rest of City Council during regular Council meetings. Ultimately these committees provide recommendations to City Council for consideration of adoption. The City has $10,000 in the 2018 Budget for facilitation assistance to develop the strategic plan if necessary.

Street and Bridge Infrastructure
City streets are in need of improvement and repair. Several major projects are anticipated to move forward in 2018 including the 27th Street Bridge, improvements to South Midland Avenue, a connection to 8th Street, South Bridge and water/sewer reconstruction on 22nd street. Improvement projects are also planned for 6th and 7th Streets. This budget has $950,000 allocated to regular street maintenance.

Capital projects that support this goal include the 27th Street bridge, South Midland improvements, 6th and 7th Street redevelopment plans, South Bridge and the 8th Street connector to downtown.

The City has a budget line item of $4.6 million in 2018 that will be allocated between these projects. At the time, this budget was submitted it was not possible to know precisely where these funds will be spent due to uncertainty involving variables such as grant funds secured, bonding terms and the assessed condition of our roads and bridges. These will be prioritized and funded in early 2018.

Staff Productivity and Leadership
Consistent with Employer’s Council’s (EC) October 2017 report several employees that were currently earning below the floor of their range were bumped to the minimum of the range. The 2018 budget also includes a 2.0% cost-of-living compensation increase to City staff and fully absorbing an 8.5% increase in the cost of benefits due to rising healthcare costs. We are also adding a needed position in IT, one in Parks and Recreation and an additional police officer. This budget also has $760,000 to begin the implementation of a City-wide Enterprise Resource Program (ERP) that will improve staff productivity, $116,000 to replace staff computers, $56,320 to adopt the Windows 360 operating environment.

Capital projects that support this goal include the implementation of an enterprise resource program, City facility management, computer and software upgrades and the strategic planning process planned for 2018.
Economic Development
Recently the closure of several large retailers including Sports Authority in the Meadows, JC Penney in the West Glenwood Mall and Mountain Sports Outlet on the North end of the downtown district have left vacancies in prime retail locations that we are working to fill in 2018. New businesses are tracking to open in the Meadows and housing developments in process should help the local economy.

Community Broadband
We are continuing forward with our long-term plan to build the infrastructure to offer high speed internet access over fiber-optic lines to much of our population. We completed a comprehensive study on the feasibility of a sustainable business model for broadband operations in a new enterprise fund. The 2018 budget leaves Broadband efforts in the Electric Utility and includes a capital expenditure of $320,000 for the engineering and feasibility of this project in the Capital Projects Fund.

Revenue Growth
Efforts to increase revenue available to carry out the City agenda in 2018 include increased sales and use tax compliance, participation in the state’s sales tax standardization task force, accommodations tax collection from owners offering short term rentals, new sales and excise tax on recreational marijuana, pursuit of grants and evaluation of additional taxpayer-approved revenue sources.

Affordable housing
Three major housing complexes are underway that will provide additional residential capacity. The Oasis Creek Project will break ground in 2018, an apartment complex at the Meadows will add 120 family units, and an affordable housing complex on South Midland will add another 60 units and will be shared with School District RE-1.
The 2018 budget includes capital projects that support the long-term strategy adopted by the City. The list of projects approved by Council in 2018 is provided below.

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Description</th>
<th>Estimated Cost and Timeline</th>
<th>Impact on Operating Budget</th>
<th>Strategic Planning Items Affected</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Enterprise Resource Software (ERP) Upgrade</strong></td>
<td>The software that drives accounting, payroll, accounts receivable, utility payment collection and community development is antiquated and no longer supported by our vendor. The City must move to a more robust solution beginning in 2018.</td>
<td>$760,000 in 2018 including the operating budget impact in the next column. $2.75 million between 2018 and 2025.</td>
<td>Substantial – An additional person in Information Technology will need to be added and backfilling of existing mission-critical processes will be needed temporarily as certain staff members will have much of their time dedicated to the design and implementation. Additional operating costs in 2018: $230,000 from an additional FTE in Information Technologies and increased software expense.</td>
<td>Strategic planning process, street and Bridge Infrastructure, Community Broadband, Revenue Growth, Staff Productivity and Leadership</td>
</tr>
<tr>
<td><strong>PC Replacement Cycle</strong></td>
<td>Old personal computers strain staff productivity, and increase operational costs</td>
<td>$116,000 in 2018. This is an ongoing item in the budget.</td>
<td>No additional cost is expected to be incurred. Rather, additional benefits will accrue through improved productivity. Additional operating costs in 2018: none other than the normal computer replacement cycle.</td>
<td>Staff productivity and leadership, revenue growth</td>
</tr>
<tr>
<td><strong>27th Street Bridge and Roundabout</strong></td>
<td>Build a roundabout and bridge at 27th Street.</td>
<td>Unknown; this project will be bid with multiple alternates in 2018 and a budget will be developed at that time. 2018 funding depends on bridge condition; $8.5 million project.</td>
<td>Absorption of staff time to oversee the projects design and construction. Additional professional services fees to review construction drawings and documents. Some expenditures to research and apply for grant or other funding assistance. Additional operating costs in 2018: $35,000 in professional services.</td>
<td>Street and bridge infrastructure, economic development, affordable housing</td>
</tr>
<tr>
<td><strong>South Midland Road Improvements</strong></td>
<td>Reconstruct South Midland Road; 100% design.</td>
<td>Unknown in 2018 to reach 100% design. $12,000,000 over fiscal years 18-21.</td>
<td>Additional operating costs in 2018: none.</td>
<td>Street/bridge infrastructure, economic development, housing</td>
</tr>
</tbody>
</table>

Figure 25 - Capital Projects and Operating Budget Impact
Department Descriptions

Administration, City Manager Debra Figueroa

Mission
Administration contains the City Council and City Manager functions. Through these functions the Council and City Manager seek to provide responsive and responsible governance by developing, adopting and implementing public policy consistent with community needs and in accordance with Federal and State requirements.

Services Provided
City Council Support - This includes time spent attending meetings, preparing and reviewing items for the Council packet, and responding to Council inquiries.

Policy Development and Implementation - This includes communicating with departments to help develop policy alternatives for Council consideration, and coordinating implementation of policy directives from the Council.

Public Information - This includes time spent responding to and initiating communication with public groups and individuals to inform the public about City policy and solicit public input. This also includes time spent working to facilitate conflict resolution between groups in the community.

Department Oversight - This includes working with department heads to assist with specific department needs or issues crossing departmental lines. This includes reviewing and administering budgets and internal policies, procedures and practices to ensure the City is operating as efficiently and as effectively as possible.

Grant Writing – This includes the pursuit of federal and state grants. This will be accomplished through the hiring of grant writers and lobbying at the state and national level.

Intergovernmental Relations - This includes time spent with other local governments, as well as State and Federal agencies and legislators to advocate for the interests of Glenwood Springs. This includes efforts to form partnerships to resolve local and regional issues.

Governance - This includes time spent at meetings and in the community listening to citizens, developing policy and adopting City policy.

City Clerk, Director Catherine Mythen Fletcher

Mission
The City Clerk’s office strives to support local governance by accurately recording and efficiently managing the records of the City Council and permanent documents of the City, processing liquor and marijuana licenses and administering programs to keep the public involved and informed.
Services Provided

In Support of City Council - Attend meetings, prepare and repository for Council packet for all departments and website. Manage legal publications. Conduct all municipal elections whether coordinated, polling place, or mail ballot.

Risk Manager - Initiate and monitor Airport, Landfill and City owned property/casualty insurance policies. Coordinate annual property audit. Monitor all City inventory. As property casualty loss control manager, this role tracks employee accidents and records safety training for all departments. Coordinate annual safety audit.

Licensing Administrator - Administrative authority to review and approve minor special events, manager registrations, modifications of premise, and liquor license renewals. Prepare and disseminate packet for meeting and process new and transfer liquor license applications. This includes Local Authority for medical marijuana and retail marijuana businesses.

Boards & Commissions - Conduct solicitation and update board member lists for all City board members. This includes coordinating communication between applicants and the City.

Records Management - Custodian of permanent official records for all departments; is the authorizing agent for records management; monitor off-site storage of all City records. Provide venue for posting all records of Laser Fiche for ease of access by all departments. Prepare, record and distribute possessory documents for cemetery. Distribute and record annexation petitions, plats, and publishing notices.


Public Information - This includes preparation and publication of the monthly calendar as well as coordinating communication with the public for agenda items.
Finance, Director Steve Boyd

Mission
Manage fiscal responsibility of public funds in compliance with the municipal code in a professional, fair and equitable manner for the citizens of Glenwood Springs. Provide excellent customer service to the public.

Services Provided

Payroll: Process a bi-weekly payroll for all city employees including allocation of earnings for health benefits and retirement plans. Also includes leave monitoring for all full-time employees.

Utility Billing: Perform the monthly billing service for the City’s Enterprise Funds including water and sewer, electric and broadband. This service includes billing for consumption and services provided through the collection of accounts billed.

Tax Administration: Consult and assist businesses with setting up and filing of vendor sales and use taxes through the City’s on-line sales tax system. Monitor the collection of taxes by type and follow-up on delinquent filers. Publish monthly tax revenues.

Accounts Payable: This includes processing vendor invoices and ensuring proper authorization and account coding. This service strives to take advantage of available discounts and see that vendors are paid timely.

Accounts Receivable: This service involves follow-up to billings to make sure billed services are paid to the City on a timely basis. Delinquent accounts are handled under due process procedures and may be turned over to collection agencies for final resolution.

Records Management: This service ensures that assets are safeguarded and handled in an efficient and proper manner. This includes investments, reconciliations, report filings, budget monitoring, purchasing compliance, and debt service administration.

Purchasing: This service sees that the City utilizes its revenue sources in an efficient and cost-effective manner in the procurement of goods and services. This service also manages the disposition of surplus property for the best return possible.

ERP Design, Implementation and Management: The 2018 budget includes resources to implement an Enterprise Resource Program Solution (ERP). Finance will design the general ledger and work flows related to payroll, accounts payable, p-card reconciliation and grant accounting. Finance will have the primary ongoing responsibility of maintaining this system.

Information Technology, Director Erick Arnette

Mission
The Information Technology department provides management oversight and technical resources ensuring the continued integrity and availability of City systems and data.
Services Provided

Application Support and Maintenance – Supports over 130 applications, including a variety of databases required for day-to-day operations. Implied services include license tracking, software support, contract maintenance, end-user training and procurement.

Server Management – Manages over 60 virtual servers and 10 physical servers. Monitors availability to ensure maximum uptime and responds to all hardware and software issues. Support multiple operating systems, including Linux and Windows. Maintain and monitor backup systems and related policies ensuring recoverability of data.

Network Services – Connects 25 locations providing voice and data services. Associated duties include periodic replacement of switching and routing equipment and related asset management.

Phone System - Operate and maintain the City’s VoIP based phone system. The system supports 170+ phones and provides fax capabilities to several departments. Other duties include periodic updates of the VoIP database and major software updates to the VoIP system.

Equipment Procurement and Maintenance - Primary duties include all phases of asset management for 620+ devices from procurement to recycling.

Mobile Device Management - Supports mobile devices used by Public Safety and Public Works departments.

Municipal Court, Judge Amanda Maurer

Mission
To administer justice fairly, efficiently, effectively and to provide excellent customer service.

Services Provided

Juvenile Municipal Code Violations – This includes tracking citations and conducting hearings related to Municipal Code violations as well as State laws relating to Juveniles. Juveniles are generally under age 18.

Adult Municipal Code Violations – This includes tracking citations and conducting hearings held for non-juvenile cases relating to Municipal Code violations as well as criminal cases related to vandalism, criminal trespass, disorderly conduct, assault, illegal possession of a controlled substance, illegal possession or consumption of alcohol (under the age of 21,) theft (<$2,000), etc.

Traffic Court Violations - Hearings and criminal citations written to enforce the State’s Uniform Traffic Code.

Parking Violations - We enter parking tickets into our court software (FullCourt) for tracking purposes and accept payment of parking fines. We also send out reminders, late notices and conduct hearings for individuals contesting their citation(s).
Youth Zone - This program assists the court in evaluation and sentencing recommendations for juvenile offenders. The court together with Youth Zone, work to educate juveniles through classes, counseling and useful public service in an effort to reduce recidivism.

Legal, Karp, Neu and Hanlon

**Mission**
The City Attorney’s Office seeks to provide the highest quality and cost effective legal representation to the City of Glenwood Springs. Responsible for managing all legal issues, including other outside attorneys.

**Services Provided**

*Litigation* - Prosecute and defend all litigation involving the City. Supervise and manage outside counsel.

*Legislation* - Research and draft all proposed ordinances and resolutions of the City Council. Work with Council, Staff and the public on the formation of new or revised legislation affecting the City.

*General Legal Counsel* - Providing legal advice to Council, boards and commissions and Staff on any matter affecting the City. This includes: attending all Council meetings and other quasi-judicial boards or commission meetings and other board or commission meetings as requested or needed; reviewing and preparing City contracts and other documentation; and, analyzing emerging legal principles to determine their effects on the City.

Police, Chief Terry Wilson

**Mission**
To protect the personal safety and property of those that live in and visit the City of Glenwood Springs, enforce the laws of the City and State, help maintain a high standard of living in our community and provide services in a fair and professional manner.

**Services Provided**

*Uniformed Patrol* - Response to calls, traffic enforcement, assist those with various problems, enforce Municipal Ordinances and State laws.

*Support Functions* - Detectives for investigation of crimes, administrative support through records management and administration of clerical and command functions, receiving calls and dispatching, assisting walk-in citizens, parking enforcement, Code enforcement of non-criminal issues.

*Outreach and Special Programs* - School Resource Officers, Drug Enforcement Task Force, Critical Incident Response, Youth Programs, Crime Prevention and community safety through bank personnel training, driver training through Alive at 25 Program, business safety planning assistance, liquor and marijuana licensing inspections.
Community Development – Planning, Director Jennifer Ooton

Mission
The Planning Department serves the citizens by protecting Glenwood’s iconic natural environment while promoting a high quality contextually sensitive built environment. With an eye to the past, we help facilitate a vision of the future and assist in guiding the community’s transformation towards the future.

Services Provided
Planning Initiatives - The Planning Department is responsible for organizing, facilitating and implementing various long-range and current planning efforts.

Long-Range planning projects:
Completion of the 6th Street Corridor Master Plan, which began in January 2016. Projects also include redrafting Title 070-the Land Use Code. Commenced in 2016, this project is expected to be completed in the second quarter of 2017 however, work will continue throughout the remainder of 2017 as the redrafting efforts will likely require updates to the zoning map, and development of new procedural manuals and application checklists. New projects in 2017 include contracting with an archeologist and mining historian to conduct an archaeological survey of Coal Camp, a historic mining village in South Canyon and the preparation of a State Historical Fund grant application to conduct an architectural and historical survey of downtown commercial buildings.

Current Planning includes:
Land Use Development Review: This function involves reviewing and processing various types of land use applications. Planning staff’s involvement often spans multiple years from conceptual discussions through the public hearing processes to monitoring the construction and completion of projects.

Zoning Enforcement: Planning staff, in cooperation with the Police Department and Building Departments, performs enforcement action to maintain compliance with Title 070 and other applicable portions of the Municipal Code.

Public Information - Planning staff spends considerable time responding to a variety of inquiries from residents, current and prospective land owners, realtors, builders and design professionals regarding various nuances of zoning, property rights, and entitlements. Inquiries are both in-person and remotely (phone/e-mail). These inquiries often involve significant amounts of research.

Administer Various City Programs - The Community Development Department and Planning staff is responsible for administering various City programs. The Department historically has been responsible for planning, design and construction of the City’s river trail system. The Department oversees the administration and implementation of the City’s inclusionary housing program. Our staff is also responsible for the implementation of various historic preservation programs and projects including surveys of historic resources, local, state and federal landmarking as well as advising City Council on historic preservation policies. Community Development, in partnership with the Finance Department, Procurement, and the City
Clerk’s office, also administers the Outdoor Seating lease program that was created in 2014 and allows downtown restaurants to use portions of the public right-of-way for dining.

Staff City Commissions - The Community Development Department staffs a variety of City Council appointed commissions. Work includes research, organization, meeting minutes, agenda development, work products and special projects/events dictated by the various commissions. The Department is responsible for staffing the River Commission, the Historic Preservation Commission, the Planning and Zoning Commission, the ad-hoc 6th Street Steering Committee, and the ad-hoc Development Code Project Advisory Group.

Community Development – Building, Director Jennifer Ooton

Mission
To ensure that buildings in Glenwood Springs are constructed to applicable Building Code standards while maintaining property values and the public’s health, safety and welfare.

Services Provided

Plan Review - The Building Department is responsible for reviewing all residential, commercial and industrial construction plans and specifications to determine compliance with various building, zoning and fire regulations.

Building Permitting - The Building Department issues building permits and maintains an electronic and paper database of building permit records. This function also includes calculation and collection of applicable fees associated with the permitting process. Department staff is responsible for reporting all permit activity on a monthly and annual basis.

Building/Zoning Inspection - Building staff is responsible for conducting regular and on-going inspections during the construction process to ensure compliance with building permit and code requirements. As needed, Staff also works with Planning staff and the Police Department regarding land use and building code enforcement issues.

Public information - Building Department staff regularly responds to inquiries from contractors and the general public regarding technical interpretations of building code requirements.

Contractor Licensing & Testing - Building Department staff issues trade-specific licenses to individuals and contracting companies who perform work within the city of Glenwood Springs. By appointment, staff also administers the Board of Examiners Standardized Testing (BEST) test for area contractors. The BEST card is evidence that contractors have passed a written exam on the code that applies to their area of expertise. This card is recognized and accepted throughout the Roaring Fork Valley.

Staff Commissions - The Building Department staffs the Building Board of Appeals whose responsibility is to assist in code development and amendments, as well as to address appeals and code interpretations.
Engineering, Director Terri Partch

Mission
The primary mission of the Engineering Division is to plan, develop, budget and implement projects to maintain and improve the City’s utility, street, pedestrian and bridge infrastructure.

Services Provided
Public Improvements - The Engineering Division performs design, contract administration and construction and consultant management for public improvements including water, sanitary sewer, storm sewer, bridges, streets, City buildings and pedestrian and bicycle facilities.

Transportation Planning - The Engineering Division also develops and maintains the City’s Long-Range Transportation Plan and other plans which include new facilities and improvements for vehicular, pedestrian and bicycle modes of travel. We work to improve circulation in the City by implementing the City’s Access Control Plan and the Corridor Optimization Plan.

Funding and Grant Acquisition - The Engineering Division applies for and manages grants for funding of capital projects through sources such as the Garfield County Federal Mineral Lease district, the Colorado Municipal League, DOLA and through active participation in the Intermountain Transportation Planning Region.

GIS Mapping and Surveying - The Engineering Division maintains and improves the City’s utility maps for water, sanitary sewer, electric and broadband utilities. We also develop maps for other purposes such as voting district maps, zoning maps, pedestrian and bicycle trail maps. In addition, we prepare easements and legal descriptions for a range of different purposes.

Right of Way Management - The Division administers right of way permits and performs inspections to ensure compliance with the municipal code.

Streets and Alleys, Director Robin Millyard

Mission
The Streets Department is a division of the City’s Public Works Department. The division seeks to accomplish its responsibilities for all maintenance activities associated with the public right-of-ways in a cost-effective manner.

Services Provided
Street Maintenance – This activity includes pothole repairs, crack sealing, and repairs to sunken roadway areas, and is done on a regular basis. When necessary, quick temporary repairs are used to make the roadway safe for residents. Permanent repairs replace these as soon as weather and work schedules permit.
Drainage Maintenance - The bulk of this work involves cleaning and maintaining the existing storm water drainage system. There are 265 storm inlets and associated culverts currently on the system that are checked and/or cleaned annually and inspected after each significant event. In addition, the roadside ditches and surface water channels must be cleared of vegetation and accumulated debris.

Street Cleaning – The department utilizes a combination of flushing and sweeping the streets in the spring to remove typical winter accumulation of dirt and debris which is followed by a schedule for street sweeping for the remainder of the year. There are occasional events that require additional effort, such as mudslides and rock fall.

Traffic Control – Approximately 800 street signs, i.e.: street name, directional, informational, and traffic control, are maintained by the division. Additionally, pedestrian crosswalks are marked and maintained. Traffic control necessary for work performed by city crews or utilities, emergency or disaster events, and special events is set up and maintained by the division.

Excavation and Hauling – The division performs a variety of excavations within public right-of-ways and on other city owned lands. A variety of material is moved for City departments and the Spring Cleanup event.

Support – The Streets Division provides support for various divisions within the City in an effort to promote efficient operations.

Recreation, Director Brian Smith

Mission
The Recreation Department enriches the quality of life for residents and visitors, increases economic development, facilitates citizen engagement, creates a sense of community, and creates an attractive and livable community by providing enriching activities, experiential education, promotion of stewardship and conservation, wellness programs, a community recreation center with aquatic center, ice rink, tennis courts, basketball gymnasium, fitness facilities, youth, adult, and senior programs, and community special events.

Services Provided
Community Center - This state-of-the-art 65,000 square foot recreation facility houses a full-service aquatic center with competitive swim lanes, a spa, one meter diving boards and an interactive play zone with a water slide. A 3,500-square foot rock climbing wall challenges experienced climbers, while being perfect for beginners. There is also a multi-purpose gym, spin bike room and dance studio, where a wide variety of fitness and dance classes are held. The fitness center includes free weights, weight machines, cardio equipment and an indoor track. Outside tennis courts and a unique Sound Garden, in addition to the community garden are nearby. The facility includes on-site childcare and room rental options for parties, banquets and meetings.

Ice Rink - The NHL-sized, outdoor and covered rink hosts the premier hockey and ice skating programs in the area. Skate rentals are available and the rink is open November to March, with summer inline programming.
Athletics – The Recreation Department provides a comprehensive catalog of athletic and sports programs with hundreds of sessions available to the public including T-Ball, Soccer, Tennis, Flag Football, Golf, Kayaking, Softball, Pickleball, Competitive Swimming, and more.

Recreation Programs – Community recreation programs provide life enrichment programming for all ages including Parent and Child classes, Preschool, Dance and Art programs, Adventure Tours, Day Camps, Educational Seminars, Therapeutic Recreation, Adaptive programming, and Senior Services.

Special Events - The City of Glenwood Springs hosts dozens of exciting special events throughout the year. The Recreation Department teams up with a variety of sponsors that help make each event very special and unique. Not only do they provide fun for the whole family, Glenwood’s special events help support the community.

Parks and Cemetery, Director Brian Smith

Mission
The Parks Department directly influences the quality of life for the residents and visitors of Glenwood Springs by providing developed park-lands with open use, programmable and rentable facilities, 10 miles of paved trails and paths, organized sports fields, two cemeteries, and a comprehensive offering of park and outdoor recreation amenities. The Parks Department also provides landscaping and arboriculture services, volunteer service projects, community beautification, and special events, making Glenwood Springs one of the most livable communities in Colorado.

Services Provided
Parks - The department maintains grounds and facilities for a clean and safe environment. Staff keeps bathrooms, sidewalks, playgrounds, courts, ball fields, and parking areas safe and free of litter. Sports fields are prepared for youth and adult sports. Turf, trees and improvements in all parks and city owned property, including public right-of-way, are maintained by the department. All snow removal on trails, pedestrian bridges, park sidewalks and parking lots, including the Community Center.

Trails - All trails in the city are maintained by the Parks Department. Trail maintenance includes snow removal, weeding and maintaining green space within the trail corridor. Walking, biking, roller blading, skateboarding and pet walking are prevalent on the paved trail system. Hiking, biking and pet walking are prevalent on the soft trails. The pet exercise area is located adjacent to the Glenwood Trail (aka Rio Grande Trail) behind Safeway.

Cemetery - The Parks department is responsible for gravesite preparation and grounds maintenance for Linwood and Rosebud cemeteries. The Parks Superintendent maintains current information on plot availability and burial site records.

Outdoor Recreation - The White-Water Activity Area is gaining national and international attention as a premiere water feature for a variety of water sports. The department also maintains a dog exercise area,
natural hot springs, archery range, paragliding launching and landing areas, sledding hill, and downhill mountain biking features.

Special Projects - The parks staff installs and maintains flowerpots and flowerbeds in the downtown area for seasonal color and maintains the trees, turf medians, and roundabouts. The department manages the City's downtown maintenance contracts, the West Nile prevention program, and the weed abatement program for South Canyon.

**Fleet Management, Director Robin Millyard**

**Mission**
The Fleet Maintenance Department is a division of the City’s Public Works Department. The department seeks to accomplish its responsibilities related to maintenance activities associated with the public’s vehicle and equipment fleet in a cost-effective and efficient manner.

**Services Provided**

*Preventative Maintenance* - The primary focus of the department is to perform routine and preventative maintenance on all City vehicles and equipment to allow the City to complete its mission in providing service to our citizens.

*Mechanical Repairs* - Provides mechanical expertise in performing all types of mechanical repairs, unscheduled maintenance, electrical diagnosis and repair for all City vehicles and equipment.

*Welding and Fabrication* - Maintenance welding and numerous modifications and/or additions are required by other departments to assist in the discharge of their duties. The department also ensures that alterations to vehicles or equipment are made in a manner that will not interfere with or compromise the safe operation of the unit.

*Parts and Tools Warehousing* - The department must maintain an inventory of parts routinely needed to provide timely maintenance and repair of City vehicles. The department maintains the proper diagnostic tools and equipment to provide cost-effective service.

*Technical Support* - The department prepares specifications for the purchase of new vehicles/equipment for the City. It furnishes technical information for specialty equipment. Identify and correct vehicle and operator error problems causing excess maintenance requirements. It also directs the disposal of surplus vehicles and equipment.

*Record Maintenance* - Maintain accurate records of fleet maintenance costs on each vehicle to help determine and recommend replacement schedules. Provide support to the various departments regarding the probable costs of replacement vehicles. This information helps to extend vehicle/equipment life and lower operating costs.
External Services - The department coordinates outside service needs such as body shop repairs, glass replacement, and various other items.

Other General Fund Departments
Two additional departments are created in the 2018 budget as described below:

Facilities
This is managed by our Parks and Rec department and exists to coordinate the maintenance of City buildings, including City Hall. This function was previously managed in Purchasing.

Arts Programming
Changes in Glenwood’s Center for the Performing Arts that took place in 2017 left a void in our community for the coordination of events. This cost center was developed to support efforts to maintain the arts in Glenwood and is also managed by our Parks and Rec department.
### Staffing Table by Function

#### Position Schedule 2018

<table>
<thead>
<tr>
<th>Department or Function</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General Fund</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Administration</td>
<td>11.75</td>
<td>11.75</td>
<td>11.75</td>
</tr>
<tr>
<td>2 Non-Departmental</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>3 Legal</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>4 Human Resources</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
</tr>
<tr>
<td>5 City Clerk</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
</tr>
<tr>
<td>6 Information Technology</td>
<td>3.50</td>
<td>3.50</td>
<td>4.50</td>
</tr>
<tr>
<td>7 Finance</td>
<td>10.00</td>
<td>10.00</td>
<td>9.00</td>
</tr>
<tr>
<td>8 Municipal Court</td>
<td>2.30</td>
<td>2.30</td>
<td>2.00</td>
</tr>
<tr>
<td>9 Police Department</td>
<td>34.00</td>
<td>34.00</td>
<td>34.00</td>
</tr>
<tr>
<td>10 Engineering</td>
<td>5.50</td>
<td>5.50</td>
<td>5.50</td>
</tr>
<tr>
<td>11 Streets</td>
<td>9.00</td>
<td>9.00</td>
<td>9.00</td>
</tr>
<tr>
<td>12 Community Development - Planning</td>
<td>4.50</td>
<td>4.50</td>
<td>4.75</td>
</tr>
<tr>
<td>13 Community Development - Building</td>
<td>2.50</td>
<td>2.50</td>
<td>2.50</td>
</tr>
<tr>
<td>14 Recreation</td>
<td>13.00</td>
<td>13.00</td>
<td>14.00</td>
</tr>
<tr>
<td>15 Arts Programs</td>
<td>0.00</td>
<td>0.00</td>
<td>1.00</td>
</tr>
<tr>
<td>16 Facilities</td>
<td>0.00</td>
<td>0.00</td>
<td>2.00</td>
</tr>
<tr>
<td>17 Parks and Cemetery</td>
<td>12.17</td>
<td>12.17</td>
<td>12.17</td>
</tr>
<tr>
<td><strong>Total General Fund</strong></td>
<td>113.22</td>
<td>113.22</td>
<td>117.17</td>
</tr>
<tr>
<td><strong>Fire and EMS</strong></td>
<td>30.72</td>
<td>30.72</td>
<td>30.72</td>
</tr>
<tr>
<td><strong>S.W.A.T. (Capital Projects)</strong></td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
</tr>
<tr>
<td><strong>Fleet</strong></td>
<td>4.22</td>
<td>4.22</td>
<td>4.00</td>
</tr>
<tr>
<td><strong>Water and Wastewater</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21 Water Admin</td>
<td>2.00</td>
<td>2.00</td>
<td>2.75</td>
</tr>
<tr>
<td>22 Water Treatment</td>
<td>4.00</td>
<td>4.00</td>
<td>4.00</td>
</tr>
<tr>
<td>23 Water Distribution</td>
<td>4.00</td>
<td>4.00</td>
<td>4.00</td>
</tr>
<tr>
<td>24 Wastewater Treatment</td>
<td>4.00</td>
<td>4.00</td>
<td>4.00</td>
</tr>
<tr>
<td>25 Wastewater Collection</td>
<td>3.00</td>
<td>3.00</td>
<td>4.00</td>
</tr>
<tr>
<td><strong>Total Water</strong></td>
<td>54.94</td>
<td>54.94</td>
<td>56.47</td>
</tr>
<tr>
<td><strong>Electric</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>26 Electric Admin</td>
<td>2.00</td>
<td>2.00</td>
<td>1.75</td>
</tr>
<tr>
<td>27 Electric Maintenance</td>
<td>8.00</td>
<td>8.00</td>
<td>8.00</td>
</tr>
<tr>
<td>28 Electric Customer Svc</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
</tr>
<tr>
<td>29 Broadband</td>
<td>1.50</td>
<td>1.50</td>
<td>3.50</td>
</tr>
<tr>
<td><strong>Total Electric</strong></td>
<td>13.50</td>
<td>13.50</td>
<td>15.25</td>
</tr>
<tr>
<td><strong>Airport</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>30 Total Airport</td>
<td>0.15</td>
<td>0.15</td>
<td>0.15</td>
</tr>
<tr>
<td><strong>Landfill</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>31 Total Landfill</td>
<td>3.56</td>
<td>3.56</td>
<td>4.00</td>
</tr>
<tr>
<td><strong>Total Employee Count</strong></td>
<td>223.31</td>
<td>223.31</td>
<td>230.76</td>
</tr>
</tbody>
</table>

Figure 27 - Staffing Table by Function
Changes in Staffing

<table>
<thead>
<tr>
<th>Footnotes to Staffing Table:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  Assistant City Manager promoted; 75% here, 25% Comm Dev Planning</td>
</tr>
<tr>
<td>4  Director resigned 2017, replaced by Manager, added new Analyst</td>
</tr>
<tr>
<td>6  Added Applications Specialist</td>
</tr>
<tr>
<td>7  Contracts Coordinator from Admin, Janitorial Staff &amp; Superintendent to Facilities</td>
</tr>
<tr>
<td>8  Removed .3 FTE, Muni Court Judge paid by contract in 2018</td>
</tr>
<tr>
<td>9  Removed PO I, removed 3 PO III, added 4 PO II</td>
</tr>
<tr>
<td>12 Comm Dev Director moved 75% to Admin, 25% remained here</td>
</tr>
<tr>
<td>Aquatics Mgr promoted to Pool Mgr, Program Coord promoted to Maint Supervisor</td>
</tr>
<tr>
<td>14 Supervisor, Bldg Maint 1 promoted to Bldg Maint 2, Maint Foreman promoted to Maint Supervisor</td>
</tr>
<tr>
<td>15 Added Events Coordinator</td>
</tr>
<tr>
<td>16 Janitorial Staff and Supervisor moved from Finance</td>
</tr>
<tr>
<td>18 Promoted 2 Firefighter/EMS I to Firefighter EMS II</td>
</tr>
<tr>
<td>19 Removed Asst Director, replaced Tech Welder III with Tech Welder II</td>
</tr>
<tr>
<td>21 Added Treatment Operator, removed Admin Asst I</td>
</tr>
<tr>
<td>Promoted Treatment Asst Supervisor to Chief Operator, promoted Treatment Operator D to Treatment Operator I-IV</td>
</tr>
<tr>
<td>23 Promoted Utility Worker to Utility Worker II, promoted Utility Worker I to Utility Worker III</td>
</tr>
<tr>
<td>24 Promoted Util Maint III to Equip Op II, promoted Utility Worker II to Main Coord 1, added Utility Worker</td>
</tr>
<tr>
<td>26 Removed Admin Asst 1 (.25)</td>
</tr>
<tr>
<td>27 Promoted Apprentice Lineman to Journeyman Lineman</td>
</tr>
<tr>
<td>29 Added Broadband Service Tech and Asst Director</td>
</tr>
<tr>
<td>31 Took Recycling Tech from part-time to full-time.</td>
</tr>
</tbody>
</table>

Figure 28 – Table of Staffing Changes
**S.W.O.T Analysis**

**Strengths**

**Solid Financial Condition**

Available Reserves in the General Fund at the beginning of the 2017 budget year were $4,077,400, or 26.7% of expenditures. At the end of 2018 General Fund Available Reserves are projected to be $4,161,600, or 26.3% of expenditures. In total, the City has $78.1 million in reserves. Revenue and General Obligations bonds in the A&I Fund will mature in October 2018, freeing approximately $1.8 million per year to contribute to infrastructure projects or service a new debt issue. Debt service coverage in the A&I fund is adequate to obtain a strong bond rating and the City has voter approval to issue up to $54 million in new bonds. Sales and Use Tax revenues hiccupped in 2017 as a result of the GAB project but are expected to rebound fully in 2018 as the new bridge and its related infrastructure upgrades are in place. Our enterprise funds, with the exception of the Landfill, are operating in the black and have sufficient reserves to meet obligations in 2018 and beyond.

**City Staff**

Glenwood is fortunate to have a hardworking and highly competent employee base. Key leadership positions are relatively fully staffed going into 2018. Every department and business activity critical to our mission is being carried out in an effective and professional manner. While challenges exist resulting from several relatively new employees in leadership positions, the City’s staff is of very high quality, cooperates well and is the driving factor behind the budget initiatives outlined in this document.

**Robust Downtown Area**

The highly-anticipated completion of the Grand Avenue Bridge opens the City to increased tourism traffic, strengthens property values, increases the demand for retail and commercial space and relieves existing businesses from the temporary challenges presented by the reduction of foot traffic and shoppers. Our central business district continues to develop and remains the nucleus of economic activity in the City. Related projects at 6th Street, 7th Street, 8th Street and the confluence area will enhance the downtown district and attract more visitors.

**Weaknesses**

**Infrastructure Condition**

Many of our streets and bridges are in need of repair. That maintenance is necessary for the City to remain competitive in the future. However, catching up is costly and occurs at the expense of community improvements that must be delayed as resources are not available.
**Staffing shortages in Information Technology**

The Information Technology department is short of ideal staffing by at least two full-time positions. That constraint generates substantial opportunity cost in many departments and functions as technology utilization presents inefficiencies rather than promoting leverage of staff time. The 2018 budget adds an FTE that is primarily dedicated to ERP implementation. Other departments and functions within the City are also not staffed optimally resulting from a lack of funding for positions and/or inability to find qualified candidates on our employment terms.

**Affordable Housing**

The availability and cost of housing in any municipality is a function of supply and demand. Glenwood Springs continues to enjoy above average demand which has caused the cost of living to rise. The downside of that phenomenon is that it becomes more and more difficult to deliver economic growth as families are less able to afford to live here and businesses struggle to find qualified workers. Glenwood will continue to seek affordable solutions for residents.

**Opportunities**

**Economic Development in the Meadows and West Glenwood**

A major apartment development is currently underway in the Meadows and upon completion will contribute to a solution to the lack of housing and provide economic growth. Substantial retail space that has been vacant for some time is being built-out to accommodate new retail options locally. The mall in West Glenwood has also struggled recently to attract and retain quality tenants. The completion of the bridge, additional housing capacity and other factors present an encouraging outlook on the redevelopment of that property.

**Potential Revenue Growth**

Downward pressure on sales taxes in virtually all municipalities is occurring as a higher percentage of sales are made by remote online retailers. In most cases those retailers do not collect and remit local sales taxes, which limits the City’s revenue and impairs the competitive position of local brick-and-mortar establishments. Several initiatives are under way to address this issue and City staff is aggressively participating in the effort to enforce a destination-based sales and use tax that has already been legally imposed on remote online retailers. Additionally, several high-sales volume retailers have recently left the area, including JC Penney, Mountain Sports Outlet and Sports Authority.

The City is considering seeking approval for an attractions tax. We’ve recently implemented rate structure changes in our utilities funds that will generate additional money. One of the finance department’s directives in 2018 is to increase sales and use tax audit activity to reduce non-compliance in collecting and remitting tax. The marijuana excise and retail taxes that were passed in 2016 are also providing new funds. The biggest opportunity we have in this arena will be in grant funding. If we are able to secure meaningful grant
dollars and/or partner with other communities and organizations on financing some capital projects it will increase our output.

**Option to Issue a Bond**

The City’s strong financial outlook makes the capital markets available as a source of responsible financing for certain projects. The passing of a 2016 ballot initiative gave approval for the City to issue up to $54 million in Acquisition and Improvement (A&I) bonds without further voter approval. Leveraging our financial resources will increase our capacity to move forward on projects that City Council deems critical.

**Threats**

**City Asset Conditions**

Some City-owned facilities have structural and other issues that are expensive and can be difficult to forecast. The Municipal Operations Center (MOC) is the base for fleet operations and the electric system. The building is on unstable soil and may require capital-intensive repairs without a lot of advance notice. Similarly, the community center has structural issues in the pool and ice rink areas that are not budgeted in 2018 to be fixed because we hope to defer them into next year. In the event these problems accelerate in 2018 we may be forced to address them and the cost could be severe.

**Increasing Expenditures**

Increasing labor and other City costs threaten to outpace revenue growth. If that were to continue the City would either need to reduce the quality or the scope of the services provided to citizens. The average growth rate of expenditures in the past five years has averaged 7.0% compared to revenue growth of 5.4%. This is largely a result of wage growth in the area. Wages and benefits are approximately $13 million in the 2018 budget so increases have a substantial impact. Staff has enacted several cost control strategies in the 2018 budget to control non-payroll costs.
Enterprise Resource Program (ERP)

The software that drives the functions of accounting, payroll, accounts payable, accounts receivable, utility billing, purchasing and fixed asset management was installed more than 30 years ago and has not had adequate upgrades since that time. Because the system interfaces with functions such as human resources, contract management, land parcel management, planning and zoning, work orders, permits and inspections and grant management significant challenges in work flow and inter-departmental communication have arisen. More concerning is the fact that the incumbent provider, ADG, does not support the current version of our software. That exposes the City to the possibility of an interruption in information technology with insufficient planning.

Figure 30 - ERP Implementation Steps from Plante Moran
FINANCIAL POLICIES AND GOALS

Legal policies

The City of Glenwood Springs is a home rule City with all the power of local self-government and home rule and all power possible for a city to have under the laws and Constitution of the of the State of Colorado. Glenwood’s Charter is available on the City’s website at www.cogs.us.

The City passes ordinances at the City Council level through resolution. An annual appropriation by Council is an ordinance that appropriates funds the Council deems necessary to defray all expenses and liabilities of the City during the fiscal year. Article IX of the City Charter is also available on the City’s website and sets forth the rules and legal requirements of the financial function of the City.

Basis of Budgeting

Council-informed Process

The City Council’s involvement in the budget began in early June when the outline of the budget book was presented and approved. Council was involved and informed in the budget process in three ways:

1. Several 3-4 hour meetings with Council and Department Heads were held at various locations to discuss budget and spending priorities.
2. The Finance Director and City Manager met with each Council member individually or in pairs at least once to provide training on the City’s budget, answer questions and receive additional input.
3. The Financial Advisory Board dedicated virtually the entire monthly meetings in June, July, August, September and October to review and discussion of the budget. Both Council representatives (Trauger and Godes) attended most of these meetings and reported FAB’s progress to the full Council during regular sessions.

Zero based budget process

Each year budget officers are asked to generate and operating budget from scratch. Each expenditure must be explained and justified by line item. The Finance Director met individually with each department and
function’s budget teams to help pull drafts of each fund together. Department heads planned their operating budgets using the 2017 budget as a guide. For each new initiative or capital request (over $5,000 and longer than one year of useful life) budget officers prepared a Budget Initiative Worksheet (BiW). Those were collected and presented to the City Manager throughout the budget process. In all, 84 BiW’s were submitted seeking $6.4 million in expenditures of which $2.7 million, or 42%, were approved by the City Manager.

**Long-term Economic Focus and Accrual Basis**

Both governmental and business-type activities in the government-wide financial statements, proprietary fund financial statements, and fiduciary fund financial statements use the long-term economic focus and are presented on the accrual basis of accounting. Revenues are recognized when earned and expenses are recognized when incurred, regardless of the timing of the related cash flows.

**Current Financial Focus and Modified Accrual Basis**

The governmental fund financial statements use the current financial focus and are presented on the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recorded when susceptible to accrual; i.e., both measurable and available. “Available” means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are generally recognized when the related liability is incurred. The exception to this general rule is that principal and interest on general long-term debt, if any, is recognized when due.

**Financial Statement Presentation**

Amounts reported as program revenues include 1) charges to customers or applicants for goods, services or privileges provided, 2) operating grants and contributions, and 3) capital grants and contributions, including special assessments. Internally dedicated resources are reported as general revenues rather than as program revenues. Likewise, general revenues include all taxes.

Proprietary funds distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund’s principal ongoing operations. The principal operating revenues of the City’s enterprise funds are charges to customers for sales and services. Operating expenses for the enterprise funds include the cost of sales and services, administrative expenses, and depreciation on capital assets. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses. The basis of budgeting is consistent with our annual financial report.

**Ongoing management of budget**

The finance department is charged with all accounting and financial reporting functions. A quarterly budget update is submitted to Council detailing the original budget amount, year-to-date revenues and expenditures, and updated forecasts. Additional and supplemental appropriations are submitted by staff to City Council in resolution form on a quarterly basis and adopted by Council to amend the annual budget.
**Purchasing Policy**
The City purchasing policy is guided by the Procurement Code as established by City Council. The full procurement code is available on our website, but several changes proposed in late 2017 are significant and summarized here:

**Bids Receiving Only One Response**
Previously if not more than one bidder submitted on a Request for Proposal (RFP) the City had to cancel that bid and start over. In many cases the subsequent bid will have only one response from the same bidder, the only difference being the bidder knows he or she is likely to be the only bidder which may cause the price of the bid to increase. Since we do not open bids until they are accepted, the City doesn’t know how the original bid was priced. In 2017 the process changed to allow City management to negotiate with a single bidder if they are found to be responsive and responsible.

**Online P-card Reconciliation**
In early 2018 we expect to introduce the ability for employees to complete their procurement card responsibilities online. That will result in a more efficient and accurate user experience, and promote better classification and tracking of expenses.

**Signing Authority**

**City Manager**
In 2017 the City Manager’s authority to bind the City to a contract increased from $10,000 to $50,000. Prior, the Mayor had to sign every business transaction where the City spent more than $10,000. That number has not been increased in decades, it saves both the Mayor and City staff time, and leaves responsibility for the contract at the staff level where it belongs.

**Department Heads**
The authority for a department head to approve an expenditure was increased from $5,000 to $10,000.

**Fund Balance Policy**
It is essential that the City of Glenwood Springs maintain adequate levels of fund balance to mitigate current and future risks (e.g. revenue shortfalls and unanticipated expenditures), meet emergency obligations, avoid interruptions of cash flow, generate interest income, and maintain a solid credit rating. Fund balance levels are an important consideration in long-term financial planning and credit agencies carefully monitor levels of funds to evaluate a governmental entity’s continued creditworthiness. The policy establishes appropriate levels of reserves, or Fund Balance, for each fund within the City’s operations, recognizing the unique needs and differing situations for the various funds,

- Each fund should maintain a fund balance at a level that will provide for a positive cash balance through the fiscal year, which will reduce the likelihood of having to enter into short-term debt to pay for current operating expenditures.
• Adequate fund balances will be maintained, so major unplanned occurrences will not jeopardize the financial position of the City.
• Fund balance may be used as appropriate (and approved by City Council) under sound management practices when current revenues are not adequate to cover current expenditures.

**Fund Balances**

**Definition of Fund Balances**
Fund balance is defined as accumulated revenues over expenditures that may be appropriated for use by City Council. More specifically, Fund Balance is associated with the current financial measurement focus as measured during budget development. Available recourses (current assets minus current liabilities) will be used to calculate adherence to the policy statement. Within the Fund Balance, specific reserves may be adjusted depending on current city financial conditions. It is the policy of the City Council to ensure the fiscal health of the community against unforeseen circumstances by maintaining reserves at sufficient levels for operations to continue.

**Reserves**

*Non-spendable* – includes fund balance amounts inherently non-spendable since they represent inventories, prepaid items, and long-term portions of loans receivable.

*Restricted* - includes fund balance amounts that are constrained for specific purposes which are externally imposed by providers, such as creditors, or amounts constrained due to constitutional provisions or enabling legislation. A summary of the Restricted Fund Balances:

<table>
<thead>
<tr>
<th>Restricted Fund Balance:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>TABOR</td>
<td>$ 897,897</td>
</tr>
<tr>
<td>Forfeitures</td>
<td>73,760</td>
</tr>
<tr>
<td>Debt Service</td>
<td>1,182,500</td>
</tr>
<tr>
<td>Conservation Trust</td>
<td>412,021</td>
</tr>
<tr>
<td>Property Tax</td>
<td>250,797</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 2,816,975</strong></td>
</tr>
</tbody>
</table>

Figure 32 - Restricted Fund Balances
**Committed** - includes fund balance amounts that are constrained for specific purposes that are internally imposed by the government through formal action of the highest level of decision making authority, which is the City Council. The City’s original budget legislation begins with combining historical data, assessment of needs for the upcoming year and the City’s platform to review and/or make changes to each department’s budget. The budget is formally presented to the City Council via an advertised public process for the review, revisions and final approval by year-end. All subsequent budget requests made during the year, after City Council approval, must be presented via a public process and again approved by the City Council. The City must make formal action through resolution to establish, modify, or rescind committed fund balance amounts.

**Assigned** – includes spendable fund balance amounts that are intended to be used for specific purposes that are neither considered restricted or committed. Fund balance may be assigned by the City Council or its management designees. The City Manager has the authority to establish, modify, or rescind assigned fund balance to a specific department or project within a fund, as stated in the City’s adopted financial policies.

**Unassigned** – includes residual positive fund balance within the General Fund, which has not been classified within the other above-mentioned categories. Unassigned fund balance may also include negative balances for any governmental fund if expenditures exceed amounts restricted, committed, or assigned for those specific purposes.

The City’s restricted amounts are to be spent first when both restricted and unrestricted fund balance is available unless there are legal documents or contracts that prohibit this, such as grant agreements that require dollar for dollar spending. Additionally, the City would first use committed, then assigned, and lastly unassigned amounts when expenditures are made.

**General Fund Available Reserves as a percentage of General Fund expenditures**

The General Fund carries an unreserved fund balance that is the ending fund balance less all restricted and committed reserves. The contingency and unreserved fund balances are available to the City Manager to use in mitigating emergencies and operating the City. In 2014 available reserves were $3.7 million, or 31.2% of expenditures. In 2015 the ratio was 41.8%, decreased to 39.0% in 2016 and is projected to be 26.7% at the beginning of 2018. The 2018 budget forecast estimates available reserves at the end of 2018 in the General Fund to be $4.2 million, or 26.3% of forecasted expenditures after all transfers in and out. The City’s target

### Committed Fund Balance:

<table>
<thead>
<tr>
<th>Fund</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airport Rd/Housing</td>
<td>$204,365</td>
</tr>
<tr>
<td>Tourism Fund</td>
<td>$150,913</td>
</tr>
<tr>
<td>Street tax fund</td>
<td>$225,906</td>
</tr>
<tr>
<td>Capital Projects Fund</td>
<td>$522,888</td>
</tr>
</tbody>
</table>

**Figure 33 - Committed Fund Balances**
for available reserves is 30% to 35%. For perspective, our audit firm recommends we carry a minimum of 30%, the Governmental Finance Officers Association recommends municipalities maintain a minimum of 16% and Glenwood’s current code imposes a floor of 10%. General Fund reserves have been reduced in the past couple of years in preparing for the GAB project, but we continue to have sufficient capital to operate the City and expect to rebuild reserve levels beginning in 2019.

**Defining balanced budgets:**
The recommended budget presented annually to the City Council of the City of Glenwood Springs shall be balanced by fund. According to Colorado State Statute (C.R.S. 29-1-103) no budget adopted shall provide for expenditures in excess of available revenues and beginning fund balances.

---

**Supplemental appropriations**
The Council may make additional appropriations by ordinance during the fiscal year for unanticipated expenditures required by of the City, but such additional appropriations shall not exceed the amount by which actual and anticipated revenues of the year are exceeding the revenues as estimated in the budget plus available fund balance, unless the appropriations are necessary to relieve an emergency endangering public health, peace or safety.

**Re-appropriations**
The City Manager may at any time transfer any unencumbered appropriation balance, or portion thereof, from one classification of expenditure to another within the same department, office or agency. Report of any such transfer may be made to City Council during the fiscal year. The Council may, by resolution, transfer any unencumbered appropriation balance or portion thereof from one department, office or agency to another. The council may also, by resolution, transfer any excess earnings of any City-owned utility to the General Fund of the City without establishing a liability for the same.
Establishing Fees

General Fund
The City charges permitting and licensing fees in the general fund for contractors, liquor licenses, sales and use tax licenses and building permits. It also charges for services such as planning, police fines, community center use and park use fees. Fee amounts are considered each year and set based upon estimated supply and demand, and what other regional services are currently being priced. In 2018 we are projecting the addition of $40,000 in legal fees for work our City attorney performs on behalf of contractors, and $30,000 in engineering fees that we currently either self-perform or outsource.

Enterprise Funds
The City operates the local water and electric utilities as well as an airport and a landfill. Each year we employ a consulting firm to analyze the performance of our water and electric funds and recommend any needed changes in rates. Fees for wastewater service have increased substantially in the past few years as a result of a new treatment facility. However, revenues in the water fund are sufficient to cover current expenses and no increases have been needed in the past two years. The electric utility has also not incurred an increase in kW hour rates, but our consultant recommended a 5.3% increase in 2017. Instead of increasing those rates the City chose to eliminate a policy that provided the first 100 kW hours for free, and a policy that discounted the rate after a certain level was hit. Those two changes added approximately $950,000 in anticipated revenue that replaced the proposed increase.

The Airport is a relatively small operation. The level of fuel and other fees is part of a broader discussion around the future of the airport. Its operating condition is not strained like the landfill’s so there is less urgency, but we expect to put together a master plan for the airport and its property in 2018 and 2019.

Our landfill is underperforming financially and will be analyzed closely in 2018 to determine the best path forward. Data will need to be collected, but we believe we have several types of material we are receiving that is significantly under market rate. Additionally, we expect the Pitkin County Landfill to undergo changes in both its operating structure and menu of fees. The Garfield County Landfill will also likely enact fee changes based on what Glenwood does. Establishing optimal fees for each type of incoming material is complicated and influenced by external factors including other local landfill options. This is a priority in the 2018 fiscal year for Glenwood.
Our primary risk management partner is the Colorado Intergovernmental Risk Sharing Agency, known as CIRSA. This relationship is managed by our City Clerk. Each year the City takes a survey in our audit that seeks input from various departments and provides aggregate information on claims and areas of risk. In 2017 CIRSA’s review of losses showed 16 property/casualty claims totaling $136,877 and 14 workers’ compensation claims of $65,193. Workers’ compensation claims and severity are lower in 2017 than in 2016. The PC claims are higher; 72% of that amount being attributable to water damage on the basketball court at the community center caused when a member broke a ceiling sprinkler.

The 2017 audit included three minor findings;

- a workstation setup in HR could be improved by the addition of an adjustable chair, a footrest and a document holder.
- Backflow preventers at the community center pool need to be serviced on an annual basis and have not been since May 28, 2016.
- Hearing protection at the landfill facility that allows workers to communicate more clearly with each other needed to be provided.

Each of these was addressed in accordance with CIRSA’s recommendation. In addition to the annual audit and the preparation by departments that it entails, each department head is responsible to fill out and submit a questionnaire addressing various conditions for loss potential and go through it with our City Clerk and CIRSA representative. Feedback is provided to leadership after CIRSA reviews the results. Changes and improvements happen on an ongoing basis.
GOVERNMENT-WIDE FINANCIAL REPORTING

Revenues

Where the Money Comes From - by Fund

![Figure 36 – 2018 Projected Revenue Chart by Fund](image)

<table>
<thead>
<tr>
<th>Fund</th>
<th>Revenue</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fleet Service Fund</td>
<td>$1,459.9</td>
<td>2%</td>
</tr>
<tr>
<td>Street Tax Fund</td>
<td>$2,653.4</td>
<td>4%</td>
</tr>
<tr>
<td>Fire and EMS Fund</td>
<td>$1,202.5</td>
<td>2%</td>
</tr>
<tr>
<td>Capital Projects Fund</td>
<td>$2,866.7</td>
<td>5%</td>
</tr>
<tr>
<td>A&amp;I Fund</td>
<td>$7,053.6</td>
<td>11%</td>
</tr>
<tr>
<td>Enterprise Funds</td>
<td>$25,964.6</td>
<td>41%</td>
</tr>
<tr>
<td>General Fund</td>
<td>$17,346.2</td>
<td>28%</td>
</tr>
<tr>
<td>Other</td>
<td>$4,329.0</td>
<td>7%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$62,875.9</strong></td>
<td></td>
</tr>
</tbody>
</table>

Figure 35 – Revenue Table by Fund

Fleet Service

Earns service charges from governmental functions and enterprise funds based on a service model using rates similar to those available in the market. Also receives transfers from other funds for capital replacement.

Fire and EMS

The Glenwood Springs Rural Fire Protection District provides service for local areas outside Glenwood’s city limits. It is funded primarily with a mill levy from the rural district. Service is subsidized by the City’s Fire Department and the revenue is shared by the City and the Rural Fire District based on the percentage of service calls. Fire/EMS also collects ambulance fees and levies 2 mills on City residents for service. The difference between operating costs and the revenues described above is transferred from the General Fund.

A&I

A 1.0% sales and use tax is dedicated to the A&I Fund. There is occasionally grant money awarded into the fund and in 2018 the fund will collect $1 million from the proceeds of the sale of the building that formerly housed the Garfield County Library, subject to a successful closing. This fund will also receive the proceeds from and service certain bond issues as needed.
General Fund
Taxes account for nearly half of the General Fund revenues. Other sources include intergovernmental, service charges and fees; these are discussed in detail in the General Fund section of this budget book.

Street Tax Fund
Collects a .5% sales and use tax as its primary revenue source. The fund also collects small traffic impact fees.

Capital Projects Fund
Receives a .5% sales and use tax, and is credited nominal Park Land Fees from time to time.

Enterprise Funds
These business-type activities are sustained with fees paid by customers and are discussed in detail below.

Other
Includes Tourism, V.A.L.E., Conservation Trust, Bus Tax, Marijuana Tax, Fire Equipment Replacement and GID.

Where the Money Comes From - by Source

![Where the Money Comes From Chart](image)

Figure 37 – Projected Revenues Chart by Source in 2018
Sales and Use Taxes

Glenwood Springs assesses a 3.7% sales and use tax on products sold and used in the City limits. The General Fund’s portion is 1.5%, A&I gets 1.0%, Capital Projects and Street Tax each get .5% and the Bus Tax Fund receives .2%. The Tourism Fund receives the proceeds of a 2.5% accommodations tax. Sales tax revenue bottomed in 2010 as a result of the recession and has rebounded at an average annual rate of 4.4%. The 2018 budgeted sales and use tax is 2% over the 2017 budget.

![Total Sales and Use Tax Trend](image)

**NOTE:** Total Sales and Use Tax amounts may vary slightly. This history is from our official audited financial statements. Amended returns and differing reporting periods (February 1-January 31 vs. January 1-December 31) can create some inconsistency.

Forecasting Methodology

Sales and use taxes are projected using a 2.0% growth rate on the 2017 budget amount. While we expect to fall short in 2017 of that target, the 2018 forecast is based on the original forecast. Glenwood’s economy has a natural output level that has been growing consistently for years. The GAB has disrupted our economy substantially, causing a temporary decline in tax revenues. We expect the economy to return to its normal output level in 2018 however, and in the absence of other mitigating or macroeconomic variables that appear worrisome our forecast is based on the 2017 forecast. We also poll other municipalities in our region.

Property tax revenues are based on a 2-year cycle. We receive in August a preliminary assessment from the County Assessor that informs the following year’s budget. Basic predictive analytics and polling other jurisdictions are the basis of our long-term property tax forecasts.

Charges for services and other revenues are estimated by line item based on known or expected factors that may change in the following years and assume a general level of increase based on anticipated inflation.
Property and Other Taxes
The City has a relatively small mill levy primarily to finance the fire department. There is also a specific ownership tax, special assessment, and franchise tax. The Marijuana Fund earns a 5% retail sales tax and a 5% excise tax on product grown here. The Tourism Fund receives a 2.5% tax on accommodations that is used to promote the Tourism industry in Glenwood. The rate of growth of accommodations tax has been significantly higher than that of sales and use tax. From a low of $594,470 in 2009 through 2016 accommodations tax increased by an average rate of 8.2%. This tax revenue generally exceeds forecast. For example, the 2017 budget was based on a growth rate of 2% over the 2016 budget and the actual revenue exceeded that forecast which is why the 2017 forecast is lower than the 2016 actual results. These tax revenues go directly into the Tourism Fund and are not available to defray the general operating costs of the City. The Tourism Board uses the City’s revenue estimate to build its budget resulting in a conservative estimate that provides some contingency if needed.

Charges for Service
Most of these charges are for services provided in the General Fund like permitting, planning, building permits park user fees and the community center. The other charges for service come from the Fleet and Enterprise Funds.

Interest and Other Revenues
The City has conservatively invested reserves and unused bond proceeds and earns interest from allowable fixed income securities. Other items in this category include Interfund Cost of Service, franchise fees, audit fees, state lottery proceeds, grants, intergovernmental programs and the sale of City assets.
Expenditures

Personnel
Budgets for staff resources come together with the department head, finance department and human resources meeting to determine the need for help and its rate of pay. The recommended staffing levels are reported to the City Manager who makes the determination of which positions to fund and for how much.

Operating Expenditures
Expenses are forecasted by the City at the department level. Each department in the General Fund is separate cost center, as are the enterprise funds.

Capital expenditures
Department needs for capital expenditures are defined and requested initially by the department head. Those requests are submitted using a Budget Initiative Worksheet (BIW) form that describes and justifies the expense and are considered for funding by the City Manager.
Capital Expenditures by Fund

![Pie chart showing Capital Expenditures by Fund]

Figure 40 – Summary of Capital Expenditures by Fund

Capital Expenditures by Function

![Pie chart showing Capital Expenditures by Function]

Figure 41 - Chart of Capital Expenditures by Function
Schedule of Capital Expenditures by Fund

<table>
<thead>
<tr>
<th>Fund</th>
<th>Capital Item</th>
<th>Amount (000's)</th>
<th>Function</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fleet</td>
<td>Water Admin. 3/4 T 4x4 X-cab w/plow</td>
<td>$59.0</td>
<td>Pub Wrks</td>
</tr>
<tr>
<td>Fleet</td>
<td>2013 Ford Taurus interceptor</td>
<td>$75.0</td>
<td>Pub Safety</td>
</tr>
<tr>
<td>Fleet</td>
<td>2009 Dodge 2500 Util.</td>
<td>$59.0</td>
<td>Pub Wrks</td>
</tr>
<tr>
<td>Fleet</td>
<td>2014 Ford Explorer</td>
<td>$75.0</td>
<td>Pub Safety</td>
</tr>
<tr>
<td>Fleet</td>
<td>2014 Ford Explorer</td>
<td>$75.0</td>
<td>Pub Safety</td>
</tr>
<tr>
<td>Fleet</td>
<td>2008 JD Loader 544J</td>
<td>$208.0</td>
<td>Pub Wrks</td>
</tr>
<tr>
<td>Fleet</td>
<td>2006 John Deere 777 Z-Trak Mower</td>
<td>$15.0</td>
<td>Parks/Rec</td>
</tr>
<tr>
<td>Fleet</td>
<td>1600 Turbo mower</td>
<td>$60.0</td>
<td>Parks/Rec</td>
</tr>
<tr>
<td>Fleet</td>
<td>2008 Ford F-250 4X4</td>
<td>$59.0</td>
<td>Pub Wrks</td>
</tr>
<tr>
<td>Fleet</td>
<td>2002 Chevy ¾ ton-4x4 Utility w/Plow</td>
<td>$59.0</td>
<td>Pub Wrks</td>
</tr>
<tr>
<td>Fleet</td>
<td>2009 Chevy Express Cargo Van</td>
<td>$40.0</td>
<td>Pub Wrks</td>
</tr>
<tr>
<td>Fleet</td>
<td>2000 Case 580SL Backhoe Series 2</td>
<td>$112.0</td>
<td>Pub Wrks</td>
</tr>
<tr>
<td>Fleet</td>
<td>Mower Trailer - Parks and Rec (BIW38)</td>
<td>$7.0</td>
<td>Parks/Rec</td>
</tr>
<tr>
<td>Fleet</td>
<td>Service truck w/ plow Parks and Rec (BIW40)</td>
<td>$52.0</td>
<td>Parks/Rec</td>
</tr>
<tr>
<td>Fleet</td>
<td>Utility vehicle - Parks and Rec (BIW42)</td>
<td>$12.3</td>
<td>Parks/Rec</td>
</tr>
<tr>
<td>Capital</td>
<td>MOC Structural Repairs</td>
<td>$550.0</td>
<td>Pub Wrks</td>
</tr>
<tr>
<td>Capital</td>
<td>City Hall Windows Reseal (BIW70 '17 carryover)</td>
<td>$75.0</td>
<td>Gen Admin</td>
</tr>
<tr>
<td>Capital</td>
<td>Police Radios (BIW50)</td>
<td>$58.0</td>
<td>Pub Safety</td>
</tr>
<tr>
<td>Capital</td>
<td>Trail System Fire Mitigation</td>
<td>$10.0</td>
<td>Pub Wrks</td>
</tr>
<tr>
<td>Capital</td>
<td>Enterprise Resource Program (ERP) Upgrade</td>
<td>$760.0</td>
<td>Gen Admin</td>
</tr>
<tr>
<td>Capital</td>
<td>Comm Center Improvements (itemized below)</td>
<td>$268.0</td>
<td>Parks/Rec</td>
</tr>
<tr>
<td>Capital</td>
<td>IT Equipment (itemized below)</td>
<td>$214.7</td>
<td>Gen Admin</td>
</tr>
<tr>
<td>Capital</td>
<td>Irrigation Pump - Parks and Recreation (BIW39)</td>
<td>$7.0</td>
<td>Parks/Rec</td>
</tr>
<tr>
<td>Capital</td>
<td>Traffic Counters (BIW21)</td>
<td>$5.0</td>
<td>Gen Admin</td>
</tr>
<tr>
<td>Capital</td>
<td>Asset Management software</td>
<td>$50.0</td>
<td>Gen Admin</td>
</tr>
<tr>
<td>Capital</td>
<td>Roaring Fork Mtn Bike - South Canyon Trails</td>
<td>$60.0</td>
<td>Parks/Rec</td>
</tr>
<tr>
<td>Capital</td>
<td>Project contingency (10%)</td>
<td>$199.8</td>
<td>Gen Admin</td>
</tr>
<tr>
<td>A&amp;I</td>
<td>WhiteWater Park RICD</td>
<td>$300.0</td>
<td>Parks/Rec</td>
</tr>
<tr>
<td>A&amp;I</td>
<td>Trail System</td>
<td>$50.0</td>
<td>Parks/Rec</td>
</tr>
<tr>
<td>A&amp;I</td>
<td>Tree Replacement Projects</td>
<td>$10.0</td>
<td>Parks/Rec</td>
</tr>
<tr>
<td>A&amp;I</td>
<td>Debris Flow Mitigation WRAP</td>
<td>$15.0</td>
<td>Pub Wrks</td>
</tr>
<tr>
<td>A&amp;I</td>
<td>River Commission for cleanup (BIW 12 )</td>
<td>$2.0</td>
<td>Parks/Rec</td>
</tr>
<tr>
<td>A&amp;I</td>
<td>Reudi Aquatics Nuisance Program</td>
<td>$12.5</td>
<td>Parks/Rec</td>
</tr>
<tr>
<td>A&amp;I</td>
<td>Downtown Business District</td>
<td>$200.0</td>
<td>Parks/Rec</td>
</tr>
<tr>
<td>A&amp;I</td>
<td>Infrastructure and Improvements</td>
<td>$4,610.0</td>
<td>Gen Admin</td>
</tr>
<tr>
<td>Fire Equip</td>
<td>Brush Engine</td>
<td>$135.0</td>
<td>Pub Safety</td>
</tr>
<tr>
<td>Fire Equip</td>
<td>Aerial Truck</td>
<td>$1,200.0</td>
<td>Pub Safety</td>
</tr>
<tr>
<td>Fire Equip</td>
<td>Trail Rescue</td>
<td>$45.0</td>
<td>Pub Safety</td>
</tr>
<tr>
<td>Fire Equip</td>
<td>Miscellaneous Hose and Equipment</td>
<td>$30.0</td>
<td>Pub Safety</td>
</tr>
<tr>
<td>Water</td>
<td>Water and Sewer Equipment Needs</td>
<td>$87.0</td>
<td>Pub Wrks</td>
</tr>
<tr>
<td>Water</td>
<td>Water Improvement Projects</td>
<td>$1,478.0</td>
<td>Pub Wrks</td>
</tr>
<tr>
<td>Water</td>
<td>Sewer Improvement Projects</td>
<td>$1,118.0</td>
<td>Pub Wrks</td>
</tr>
<tr>
<td>Electric</td>
<td>Electric Equipment Needs</td>
<td>$415.0</td>
<td>Pub Wrks</td>
</tr>
<tr>
<td>Electric</td>
<td>Electric System Improvements</td>
<td>$1,500.0</td>
<td>Pub Wrks</td>
</tr>
<tr>
<td>Electric</td>
<td>Broadband System Improvements</td>
<td>$95.5</td>
<td>Gen Admin</td>
</tr>
<tr>
<td>Electric</td>
<td>Customer Projects</td>
<td>$200.0</td>
<td>Pub Wrks</td>
</tr>
<tr>
<td>Landfill</td>
<td>Concrete Compost Lagoon</td>
<td>$146.0</td>
<td>Pub Wrks</td>
</tr>
<tr>
<td>Landfill</td>
<td>Replace Septic Pond liners</td>
<td>$390.0</td>
<td>Pub Wrks</td>
</tr>
<tr>
<td>Landfill</td>
<td>Phase 4C Cell Construction</td>
<td>$628.0</td>
<td>Pub Wrks</td>
</tr>
</tbody>
</table>
Overview of Financial Statements

This budget document endeavors to present information in a format consistent with our annual audit report. Where applicable, Generally Accepted Accounting Principles (GAAP) are utilized as established by the Government Accounting Standards Board (GASB). Both governmental and business-type activities in the government-wide financial statements, proprietary fund financial statements and fiduciary fund financial statements use the long-term economic focus and are presented on the accrual basis of accounting. The governmental funds financial statements use the current financial focus and are presented using the modified accrual basis of accounting. Wherever possible program revenues, operating expenses and capital expenditures are consistent with our annual audit document to make it easier for the reader to reconcile the budget document with the financial audit.

The City’s financial statements are comprised of two components: 1) government-wide financial statements; and 2) fund financial statements.

Government-wide Financial Statements

The government-wide financial statements are designed to provide readers with a broad overview of the City’s finances, in a manner similar to a private-sector business. This information is useful in evaluating whether the City’s financial condition is improving or deteriorating over time. The net position of the City has increased by an approximate average of 2.3% since 2008 as shown by the figure below.

Government-wide financial statements distinguish functions of the City that are principally supported by taxes and intergovernmental revenues, governmental activities, from business-type activities which are funded primarily from fees.

The net position of governmental activities increased while business type activities decreased from 2009 through 2011 as the enterprise fund expended capital resources to build a wastewater facility. The decrease from 2011 to 2012 is attributable to the City’s transfer of the completed wastewater facility to the City’s Water and Sewer Utility.

Figure 43 - Chart of City-wide Net Position
The **governmental activities** of the City include:

1. General Administration
2. Public Transportation
3. Public Safety (police, fire, EMS)
4. Community Development
5. Public Works (street maintenance and Special Work Activities Team)
6. Parks and Recreation

The **business-type activities** of the City include:

1. Water and wastewater
2. Electric
3. Airport
4. Landfill

The 2011 peak in Governmental position and corresponding decrease in Business-type position represents the transfer of the recently completed wastewater facility.

The Community Broadband initiative is currently included in the electric utility. We expect it to become its own Enterprise Fund in the event the project is found to be feasible and we move forward.
<table>
<thead>
<tr>
<th>FUND</th>
<th>PERCENT CHANGE</th>
<th>DOLLAR CHANGE</th>
<th>REASON(S) FOR CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fleet Fund</td>
<td>-31.9%</td>
<td>-$1,453,000</td>
<td>Ongoing systematic reduction of reserve to subsidize infrastructure and improvements</td>
</tr>
<tr>
<td>Tourism Fund</td>
<td>-21.7%</td>
<td>-$87,300</td>
<td>Transfer out of $50,000 from Community Promotion to the General Fund for community</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>events and increased restricted/committed reserves</td>
</tr>
<tr>
<td>V.A.L.E.</td>
<td>-26.7%</td>
<td>-$13,000</td>
<td>Decreasing revenues from $43k to $37k and flat expenses of $45k</td>
</tr>
<tr>
<td>Conservation Trust</td>
<td>-34.1%</td>
<td>-$129,200</td>
<td>Funding of one-time projects including park signage, water slide restoration and</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Veltus Park restoration</td>
</tr>
<tr>
<td>Street Tax Fund</td>
<td>100.3%</td>
<td>753,400</td>
<td>No outbound transfers or capital projects</td>
</tr>
<tr>
<td>Bus Tax Fund</td>
<td>-18.4%</td>
<td>-$88,200</td>
<td>Less grant revenue</td>
</tr>
<tr>
<td>Capital Projects Fund</td>
<td>-16.2%</td>
<td>-$495,800</td>
<td>Transfer out to A&amp;I Fund to subsidize infrastructure and improvements</td>
</tr>
<tr>
<td>A&amp;I Fund</td>
<td>-13.4%</td>
<td>-$400,200</td>
<td>Investment in infrastructure and improvements post-GAB project completion</td>
</tr>
<tr>
<td>Landfill Enterprise Fund</td>
<td>-35.0%</td>
<td>-$766,100</td>
<td>Ongoing operational loss to be addressed during the 2018 Fiscal Year</td>
</tr>
<tr>
<td>General Improvement</td>
<td>31.6%</td>
<td>$4,100</td>
<td>Parking study expense of $50,000 hit last year’s budget and will not recur</td>
</tr>
<tr>
<td>District (GID)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
FUND ACCOUNTING

Fund Organizational Charts

Figure 47 - Summary of City Activities, Financial Statements and Funds

1. WE DO THIS - ACTIVITIES

- Governmental Activities
  - Supported primarily by tax revenues and intergovernmental processes
    - General Administration
    - Public Transportation
    - Public Safety
    - Community Development
    - Public Works
    - Parks and Recreation

- Business-Type Activities
  - Supported primarily by service fees
    - Fleet Services
    - Water and Wastewater
    - Electric
    - Airport
    - Landfill
    - Broadband (in 2018)

2. WE KEEP TRACK OF IT LIKE THIS - FUNDS

- Governmental Funds
  - MAJOR FUNDS
    - General Fund
    - Fire and EMS Fund
    - ODA Fund
    - Capital Projects Fund
    - A&E Fund
    - Street Tax Fund

- Proprietary Funds
  - Internal Service Fund
  - Fleet Services Fund
  - Cemetery Trust Fund

- Fiduciary Funds
  - Enterprise Funds
  - Water and Wastewater
  - Electric Fund
  - Airport Fund
  - Landfill Fund
  - Broadband Fund (in 2018)

3. WE REPORT IT LIKE THIS - FINANCIAL STATEMENTS

- Government-wide Financial Statements
  - Focus is on the sustainability of the City as an entity and the change in the City’s net position resulting from the current year’s activities
  - Statement of Net Position
    - All assets and liabilities, effect of inter-fund transfers has been mostly eliminated, it is used to determine long-term financial health of the City
  - Statement of Activities
    - Demonstrates the degree to which expenses of a given function or program are offset by revenues generated by that function or program in that year

- Fund Financial Statements
  - Grouping of related accounts to maintain control of resources that have been segregated for specific activities
  - Schedule of Revenues, Expenditures and Changes in Fund Balances
    - Focus on near-term inflows and outflows of expendable resources, and their balances at the end of the year - used to evaluate near-term financing requirements

General Fund Departments Include:
- General Administration
- Human Resources
- City Clerk
- Finance
- IT
- Municipal Court
- Legal
- Non-Departmental
- Police
- Planning
- Building Inspector
- Streets and Alleys
- Recreation
- Parks and Cemetery
### Type and Description of Funds

#### Fund Organizational Chart at the City of Glenwood Springs

<table>
<thead>
<tr>
<th>Fund Name</th>
<th>Major Governmental Fund</th>
<th>Non-Major Governmental Fund</th>
<th>Special Revenue Fund</th>
<th>Proprietary Fund</th>
<th>Enterprise Fund</th>
<th>Internal Service Fund</th>
<th>Fiduciary Fund</th>
<th>Blended Component Fund</th>
<th>Capital Project Unit Fund</th>
</tr>
</thead>
<tbody>
<tr>
<td>General</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fire and Ambulance</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DDA</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Capital Projects</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A&amp;I</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Street Tax</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tourism Fund</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>V.A.L.E.</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bus Tax</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conservation Trust</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marijuana</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water and Sewer</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Electric</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Airport</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Landfill</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Broadband</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fleet Service</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Improvement District</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Fire Equipment Replacement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Cemetery Reserve</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

*Figure 48 - Fund Types*
Governmental Funds

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

Major Governmental Funds

General Fund - This fund is established to account for resources devoted to financing the general services that the City performs for its citizens. General tax revenues and other sources of revenue used to finance the fundamental operations of the City are included in this fund. The fund is charged with all cost of operating the government for which a separate fund has not been established. Funded primarily by taxes, along with fees for various permits, services provided and cost of service allocations from other funds that are supported by the General Fund.

Fire and EMS - accounts for fire and ambulance services performed by the City and Rural Fire District. Funded in part with a 2-mill property tax levy and fees charged to the Rural Fire District, and subsidized by the General Fund.

Downtown Development Authority (DDA) - A blended component unit, was established by a vote of the citizens in 2001 for the purpose of revitalizing the downtown corridor and building a parking structure.

Capital Projects Fund - accounts for major City Projects which are financed by .5% sales tax.

Acquisition and Improvement Fund (A&I) - accounts for revenues and expenditures received from a 1.00% sales tax and special assessments levied for capital improvements purposes.

Street Tax Fund - accounts for revenues received from the .5% sales tax levied for transportation and related projects. This became a major governmental fund in 2016.

Non-Major Governmental Funds

Tourism Fund - accounts for funds received from a two and one-half percent rent tax on accommodations. Expenditures are restricted for tourism promotion purposes.

Victims Advocate and Law Enforcement Fund (V.A.L.E.) - accounts for funds received from a surcharge for violation of all municipal ordinances and violations of the Model Traffic Code. Expenditures are restricted to victims’ and witnesses’ services and reimbursements and to Police Department equipment purchases, training, and additional personnel costs.

Conservation Trust Fund - accounts for funds received and restricted as to use in the acquisition, development and maintenance of new conservation sites pursuant to Colorado Revised Statutes.
Bus Tax fund - accounts for the .2% sales tax designated towards “Ride Glenwood Springs” bus service.

Marijuana Tax Fund – this fund was established in July 2017 as a retail and excise tax on recreational marijuana. The funds are used for costs incurred in the regulation of the marijuana industry, education, and city infrastructure.

1980 General Improvement District – accounts for funds expended on parking and infrastructure improvements in the downtown area. Funding comes from a small property tax levy passed in 1980.

Emergency Services Equipment Replacement Fund – funded with a voter approved property tax in the City and the surrounding Glenwood Springs Rural Fire Protection District. These tax revenues plus any impact fees collected on development are used to replace major equipment and apparatus for the fire department.

Proprietary Funds

The Fleet Service Fund

Internal service fund created in 2007, provides vehicle and equipment replacement and maintenance services to the City’s governmental and enterprise activities. Revenues for the fund come from transfers from departments and utilities that have vehicles serviced and purchased in the fund. The City generally makes a transfer out of the Capital Fund and/or Enterprise Fund(s) to the Fleet Fund.

Enterprise Funds

Enterprise funds are used to report the same functions presented as business-type activities in the government-wide financial statements. The City uses Enterprise Funds to account for its performance of the following services:

Water and Sewer Fund - accounts for activities of the fund that supplies water and sewer services to the citizens of the City. City water is provided on a metered basis.

Electric Systems Fund - accounts for activities related to the purchase and delivery of power inside City limits.

Airport Operations Fund - accounts for activities related to user charges and expenses for the airport.

Landfill Operations Fund - accounts for activities related to the operation of the landfill and recycling program.

Community Broadband – accounts for the activities of the City’s efforts provide citizens with reliable high-speed fiber optic internet access.

Fiduciary fund

Fiduciary Funds are used to account for resources held for the benefit of parties outside the government. Fiduciary Funds are not reflected in the government-wide financial statements because the resources of those funds are not available to support the City’s own programs. T

Cemetery Reserve Fund: accounts for funds received and restricted for the maintenance and care of the Rosebud Cemetery.
Figure 49 - Chart of General Fund Revenues
Enterprise Funds

Water and Wastewater

![Water and Wastewater Revenues Chart]

Electric System

![Electric System Revenues Chart]
Airport

![Airport Revenues Chart](image1)

Figure 52 - Chart of Airport Fund Revenues

Landfill

![Landfill Revenues Chart](image2)

Figure 53 - Chart of Landfill Revenues
Municipalities have central business services that support more than just the General Fund. Enterprise Funds, the Fleet Fund, other Governmental Funds and Capital Funds all require services such as accounting and finance, computer support, legal counsel and facilities management. A transfer is made from these funds to the General Fund to more accurately account for expenditures and provide operating capital to pay wages and other operating expenses in the General Fund. To determine the amount of the allocation a formula is developed that endeavors to estimate how much support each fund requires. The Interfund Cost of Service line item in the 2018 Budget is 2% over the 2017 budget. Over the years as the City’s cost accounting has become more complex the formula has changed to accommodate this trend. Due to that and significant department head turnover the allocation plan is not sufficiently understood by budget officers. The cost allocation plan will be revisited during the 2018 fiscal year and the 2019 Budget will contain detail behind the revised forecast.
DEBT SERVICE

Legal Debt Limits
In 2016 Glenwood Springs residents voted to allow the City to issue up to approximately $54,000,000 in revenue bonds. The funds will be used for infrastructure projects, which may include the Confluence redevelopment, improvements to South Midland Avenue, a permanent connection to 8th Street, replacement of the 27th Street Bridge, the construction of South Bridge and other qualifying public improvements.

Governmental Funds Long-Term Debt

A&I Fund
This fund currently services two outstanding bond issues;

(a) $4,999,017 Government Agency Bonds dated May 1, 1999, issued to evidence the loan agreement of the same date with the Colorado Water Resources and Power Development Authority. The bond bears an effective interest yield of 3.77%, payable April 1 and October 1 from 1999 through 2018. Principal on this issue matures April 1 and October 1 of each year from 1999 through 2018. In 2013, this debt was advance refunded by Colorado Water Resources and Power Development Authority, with estimated saving of $141,970 to the City.  

(b) $11,825,000 Sales and Use Tax Revenue Refunding Bonds dated March 9, 2010, bearing interest rates ranging from 2.0% to 3.4%. This offering advance refunded the City’s Sales and Use Tax Revenue Bonds, Series 1999. Bonds of this issue maturing on October 1, 2018, are subject to mandatory sinking fund requirements. The revenues derived from the 1.0% portion of the City’s effective 3.7% sales and use tax are pledged for payment of bonds of this issue.

The A&I Fund will pay $2,786,608 in 2018 to retire both issues. Of that amount, a restricted bond reserve will be released of $1,182,500 leaving a net impact to the A&I fund in 2018 of $1,604,108.

General Fund
$2,085,000 Limited Tax General Obligation bonds dated February 1, 2012, with stated interest rate at 2.190%. This offering advance refunded the City’s Limited Tax General Obligation Bonds, Series 2001. This issuance will be serviced by the City’s General Fund. This issuance matures December 1, 2020.

Street Tax Fund
$3,070,000 Sales and Use Tax Bonds dated December 8, 2015, with stated interest rate at 2.280%. This offering will be used toward completion of construction projects related to (a) relocation of State Highway 82, (b) constructing the South Bridge project over the Roaring Fork River, or (c) constructing the 8th Street
connection from Midland Avenue to downtown Glenwood Springs. The revenue derived from the City’s Street Tax Fund’s sales and use taxes are pledged for payment of bonds of this issue. The City’s Street Tax Fund will service these bonds. This issuance matures December 1, 2026.

The Governmental Funds annual debt-service requirements are summarized here:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>$357,474</td>
<td>$1,427,638</td>
<td>$250,915</td>
<td>$319,296</td>
<td>$2,355,323</td>
</tr>
<tr>
<td>2018</td>
<td>178,420</td>
<td>2,608,187</td>
<td>250,730</td>
<td>317,554</td>
<td>3,568,284</td>
</tr>
<tr>
<td>2019</td>
<td>-</td>
<td>-</td>
<td>255,475</td>
<td>576,987</td>
<td>832,452</td>
</tr>
<tr>
<td>2020</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>321,554</td>
<td>321,554</td>
</tr>
<tr>
<td>2021</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>320,242</td>
<td>320,242</td>
</tr>
<tr>
<td>2022 - 2026</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,588,056</td>
<td>1,588,056</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>535,894</strong></td>
<td><strong>4,035,825</strong></td>
<td><strong>1,007,998</strong></td>
<td><strong>3,185,142</strong></td>
<td><strong>8,764,859</strong></td>
</tr>
<tr>
<td>Loss: Interest</td>
<td>(25,011)</td>
<td>(270,825)</td>
<td>(52,998)</td>
<td>(365,142)</td>
<td>(713,976)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>510,883</strong></td>
<td><strong>3,765,000</strong></td>
<td><strong>955,000</strong></td>
<td><strong>2,820,000</strong></td>
<td><strong>8,050,883</strong></td>
</tr>
</tbody>
</table>

Figure 54 - Governmental Funds Debt Service Table

**Business-Type Long-term Debt**

**Water and Wastewater Enterprise Fund**

$31,460,100 Water and Sewer Revenue Bonds, Series 2010, issued by Colorado Water Resources and Power Development Authority (“CWRPDA”) on behalf of the City’s utility enterprise, per a loan agreement dated May 1, 2010. Repayment terms are through August 2032. The City’s annual interest is 2.5%. The proceeds are to be used to construct a regional wastewater plant, lift station and upgrades to the distribution system. In an effort to keep water and sewer prices low for the citizens of Glenwood the Capital Fund subsidizes the payment with a transfer to the Water and Wastewater Fund. In 2017 the subsidy was $480,000. In 2018 the originally scheduled transfer was to be $320,000, however since this enterprise fund did not implement the recommended 4% rate increase in either 2016 or 2017 the subsidy will not be required in 2018 and the funds will remain in Capital Projects.

**Interfund Receivables, Payables and Transfers**

In 2007, Landfill Operations loaned to the Downtown Development Authority $435,767 to acquire real property. Terms of the Interfund Loan are annual principal and interest payments beginning August 2008 through August 2027. The initial annual interest rate on this loan was fixed at 5.91%. In 2015, the fixed
interest rate was reduced to 3%. At December 31, 2016, principal amount outstanding on this loan was $279,521.

In 2012, the City’s Landfill Operating and Fleet Service Funds loaned a total of $2,000,000 to the Downtown Development Authority to pursue the construction of a parking garage within City limits. Terms of the Interfund Loan are annual principal and interest payments beginning in August 2013 through August 2027. Annual interest rates are at 1% on $500,000 for five years, 2% on $500,000 for ten years, and 3% on $1,000,000 for 15 years on the various interfund loans. At December 31, 2016, principal amount outstanding to Landfill Operations totaled $413,858, and the principal amount outstanding to the Fleet Service Fund totaled $775,357. Interest payments made by the Downtown Development Authority to Landfill Operations and the Fleet Service Fund during 2016 totaled $42,568. In 2017 Council issued a resolution to cancel the DDA’s obligation to the Fleet Fund as a measure of internal equity to repay the DDA’s purchase of property in the 700 block of Grand Avenue. It is expected that the balance of the loan will be canceled in 2018. A summary of the interfund payables and receivables at the beginning of 2017 is provided here:

The debt the DDA has to the Fleet Fund was forgiven in 2018 to provide the DDA with sufficient capital to execute the purchase of property downtown. The DDA will transfer $79,746 to the Landfill in 2018 and pay a total of $12,503 in interest.

**Expected Future Debt**

The City has engaged a municipal advisor to help identify viable alternatives and prepare the City for an upcoming bond issue. Several projects may be funded in whole or in part with a bond issue, the most likely being the 8th Street Connection, South Midland Avenue Improvements, the 27th Street Bridge and the redevelopment of 6th Street. A bond issue will likely be in the $10 million to $20 million range at an approximate true interest rate around 4%, requiring a payment of between $650,000 per year ($10 million issue) and $1,350,000 per year ($20 million issue) for 25 years. Opportunities to secure grant funding and/or funding partnerships are being explored along with other variables that will help determine the amount and timing of any bond issue.
Incorporated in 1885, the City of Glenwood Springs, Colorado was originally inhabited by nomadic Ute Indian tribes who believed in the healing powers of the local hot springs and vapor caves. Early settlers Isaac Cooper and Walter Devereux saw the potential for Glenwood Springs to become a highly-regarded destination and developed these amenities into a world class resort. In 1888, the bathhouse at Glenwood Hot Springs Pool opened and in 1893, the Hotel Colorado welcomed its first guests. The local economy back then was not only fueled by tourism but also by coal mining, farming and ranching, commerce, and outdoor recreation.

Today, Glenwood Springs is an ideal place to live, work and raise a family. The city and surrounding area is served by the Roaring Fork School District RE-1 and various private institutions. Glenwood Springs is also home to Colorado Mountain College, which offers a full range of learning opportunities. In order to better serve the transportation needs of residents and visitors, the city is part of the Roaring Fork Transportation Authority. This taxpayer funded organization provides public transit throughout the Roaring Fork Valley.

The Glenwood Parks and Recreation Department provides enriching recreational activities, beautiful parks and open space for our community. The Parks Department maintains 15 developed parks, totaling over 100 acres and over 4000 acres of open space, along with five athletic fields, an award-winning Community Center, a skate park, outdoor theater, six lit tennis courts, two sand volleyball courts, 12 picnic pavilions, many trails, and a boat ramp. The department also provides perpetual care for both a municipal and historical cemetery.

The City of Glenwood Springs is nestled in the Rocky Mountains and sits at the confluence of the Roaring Fork and Colorado Rivers. The existing city boundary encompasses approximately 5.68 miles, with a 2016 U.S. Census Bureau population estimate of 9,997 residents. The City provides water, wastewater, landfill, electrical, and broadband services. City utilities offer rates that are competitive with, and often much lower than state averages.

Other City services include police, fire/emergency medical services, finance, city clerk, municipal court, community development, and public works. The Glenwood Springs Fire Department not only provides fire and medical services to the almost 10,000 city residents, they also provide these services to the residents of unincorporated Garfield County, as part of the Glenwood Springs Rural Fire Protection District.

Known as a world-class outdoor destination, Glenwood Springs is home to both exciting and relaxing options for residents and visitors, including the Glenwood Hot Springs, Glenwood Caverns Adventure Park, Sunlight Mountain Resort, Yampah Spa and Vapor Caves, and Hanging Lake. There are numerous activities for the entire family including hiking, biking, rafting, camping, paragliding and fishing. Glenwood Springs has an extensive trail system that runs alongside our beautiful rivers and into Glenwood Canyon, just east of Glenwood Springs.
## PEOPLE

### Population

<table>
<thead>
<tr>
<th></th>
<th>Glenwood Springs</th>
<th>Colorado</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population estimates, July 1, 2016</td>
<td>9,997</td>
<td>5,540,545</td>
</tr>
<tr>
<td>Population estimates base, April 1, 2010</td>
<td>9,610</td>
<td>5,029,324</td>
</tr>
<tr>
<td>Population, percent change - April 1, 2010 to July 1, 2016</td>
<td>4.00%</td>
<td>10.20%</td>
</tr>
<tr>
<td>Persons under 18 years, percent, April 1, 2010</td>
<td>23.60%</td>
<td>24.40%</td>
</tr>
<tr>
<td>Persons 65 years and over, percent, April 1, 2010</td>
<td>8.30%</td>
<td>10.90%</td>
</tr>
</tbody>
</table>

### Race and Hispanic Origin

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Hispanic or Latino, percent, April 1, 2010(b)</td>
<td>31.50%</td>
</tr>
<tr>
<td>White alone, not Hispanic or Latino, percent, April 1, 2010</td>
<td>65.30%</td>
</tr>
<tr>
<td>Black or African American alone, percent, April 1, 2010</td>
<td>1.20%</td>
</tr>
<tr>
<td>Foreign born persons, percent, 2011-2015</td>
<td>13.50%</td>
</tr>
</tbody>
</table>

### Housing

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing units, April 1, 2010</td>
<td>4,113</td>
</tr>
<tr>
<td>Median value of owner-occupied housing units, 2011-2015</td>
<td>$321,100</td>
</tr>
<tr>
<td>Median gross rent, 2011-2015</td>
<td>$1,158</td>
</tr>
</tbody>
</table>
## Language

| Language other than English spoken at home, percent of persons age 5 years+, 2011-2015 | 24.50% | 16.90% |

## Education

| High school graduate or higher, percent of persons age 25 years+, 2011-2015 | 85.20% | 90.70% |
| Bachelor's degree or higher, percent of persons age 25 years+, 2011-2015 | 33.80% | 38.10% |

## Health

| With a disability, under age 65 years, percent, 2011-2015 | 6.20% | 7.20% |
| Persons without health insurance, under age 65 years, percent | 28.80% | 9.20% |

## Income & Poverty

| Median household income (in 2015 dollars), 2011-2015 | $49,538 | $60,629 |
| Per capita income in past 12 months (in 2015 dollars), 2011-2015 | $28,928 | $32,217 |
| Persons in poverty, percent | 15.40% | 11.50% |

*Figure 57 - Demographic Information for Glenwood Springs*
Glenwood Springs, Colorado

5,746 Elevation

9,614 Population

Location: Glenwood Springs is 160 miles west of Denver and 90 miles east of Grand Junction via Interstate 70. Either direction, it’s a beautiful drive through the scenic Western Slope or Glenwood Canyon.

Climate:

At 5,746 feet, Glenwood Springs enjoys an Alpine climate with virtually no humidity in the summer and very mild winters.

Annual Average Temperatures:

80 degrees – SUMMER (June-August)
60-70 degrees – FALL (September-October)
30-40 degrees – WINTER (December-March)
60-70 degrees – SPRING (April-May)

18” ANNUAL PRECIPITATION

250” AVERAGE SNOWFALL at Sunlight Mountain Resort

Figure 58 - Population and Climate Statistics in Glenwood
Glenwood Springs is located 160 miles west of Denver and 90 miles east of Grand Junction via Interstate 70. The local area is surrounded by public lands, most notably the White River National Forest and land controlled by the Bureau of Land Management. The Grand Mesa is to the west, while the immense Flattops Wilderness area occupies much of the land to the north.

Glenwood Springs is the County Seat of Garfield County and the location for the courts of the 9th Judicial District and Garfield County Jail.

The City of Glenwood Springs is a home rule municipality and is organized under the Council-Manager form of government. The City has adopted a home rule charter that acts as the City’s basic governing document over local issues. The seven-member City Council is responsible for the legislative function of the municipality, such as establishing policy, passing ordinances, appropriating funds, and developing an overall vision. The City Manager is chosen by City Council and is expected to implement the policies and course that have been established by the Council. City revenue is primarily derived from sales taxes.

While employment numbers specific to Glenwood Springs are unavailable, there is county-wide information existing. The unemployment rate continues to drop in Garfield County, down 0.6 percentage points from 2015 numbers.
## Garfield County, CO Annual Labor Force Statistics

### 2011 to 2016

<table>
<thead>
<tr>
<th>Year</th>
<th>Period</th>
<th>Labor Force</th>
<th>Employment</th>
<th>Unemployment</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>Annual</td>
<td>31,376</td>
<td>28,404</td>
<td>2,972</td>
<td>9.5%</td>
</tr>
<tr>
<td>2012</td>
<td>Annual</td>
<td>31,490</td>
<td>28,813</td>
<td>2,677</td>
<td>8.5%</td>
</tr>
<tr>
<td>2013</td>
<td>Annual</td>
<td>31,038</td>
<td>28,728</td>
<td>2,310</td>
<td>7.4%</td>
</tr>
<tr>
<td>2014</td>
<td>Annual</td>
<td>31,269</td>
<td>29,624</td>
<td>1,645</td>
<td>5.3%</td>
</tr>
<tr>
<td>2015</td>
<td>Annual</td>
<td>30,552</td>
<td>29,279</td>
<td>1,273</td>
<td>4.2%</td>
</tr>
<tr>
<td>2016</td>
<td>Annual</td>
<td>30,819</td>
<td>29,722</td>
<td>1,097</td>
<td>3.6%</td>
</tr>
</tbody>
</table>

Figure 59 - Labor Force Statistics in Garfield County

Figure 60 - Garfield County Unemployment Rate
Health care

HEALTHCARE AT VALLEY VIEW HOSPITAL

Valley View Hospital may be a small hospital, but it has a big reputation for excellence! In fact, a growing number of people are choosing to leave their home healthcare markets and travel to Glenwood Springs to receive their medical treatments. Among its many accolades Valley View Hospital has been recognized for performance excellence from Healthgrades, J.D. Power & Associates, The Joint Commission and Consumer Reports; Truven Health named it a “Top 100 Hospital,” Valley View is also a Planetree designated patient-centered hospital.

Access to quality specialty care and top-notch medical professionals is the driving force for choosing Valley View Hospital over a closer-to-home option. Approximately 37 percent of Valley View’s patients travel thirty miles or more for treatment for a variety of health issues. These include but are not limited to:

- Cardiology
- Oncology
- Neurosurgery
- Orthopaedics
- Plastic Surgery

For patients and their family and friends who travel with them for multiple day treatments, the hospital can customize a plan to make a stay at Valley View and in Glenwood Springs as pleasant as possible. For example, for those receiving cancer treatments at the Calloway-Young Cancer Center, Valley View can assist with accommodations at either the Rona Chorman House, a nearby condominium for families of cancer patients, or through its partnerships with the area’s lodges. In addition to accommodations, Valley View continues to grow its community relationships with local restaurants, attractions and transportation providers.
**Education**
Glenwood offers public educational options for students in elementary school, middle school and high school. In addition, associates and bachelors degrees are available locally at Colorado Mountain College.

CMC was ranked #17 by CNN/Money for student success among more than 800 two-year colleges and #1 among Colorado’s two-year colleges for graduation plus transfer rates. The city congratulates CMC on its 50th anniversary in 2017.

---

**Public safety**

The City of Glenwood Springs operates full-service Police and Fire Departments. The 2018 Budget includes an additional Police Officer 1 funded with revenues from the new Marijuana Tax Fund.
Culture
There is always something to do in Glenwood, as it enjoys a wide array of arts, music and culture. Offerings include the following, among others:

- Colorado Mountain College Community Theatre
- Glenwood’s Farmers Market
- Symphony in the Valley
- Summer of Music
- Two Rivers Art Project
- Thunder River Theatre
- Glenwood Vaudeville Review

Recreation
Glenwood is known for its many outdoor recreational activities. Popular activities include skiing and snowboarding, mountain biking, rock climbing, snowshoeing, hiking, rafting, fly-fishing, horseback riding, shopping, paragliding and visiting a variety of tourist attractions.

In addition to these activities the Glenwood Community Center offers a climbing wall, aquatic center, fitness center, gymnasium and ice rink.
Transportation
Glenwood is easy to get to whether by plane, train or automobile. Airports in Grand Junction, Denver, Eagle and Aspen provide convenient options. Amtrak services the community directly with routes stopping downtown at the Glenwood train station. Located on I-70 approximately 3 hours west of Denver, Glenwood is accessible 365 days a year. Local transit operations include Ride Glenwood (a local bus service), an extensive trail system for walking or biking to your destination, and the Roaring Fork Transit Authority (RFTA) operates busses throughout the Roaring Fork Valley.

Utilities
Glenwood offers its businesses and residents electric service, water delivery and wastewater management. These utilities are self-performed by our public works department. In addition, the landfill located in South Canyon accepts refuse of all kinds and is easily accessible to residents and visitors. The Glenwood Springs Municipal Airport is used by local pilots who operate small aircraft. Our community broadband department is in the process of engineering and building additional infrastructure that will provide access throughout the service district to reliable, inexpensive and lightning fast service.

Housing
Affordable living options in Glenwood continues to be a challenge. The high demand for real estate and workforce-related housing has resulted in considerable price increases in recent years. Housing projects currently underway in Cardiff Mesa, Oasis Creek and the Meadows will provide much-needed rental opportunities when completed. While no easy answer to this problem exists, Glenwood is working with surrounding communities to improve the housing options that are available.

Economic and Labor Force Data

Cost of living
Glenwood’s cost of living is relatively expensive, primarily as a result of high real-estate costs which makes affordable housing a significant challenge. The western slope of Colorado presents certain logistical challenges that put upward pressure on other commodities such as fuel and food.

Major industries
The dominant industry in Glenwood is tourism. Many attractions exist that draw visitors from all over the world, including the Hot Springs Pool, Glenwood Caverns, Sunlight Ski Resort, the Vaudeville review, Iron Mountain Hot Springs and others. Glenwood has a vibrant professional services community as well, including the practices of law, engineering, real estate and finance. Retail and healthcare industries also thrive in Glenwood.
Sales Tax Collections

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation/Utilities</td>
<td>57,537</td>
<td>62,895</td>
<td>60,546</td>
<td>70,494</td>
<td>77,721</td>
<td>10.25</td>
</tr>
<tr>
<td>Building Materials and Supplies</td>
<td>109,569</td>
<td>115,023</td>
<td>135,776</td>
<td>146,027</td>
<td>137,730</td>
<td>-5.68</td>
</tr>
<tr>
<td>General Merchandise Stores</td>
<td>250,883</td>
<td>264,722</td>
<td>262,936</td>
<td>265,005</td>
<td>229,004</td>
<td>-13.56</td>
</tr>
<tr>
<td>Food Stores</td>
<td>156,934</td>
<td>166,693</td>
<td>173,594</td>
<td>192,389</td>
<td>186,183</td>
<td>-3.23</td>
</tr>
<tr>
<td>Automotive/Service Stations</td>
<td>133,477</td>
<td>148,125</td>
<td>179,857</td>
<td>194,316</td>
<td>170,102</td>
<td>-12.46</td>
</tr>
<tr>
<td>Apparel/Accessories</td>
<td>52,653</td>
<td>55,263</td>
<td>54,967</td>
<td>58,948</td>
<td>56,218</td>
<td>-4.63</td>
</tr>
<tr>
<td>Furniture/Home Furnishings</td>
<td>21,439</td>
<td>29,743</td>
<td>26,073</td>
<td>24,582</td>
<td>22,081</td>
<td>-10.18</td>
</tr>
<tr>
<td>Eating/Drinking Places</td>
<td>196,567</td>
<td>213,794</td>
<td>226,038</td>
<td>227,651</td>
<td>210,101</td>
<td>-7.71</td>
</tr>
<tr>
<td>Miscellaneous Retail</td>
<td>124,600</td>
<td>134,032</td>
<td>132,560</td>
<td>128,780</td>
<td>107,854</td>
<td>-16.25</td>
</tr>
<tr>
<td>Motel/Hotel</td>
<td>170,161</td>
<td>194,224</td>
<td>202,326</td>
<td>207,025</td>
<td>208,523</td>
<td>0.72</td>
</tr>
<tr>
<td>Personal Services</td>
<td>2,129</td>
<td>2,445</td>
<td>2,348</td>
<td>1,720</td>
<td>1,449</td>
<td>-15.74</td>
</tr>
<tr>
<td>Business Services</td>
<td>16,150</td>
<td>17,738</td>
<td>13,235</td>
<td>15,693</td>
<td>19,587</td>
<td>24.82</td>
</tr>
<tr>
<td>Health and Recreation</td>
<td>10,887</td>
<td>13,339</td>
<td>15,093</td>
<td>16,974</td>
<td>16,097</td>
<td>-5.17</td>
</tr>
<tr>
<td>Marijuana</td>
<td>5,277</td>
<td>26,759</td>
<td>24,405</td>
<td>25,066</td>
<td>22,293</td>
<td>-11.06</td>
</tr>
<tr>
<td>All Other</td>
<td>6,524</td>
<td>2,916</td>
<td>2,167</td>
<td>7,748</td>
<td>6,327</td>
<td>-18.35</td>
</tr>
</tbody>
</table>

Totals 1,315,199 1,448,014 1,512,112 1,582,419 1,471,328 -7.02

Figure 65 - Tax Receipt Table by Industry

Large Employers
Glenwood’s largest employers include Lowe’s Home Centers, Valley View Hospital, Garfield County, Colorado Mountain College, the Hot Springs Pool and Glenwood Caverns, along with retail operations including Lowe’s Home Centers, Target, Wal-Mart, and Petco.
**Taxing Districts**

Glenwood’s tax areas are summarized below. The largest single area is the Meadows, accounting for roughly 25% of annual tax receipts.

<table>
<thead>
<tr>
<th>Area</th>
<th>Business Area Name</th>
<th>August 2017</th>
<th>August 2016</th>
<th>$ Difference</th>
<th>% Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td>GMDWS: Glenwood Meadows</td>
<td>300,210.44</td>
<td>336,683.04</td>
<td>(36,472.60)</td>
<td>-10.83%</td>
</tr>
<tr>
<td>12</td>
<td>RFMKT: R F Marketplace</td>
<td>162,908.84</td>
<td>177,079.34</td>
<td>(14,170.50)</td>
<td>-8.00%</td>
</tr>
<tr>
<td>11</td>
<td>PEDLR: Temporary Vendor</td>
<td>1,864.09</td>
<td>3,398.04</td>
<td>(1,533.95)</td>
<td>-45.14%</td>
</tr>
<tr>
<td>10</td>
<td>NOGLN: North Glenwood</td>
<td>175,552.74</td>
<td>185,246.57</td>
<td>(9,693.83)</td>
<td>-5.24%</td>
</tr>
<tr>
<td>9</td>
<td>WGLWD: West Glenwood</td>
<td>155,086.84</td>
<td>164,383.16</td>
<td>(9,296.32)</td>
<td>-5.66%</td>
</tr>
<tr>
<td>8</td>
<td>11-23: 11 to 23 Streets</td>
<td>225,693.94</td>
<td>230,986.56</td>
<td>(5,292.64)</td>
<td>-2.21%</td>
</tr>
<tr>
<td>7</td>
<td>SGLWD: 23rd to City Limit</td>
<td>121,704.30</td>
<td>122,594.74</td>
<td>(890.44)</td>
<td>-0.73%</td>
</tr>
<tr>
<td>6</td>
<td>WMALL: West Glenwood Mall</td>
<td>58,391.38</td>
<td>73,042.48</td>
<td>(14,651.10)</td>
<td>-20.06%</td>
</tr>
<tr>
<td>5</td>
<td>T-11: 7 to 11 Streets</td>
<td>139,491.94</td>
<td>161,191.60</td>
<td>(21,699.66)</td>
<td>-13.46%</td>
</tr>
<tr>
<td>4</td>
<td>OUTGS: Out of Glenwood Spgs</td>
<td>33,852.90</td>
<td>24,256.21</td>
<td>9,596.69</td>
<td>39.55%</td>
</tr>
<tr>
<td>3</td>
<td>GLNWD: Glenwood Springs</td>
<td>36,995.21</td>
<td>45,602.20</td>
<td>(8,606.99)</td>
<td>-18.67%</td>
</tr>
<tr>
<td>2</td>
<td>OUTCO: Out of Colorado</td>
<td>59,375.25</td>
<td>53,956.71</td>
<td>5,418.54</td>
<td>10.05%</td>
</tr>
<tr>
<td>4</td>
<td>Grand Total</td>
<td>1,471,327.87</td>
<td>1,582,418.77</td>
<td>(111,090.90)</td>
<td>-7.02%</td>
</tr>
</tbody>
</table>

| TIF - Downtown Business | 311,097.22 | 343,666.65 | (32,569.43) | -9.48%       |

Figure 66 - Table of Sales Tax Collection by Business Areas
## Historical Sales Tax Comparison

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>% Change 2017 vs 2016</th>
<th>YTD % Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>1,043,132</td>
<td>998,007</td>
<td>1,122,151</td>
<td>1,178,056</td>
<td>1,205,216</td>
<td>2.31</td>
<td>2.31</td>
</tr>
<tr>
<td>February</td>
<td>945,310</td>
<td>970,853</td>
<td>1,072,039</td>
<td>1,137,481</td>
<td>1,127,334</td>
<td>(0.89)</td>
<td>0.73</td>
</tr>
<tr>
<td>March</td>
<td>1,189,455</td>
<td>1,260,135</td>
<td>1,382,565</td>
<td>1,447,251</td>
<td>1,506,200</td>
<td>4.07</td>
<td>2.02</td>
</tr>
<tr>
<td>April</td>
<td>1,006,955</td>
<td>1,081,261</td>
<td>1,184,868</td>
<td>1,256,435</td>
<td>1,274,638</td>
<td>1.45</td>
<td>1.88</td>
</tr>
<tr>
<td>May</td>
<td>1,151,014</td>
<td>1,212,986</td>
<td>1,307,107</td>
<td>1,364,645</td>
<td>1,389,086</td>
<td>1.79</td>
<td>1.86</td>
</tr>
<tr>
<td>June</td>
<td>1,425,356</td>
<td>1,505,444</td>
<td>1,637,258</td>
<td>1,792,905</td>
<td>1,731,483</td>
<td>(3.43)</td>
<td>0.70</td>
</tr>
<tr>
<td>July</td>
<td>1,334,591</td>
<td>1,474,355</td>
<td>1,579,778</td>
<td>1,610,220</td>
<td>1,639,680</td>
<td>1.83</td>
<td>0.89</td>
</tr>
<tr>
<td>August</td>
<td>1,315,199</td>
<td>1,448,014</td>
<td>1,512,112</td>
<td>1,582,419</td>
<td>1,471,328</td>
<td>(7.02)</td>
<td>(0.22)</td>
</tr>
<tr>
<td>September</td>
<td>1,328,843</td>
<td>1,477,296</td>
<td>1,559,080</td>
<td>1,601,108</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>October</td>
<td>1,117,357</td>
<td>1,288,735</td>
<td>1,335,404</td>
<td>1,389,825</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>November</td>
<td>1,104,004</td>
<td>1,218,414</td>
<td>1,272,581</td>
<td>1,297,195</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>December</td>
<td>1,586,951</td>
<td>1,705,319</td>
<td>1,875,115</td>
<td>1,911,864</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td>$14,548,165</td>
<td>$15,638,819</td>
<td>$16,840,058</td>
<td>$17,569,464</td>
<td>$11,344,965</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------</td>
<td>-------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A&amp;I</td>
<td>Acquisition and Infrastructure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BIW</td>
<td>Budget Initiative Worksheet</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C.R.S.</td>
<td>Colorado Revised Statute</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CBN</td>
<td>Community Broadband Network</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CDPHE</td>
<td>Colo Dept of Public Health and Environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CEBT</td>
<td>Colorado Employers Benefits Trust</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CIP</td>
<td>Capital Improvement Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CIRSA</td>
<td>Colo Intergovernmental Risk Sharing Agency</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CML</td>
<td>Colorado Municipal League</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>COLA</td>
<td>Cost of Living Adjustment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DDA</td>
<td>Downtown Development Authority</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DOLA</td>
<td>Department of Local Affairs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EC</td>
<td>Employers Council</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ERP</td>
<td>Enterprise Resource Program</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FAB</td>
<td>Financial Advisory Board</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FTE</td>
<td>Full-Time Equivalent (employee)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY</td>
<td>Fiscal Year</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GAAP</td>
<td>Generally Accepted Accounting Principles</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GAB</td>
<td>Grand Avenue Bridge</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GASB</td>
<td>Governmental Accounting Standards Board</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GFOA</td>
<td>Government Finance Officers Association</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GID</td>
<td>General Improvement District</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GIS</td>
<td>Geographic Information System</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IGA</td>
<td>Intergovernmental Agreement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ITC</td>
<td>Information Technology Committee</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LoVa</td>
<td>Lower Valley Trails Group</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MOC</td>
<td>Municipal Operations Center</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MSEC</td>
<td>Mountain States Employers Council</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OT</td>
<td>Overtime</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RFTA</td>
<td>Roaring Fork Transit Authority</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TIF</td>
<td>Tax Increment Financing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SWAT</td>
<td>Special Work Activities Team</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VALE</td>
<td>Victims Advocate and Law Enforcement Fund</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WW</td>
<td>Wastewater</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Figure 68 - Commonly Used Acronyms
Glossary of Terms

**Accrual Basis of Accounting** – accounting method that matches the timing of revenues with their corresponding expenses

**Appropriation** – legal authorization granted by City Council to make expenditures as specified in the appropriating resolution

**Available Reserves** – Funds available to Council for appropriation without having to seek approval from voters or other external parties

**Capital Expenditure** – an asset of more than $5,000 with a useful life of more than a year

**Capital Improvement Plan** – 5 or 10-year forecast of major expenditures

**Debt Service** – annual payment of principal and interest on City-issued debt

**Enterprise Fund** – operated like a business with a revenue source intended to be sufficient to meet capital and operating costs

**Estimated Revenue** – forecast of revenue to be collected in a future period

**Fiduciary Fund** – holds resources on behalf of entities outside the government; i.e. Cemetery Fund

**Fiscal Year** – January 1 through December 31

Function – Governmental activity including general administration, public transportation, public safety, community development, public works, and parks and recreation

**Fund** – fiscal and accounting entity with self-balancing set of accounts which are segregated usually by financial resources or other special regulations or restrictions

**Fund Balance** – Money remaining in a fund after it has paid its expenses and obligations and carried to a future year

**Grant** – contribution by a government or other organization to support a particular function or project

**Impact Fees** – charged to developers to cover, in whole or in part, the anticipated cost of improvements that will be necessary such as parks and sidewalks

**Indirect Cost** – costs attributed to providing services that does not involve a cash payment

**Interfund Cost of Service** – transfer made from a capital or proprietary fund to the General Fund for support of that fund such as IT, human resources, finance and administration

**Intergovernmental Agreement** – a concord between two or more governmental units to implement an initiative to their mutual benefit

**Internal Service Fund** – accounts for the financing of goods or services by one department to another on a cost reimbursement basis; the City's only Internal Service Fund is Fleet.

**Mill** – property tax rate based on the value of property; one mill produces one dollar of tax per $1,000 of property valuation.
**Modified Accrual Basis of Accounting** – revenues are recognized when they are both measurable and available (within a year); expenditures are recognized when the related liability is incurred.

Operating Expenditure – a cost in the normal course of business that is not capitalized as an asset

**Proprietary Fund** – Business-type activity fund with associated revenues; includes Enterprise and Proprietary Funds

**Public Hearing** – a meeting where the public is invited to attend and provide input to the budget

**Reserve** – account used to earmark a portion of fund balance to indicate whether it is available for expenditure, and if so for what purpose(s)

**Resolution** – an issue passed by City Council in a vote featuring a quorum

**Revenue Bond** – municipal debt issued by the City and secured with future revenue from the A&I Fund

**Special Revenue Fund** – accounts for revenues legally earmarked for a particular purpose

**Supplemental Appropriation** – an act by the City Council to transfer budgeted and appropriated monies from one spending agency to another, whether those agencies are in the same or different fund.

**Tax Increment Financing** – financing secured by the anticipated incremental increase in tax revenues, resulting from the redevelopment of an area

**Working Capital** – amount of cash remaining if all of the current assets were converted to cash at their book value and all of the current liabilities paid at their book value
### GOVERNMENTAL FUND TYPES

<table>
<thead>
<tr>
<th>Fund Type</th>
<th>Revenues</th>
<th>Operating Expenditures</th>
<th>Excess Revenues Over (Under) Expenditures</th>
<th>Transfers In</th>
<th>Transfers Out</th>
<th>Excess Revenues Over (Under) Expenditures and Transfers</th>
<th>Principal Debt Payments</th>
<th>Capital Purchases</th>
<th>Net Budget Appropriation</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>$17,346.2</td>
<td>$15,804.4</td>
<td>$1,541.7</td>
<td>$1,517.0</td>
<td></td>
<td>($2,774.6)</td>
<td>($230.0)</td>
<td>$284.1</td>
<td>$17,292.1</td>
</tr>
<tr>
<td>Internal Service Funds</td>
<td>1,459.9</td>
<td>1,445.6</td>
<td>14.3</td>
<td></td>
<td></td>
<td>($500.0)</td>
<td>($485.7)</td>
<td></td>
<td>2,912.9</td>
</tr>
</tbody>
</table>

### Special Revenue Funds

<table>
<thead>
<tr>
<th>Fund Type</th>
<th>Revenues</th>
<th>Operating Expenditures</th>
<th>Excess Revenues Over (Under) Expenditures</th>
<th>Transfers In</th>
<th>Transfers Out</th>
<th>Excess Revenues Over (Under) Expenditures and Transfers</th>
<th>Principal Debt Payments</th>
<th>Capital Purchases</th>
<th>Net Budget Appropriation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tourism Promotion Fund</td>
<td>1,034.4</td>
<td>1,013.7</td>
<td>21.6</td>
<td></td>
<td></td>
<td>(50.0)</td>
<td>(28.4)</td>
<td></td>
<td>1,063.7</td>
</tr>
<tr>
<td>V.A.L.E. Fund</td>
<td>38.0</td>
<td>31.0</td>
<td>(13.0)</td>
<td>(13.0)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>51.0</td>
</tr>
<tr>
<td>Conservation Trust Fund</td>
<td>110.8</td>
<td>194.5</td>
<td>(83.7)</td>
<td>(83.7)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>194.5</td>
</tr>
<tr>
<td>Street Tax Fund</td>
<td>2,653.4</td>
<td>2,269.8</td>
<td>383.6</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2,334.1</td>
</tr>
<tr>
<td>Bus Tax Fund</td>
<td>1,825.7</td>
<td>1,913.0</td>
<td>(87.3)</td>
<td>(87.3)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1,913.0</td>
</tr>
<tr>
<td>Marijuana Tax Fund</td>
<td>400.0</td>
<td>1.0</td>
<td>399.0</td>
<td>(399.0)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>400.0</td>
</tr>
<tr>
<td>Fire and EMS Fund</td>
<td>1,202.5</td>
<td>3,991.6</td>
<td>(2,789.2)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1,202.5</td>
</tr>
<tr>
<td><strong>Total Special Revenue Funds</strong></td>
<td>$7,265.7</td>
<td>$9,434.7</td>
<td>($2,169.0)</td>
<td></td>
<td></td>
<td>($449.0)</td>
<td>($171.2)</td>
<td>($64.3)</td>
<td>$7,158.8</td>
</tr>
</tbody>
</table>

### Capital Projects Fund

<table>
<thead>
<tr>
<th>Fund Type</th>
<th>Revenues</th>
<th>Operating Expenditures</th>
<th>Excess Revenues Over (Under) Expenditures</th>
<th>Transfers In</th>
<th>Transfers Out</th>
<th>Excess Revenues Over (Under) Expenditures and Transfers</th>
<th>Principal Debt Payments</th>
<th>Capital Purchases</th>
<th>Net Budget Appropriation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Projects Fund</td>
<td>2,866.7</td>
<td>533.3</td>
<td>2,333.4</td>
<td></td>
<td></td>
<td>(500.0)</td>
<td>1,833.4</td>
<td>(2,257.5)</td>
<td>3,290.8</td>
</tr>
<tr>
<td>Acquisition &amp; Improvement Fund</td>
<td>7,053.6</td>
<td>799.8</td>
<td>6,253.8</td>
<td></td>
<td></td>
<td>(1,237.0)</td>
<td>6,406.8</td>
<td>(5,199.5)</td>
<td>8,515.0</td>
</tr>
<tr>
<td>Fire Equipment Replacement Fund</td>
<td>319.8</td>
<td>319.8</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>319.8</td>
</tr>
<tr>
<td><strong>Total Capital Projects Funds</strong></td>
<td>$10,240.1</td>
<td>$1,333.1</td>
<td>$8,907.0</td>
<td></td>
<td></td>
<td>($1,737.0)</td>
<td>($2,668.7)</td>
<td>($8,867.0)</td>
<td>$13,031.4</td>
</tr>
</tbody>
</table>

### ENTERPRISE FUNDS

<table>
<thead>
<tr>
<th>Fund Type</th>
<th>Revenues</th>
<th>Operating Expenditures</th>
<th>Excess Revenues Over (Under) Expenditures</th>
<th>Transfers In</th>
<th>Transfers Out</th>
<th>Excess Revenues Over (Under) Expenditures and Transfers</th>
<th>Principal Debt Payments</th>
<th>Capital Purchases</th>
<th>Net Budget Appropriation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Utility Enterprise Funds</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water &amp; Sewer System</td>
<td>7,193.8</td>
<td>6,543.7</td>
<td>650.1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>10,371.4</td>
</tr>
<tr>
<td>Electric System</td>
<td>15,922.2</td>
<td>15,670.3</td>
<td>251.8</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>17,880.8</td>
</tr>
<tr>
<td>Airport Enterprise Fund</td>
<td>141.6</td>
<td>175.6</td>
<td>(34.0)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>175.6</td>
</tr>
<tr>
<td>Landfill Enterprise Fund</td>
<td>2,707.1</td>
<td>3,553.0</td>
<td>(845.9)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4,637.2</td>
</tr>
<tr>
<td><strong>Total Enterprise Funds</strong></td>
<td>$25,964.6</td>
<td>$25,942.6</td>
<td>$22.0</td>
<td></td>
<td></td>
<td>($1,144.7)</td>
<td>($2,683.0)</td>
<td>($6,057.5)</td>
<td>$33,065.0</td>
</tr>
</tbody>
</table>

### FIDUCIARY FUND TYPES

<table>
<thead>
<tr>
<th>Fund Type</th>
<th>Revenues</th>
<th>Operating Expenditures</th>
<th>Excess Revenues Over (Under) Expenditures</th>
<th>Transfers In</th>
<th>Transfers Out</th>
<th>Excess Revenues Over (Under) Expenditures and Transfers</th>
<th>Principal Debt Payments</th>
<th>Capital Purchases</th>
<th>Net Budget Appropriation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cemetery Reserve Fund</td>
<td>1.1</td>
<td>0</td>
<td>1.1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1.1</td>
</tr>
<tr>
<td><strong>Total Trust Funds</strong></td>
<td>$1.1</td>
<td>$0</td>
<td>$1.1</td>
<td>$0</td>
<td>$0</td>
<td>$1.1</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>

### COMPONENT UNITS

<table>
<thead>
<tr>
<th>Component Unit</th>
<th>Revenues</th>
<th>Operating Expenditures</th>
<th>Excess Revenues Over (Under) Expenditures</th>
<th>Transfers In</th>
<th>Transfers Out</th>
<th>Excess Revenues Over (Under) Expenditures and Transfers</th>
<th>Principal Debt Payments</th>
<th>Capital Purchases</th>
<th>Net Budget Appropriation</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Improvement District - 1980</td>
<td>42.5</td>
<td>38.3</td>
<td>4.1</td>
<td></td>
<td></td>
<td>(409.7)</td>
<td>(53.6)</td>
<td>(25.0)</td>
<td>634.5</td>
</tr>
<tr>
<td>Downtown Development Authority</td>
<td>555.9</td>
<td>199.7</td>
<td>356.1</td>
<td></td>
<td></td>
<td>(409.7)</td>
<td>53.6</td>
<td></td>
<td>682.8</td>
</tr>
<tr>
<td><strong>Total Component Units</strong></td>
<td>$598.3</td>
<td>$238.0</td>
<td>$360.3</td>
<td>$0</td>
<td></td>
<td>($409.7)</td>
<td>($49.5)</td>
<td>($25.0)</td>
<td>$672.8</td>
</tr>
</tbody>
</table>

### TOTAL OF ALL FUND TYPES

<table>
<thead>
<tr>
<th>Fund Type</th>
<th>Revenues</th>
<th>Operating Expenditures</th>
<th>Excess Revenues Over (Under) Expenditures</th>
<th>Transfers In</th>
<th>Transfers Out</th>
<th>Excess Revenues Over (Under) Expenditures and Transfers</th>
<th>Principal Debt Payments</th>
<th>Capital Purchases</th>
<th>Net Budget Appropriation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total All Fund Types</strong></td>
<td>$62,875.9</td>
<td>$54,198.4</td>
<td>$8,677.5</td>
<td>$5,960.3</td>
<td></td>
<td>($5,870.3)</td>
<td>($8,767.5)</td>
<td>($4,107.7)</td>
<td>$74,132.9</td>
</tr>
</tbody>
</table>

General Fund expenditures include debt service (principal and interest) and capital expenditures.

Remaining City Reserves at the end of 2018 are projected to be $78,129,905
## CITY OF GLENWOOD SPRINGS - 2018 BUDGET

### Summary of General Fund Revenues, Expenditures and Fund Balance (in '000s)

<table>
<thead>
<tr>
<th>Department</th>
<th>Request</th>
<th>Recommend</th>
<th>Council</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>2018 Budget</td>
<td></td>
</tr>
<tr>
<td>1100 Property Taxes - General</td>
<td>864.2</td>
<td>883.1</td>
<td>915.0</td>
</tr>
<tr>
<td>1102 Property Taxes - Fire Bonds</td>
<td>255.6</td>
<td>250.9</td>
<td>250.7</td>
</tr>
<tr>
<td>1104 Property Taxes - Fire Capital Improvement</td>
<td>184.2</td>
<td>184.3</td>
<td>184.4</td>
</tr>
<tr>
<td>1110 Specific Ownership</td>
<td>63.3</td>
<td>88.5</td>
<td>90.3</td>
</tr>
<tr>
<td>1120 Special Assessment</td>
<td>37.1</td>
<td>39.3</td>
<td>40.1</td>
</tr>
<tr>
<td>1130 General Sales Tax</td>
<td>7,011.2</td>
<td>7,222.9</td>
<td>7,367.4</td>
</tr>
<tr>
<td>1140 Use Tax</td>
<td>184.7</td>
<td>136.4</td>
<td>439.4</td>
</tr>
<tr>
<td>1145 Audit Revenue</td>
<td>3.1</td>
<td>13.6</td>
<td>30.0</td>
</tr>
<tr>
<td>1150 Franchise Tax</td>
<td>169.9</td>
<td>196.9</td>
<td>200.9</td>
</tr>
</tbody>
</table>

**Total Taxes** $8,770.2 $9,016.0 $9,518.2 $9,518.2

**Permits and Licenses** $219.0 $168.7 $343.5 $343.5

**Intergovernmental** $1,209.3 $1,373.7 $958.1 $958.1

**Charges for Services** $1,715.4 $1,642.1 $2,377.4 $2,367.4

**Other Revenue** $3,633.2 $4,241.9 $4,159.1 $4,159.1

**Total General Fund Revenue** $15,547.1 $16,442.4 $17,356.2 $17,346.2

---

City of Glenwood Springs Budget Book 2018  
Page 90 of 159
## GENERAL FUND

### EXPENDITURES

<table>
<thead>
<tr>
<th>Department</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Government</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>112 Administration</td>
<td>847.8</td>
<td>781.9</td>
<td>704.7</td>
</tr>
<tr>
<td>115 Human Resources</td>
<td>285.0</td>
<td>382.2</td>
<td>444.1</td>
</tr>
<tr>
<td>114 City Clerk/Elections</td>
<td>395.5</td>
<td>456.8</td>
<td>581.7</td>
</tr>
<tr>
<td>116 Finance/Purchasing</td>
<td>1,264.5</td>
<td>1,381.6</td>
<td>1,385.8</td>
</tr>
<tr>
<td>117 Information Technology</td>
<td>362.5</td>
<td>614.4</td>
<td>982.5</td>
</tr>
<tr>
<td>118 Judicial</td>
<td>211.9</td>
<td>252.0</td>
<td>227.4</td>
</tr>
<tr>
<td>119 Legal</td>
<td>305.9</td>
<td>705.0</td>
<td>405.0</td>
</tr>
<tr>
<td>120 Non-departmental Expenses</td>
<td>445.3</td>
<td>596.1</td>
<td>794.5</td>
</tr>
<tr>
<td><strong>Total General Government</strong></td>
<td><strong>$4,118.5</strong></td>
<td><strong>$5,170.0</strong></td>
<td><strong>$5,525.8</strong></td>
</tr>
</tbody>
</table>

| Public Safety               |             |             |             |
| 131 Police Department       | 3,461.0     | 3,830.0     | 3,989.5     |
| **Total Public Safety**     | **$3,461.0**| **$3,830.0**| **$3,989.5**|

| Community Development       |             |             |             |
| 141 Community Development Administration/Planning | 813.8 | 943.9 | 767.3 |
| 145 Building Inspection     | 203.4       | 248.0       | 285.2       |
| **Total Community Development** | **$1,017.2**| **$1,192.0**| **$1,052.5**|

| Public Works                |             |             |             |
| 144 Engineering/Administration| 598.7     | 680.1       | 626.8       |
| 153 Streets and Alleys      | 1,102.1     | 1,282.1     | 1,159.4     |
| **Total Public Works**      | **$1,700.8**| **$1,962.2**| **$1,786.1**|

| Parks and Recreation        |             |             |             |
| 154 Parks and Cemetery Maintenance | 2,321.6 | 1,130.8 | 1,307.6 |
| 113 Recreation and Community Center | 1,132.1 | 2,429.2 | 2,575.3 |
| 121 Facilities              | 170.5       | 170.5       | 170.5       |
| 122 Arts Programs           | 360.9       | 360.9       | 360.9       |
| **Total Parks and Recreation** | **$3,453.7**| **$3,559.9**| **$4,414.3**|

| **Total General Fund Expenditures** | **$13,751.2**| **$15,714.1**| **$16,768.2**|

### EXCESS REVENUES OVER (UNDER) EXPENDITURES

<table>
<thead>
<tr>
<th>Excess Revenues Over (Under) Expenditures</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$1,795.9</strong></td>
<td><strong>$728.2</strong></td>
<td><strong>$588.0</strong></td>
<td><strong>$1,311.7</strong></td>
</tr>
</tbody>
</table>

### TRANSFERS

<table>
<thead>
<tr>
<th>Transfers In</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>DDA Fund - Non GAAP Loan repayment</td>
<td>0</td>
<td>30.0</td>
<td>30.0</td>
</tr>
<tr>
<td>Acquisition &amp; Improvement Fund for EHop funding</td>
<td>80.0</td>
<td>80.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Acquisition &amp; Improvement Fund for CC</td>
<td>1,020.0</td>
<td>1,158.2</td>
<td>1,075.3</td>
</tr>
<tr>
<td>Transfer in from Tourism Fund</td>
<td>20.0</td>
<td>0</td>
<td>50.0</td>
</tr>
<tr>
<td>Marijuana Tax Fund, Police Officer &amp; Youth Education</td>
<td>0.0</td>
<td>200.0</td>
<td>200.0</td>
</tr>
<tr>
<td><strong>Total Transfers in and (out)</strong></td>
<td><strong>($1,593.2)</strong></td>
<td><strong>($1,960.5)</strong></td>
<td><strong>($1,257.6)</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Excess Revenues Over (Under) Expenditures and Transfers</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$202.8</strong></td>
<td><strong>($1,232.3)</strong></td>
<td><strong>($976.3)</strong></td>
<td><strong>$54.1</strong></td>
</tr>
</tbody>
</table>

### FUND BALANCE

<table>
<thead>
<tr>
<th>Fund Balance - Beginning</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>6,607.5</strong></td>
<td><strong>6,810.6</strong></td>
<td><strong>5,578.3</strong></td>
<td><strong>5,578.3</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fund Balance - Ending</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>6,810.6</strong></td>
<td><strong>5,578.3</strong></td>
<td><strong>4,602.0</strong></td>
<td><strong>5,632.5</strong></td>
</tr>
<tr>
<td>Less: Non-Spendable</td>
<td><strong>(589.3)</strong></td>
<td><strong>(589.3)</strong></td>
<td><strong>(589.3)</strong></td>
</tr>
<tr>
<td>Less: Restricted</td>
<td><strong>(705.9)</strong></td>
<td><strong>(705.9)</strong></td>
<td><strong>(705.9)</strong></td>
</tr>
<tr>
<td>Less: Committed</td>
<td><strong>(205.7)</strong></td>
<td><strong>(205.7)</strong></td>
<td><strong>(205.7)</strong></td>
</tr>
<tr>
<td>Less: Unassigned 20% Contingency Reserve</td>
<td><strong>(1,375.1)</strong></td>
<td><strong>(3,124.8)</strong></td>
<td><strong>(3,306.1)</strong></td>
</tr>
<tr>
<td><strong>Fund Balance - Unreserved</strong></td>
<td><strong>$3,934.6</strong></td>
<td><strong>$934.6</strong></td>
<td><strong>($205.0)</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Available reserves</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$5,309.8</strong></td>
<td><strong>$4,077.4</strong></td>
<td><strong>$3,101.1</strong></td>
<td><strong>$4,161.6</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Available reserves / expenditures</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>39.0%</strong></td>
<td><strong>26.7%</strong></td>
<td><strong>18.8%</strong></td>
<td><strong>26.3%</strong></td>
</tr>
</tbody>
</table>
**GENERAL FUND**

<table>
<thead>
<tr>
<th>Note Number</th>
<th>Note Text</th>
</tr>
</thead>
<tbody>
<tr>
<td>131</td>
<td>Public safety in the general fund includes Police only. City-wide public safety includes Fire and EMS fund. Properties are valued every other year and funds are received the following year. 2018 is a new valuation year, forecast is based on estimate received by the County on 8/21/2017.</td>
</tr>
<tr>
<td>132</td>
<td>Mill levy established by voters for the fire department, expires in 2019, will be on the ballot in 2018 to renew. Mill levy established by voters for the fire department, expires in 2019, will be on the ballot in 2018 to renew.</td>
</tr>
<tr>
<td>133</td>
<td>Specific Ownership is revenue from county vehicle registration. Special Assessment tax is from a special assessment district.</td>
</tr>
<tr>
<td>134</td>
<td>General Sales Tax; forecast is based on 2% over the 2017 original budget. 2017 may miss but we believe the City will return to its established trend after the GAB project. Use Tax; forecast is based on 2% over the 2017 original budget. 2017 may miss but we believe the City will return to its established trend after the GAB project. Also includes two major development projects. The tax on the Loft at the Meadows is expected to be $444,000, and $296,000 for the Oasis project; 40.5% goes to the General Fund.</td>
</tr>
<tr>
<td>135</td>
<td>Audit Revenue is from sales and use taxes that were due in prior periods but not paid until audited at a later date.</td>
</tr>
<tr>
<td>136</td>
<td>Franchise Tax is assumed to be 2% over 2017 Budget. Building Fees are estimated to grow at a rate of 2% from the 2017 forecast, plus $69,553 from the Lofts and $46,600 from the Oasis project.</td>
</tr>
<tr>
<td>137</td>
<td>This is revenue from the county that was discontinued, was supposed to be replaced with a grant award.</td>
</tr>
<tr>
<td>138</td>
<td>Planning fees are assumed to increase by 2% from 2017 budget, plus $41,094 from the Lofts and $27,533 from Oasis.</td>
</tr>
<tr>
<td>139</td>
<td>Revenues from Arts Programs will cover personal and current operating expenses.</td>
</tr>
<tr>
<td>140</td>
<td>Allocation of central costs throughout all funds for general fund functions. Equal to 102% of last year’s allocation.</td>
</tr>
<tr>
<td>141</td>
<td>Excess, low-value equipment no longer needed that is sold via public auction.</td>
</tr>
<tr>
<td>142</td>
<td>Primarily 4th of July and Summer of Music events.</td>
</tr>
<tr>
<td>143</td>
<td>City property rented by retailers and cell phone tower usage.</td>
</tr>
<tr>
<td>144</td>
<td>Overhead allocated to the general fund for water and electric enterprise funds’ use of central assets.</td>
</tr>
<tr>
<td>145</td>
<td>Franchise Tax of 3% on water and electric enterprise funds; equal to franchise taxes paid by private companies like Comcast.</td>
</tr>
<tr>
<td>146</td>
<td>Note: This would require action by Council to reappropriate these funds away from a FAB recommendation for grant funding. Recreation Program Fees are expected to cover personal and operating costs of the Rec Programs department budget.</td>
</tr>
</tbody>
</table>
### Personnel Schedule

<table>
<thead>
<tr>
<th>Position Title</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Manager</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1108</td>
</tr>
<tr>
<td>Assistant City Manager</td>
<td>0.0</td>
<td>0.75</td>
<td>0.75</td>
<td>1109</td>
</tr>
<tr>
<td>Assistant to the City Manager</td>
<td>1.0</td>
<td>0.0</td>
<td>0.0</td>
<td>1102</td>
</tr>
<tr>
<td>Museum Director</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1105</td>
</tr>
<tr>
<td>Executive Director - Arts</td>
<td>1.0</td>
<td>0.0</td>
<td>0.0</td>
<td>1107</td>
</tr>
<tr>
<td>Contracts Coordinator</td>
<td>1.0</td>
<td>0.0</td>
<td>0.0</td>
<td>1207</td>
</tr>
<tr>
<td>Intern</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1110</td>
</tr>
<tr>
<td>Administrative Assist I</td>
<td>0.5</td>
<td>0.0</td>
<td>0.0</td>
<td>1108</td>
</tr>
<tr>
<td>Executive Admin Assistant (BIW9)</td>
<td>0.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1108</td>
</tr>
<tr>
<td>Mayor</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>102</td>
</tr>
<tr>
<td>Council Members</td>
<td>6.0</td>
<td>6.0</td>
<td>6.0</td>
<td>102</td>
</tr>
</tbody>
</table>

Total Personnel: 13.5

### CURRENT EXPENSES

<table>
<thead>
<tr>
<th>Category</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>7190 Other Professional Services</td>
<td>40.8</td>
<td>17.0</td>
<td>10.0</td>
</tr>
<tr>
<td>7220 Telephone</td>
<td>18.0</td>
<td>1.5</td>
<td>1.5</td>
</tr>
<tr>
<td>7280 Advertising, publication</td>
<td>7.0</td>
<td>6.0</td>
<td>6.0</td>
</tr>
<tr>
<td>7310 Electricity</td>
<td>76.4</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>7320 Gas</td>
<td>5.2</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>7330 Water</td>
<td>7.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>7350 Trash Pickup</td>
<td>2.7</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>7410 Travel and Subsistence</td>
<td>3.5</td>
<td>4.8</td>
<td>10.9</td>
</tr>
<tr>
<td>7420 Business Conference</td>
<td>1.4</td>
<td>7.0</td>
<td>14.0</td>
</tr>
<tr>
<td>7430 Training</td>
<td>7.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>7540 Maintenance and Repair - Equipment</td>
<td>1.8</td>
<td>1.0</td>
<td>2.0</td>
</tr>
<tr>
<td>7610 Subscriptions and Memberships</td>
<td>35.4</td>
<td>34.1</td>
<td>34.8</td>
</tr>
<tr>
<td>7857 Channel 12, Valley T.V.</td>
<td>11.8</td>
<td>20.4</td>
<td>20.4</td>
</tr>
<tr>
<td>8060 Office Supplies</td>
<td>1.9</td>
<td>1.0</td>
<td>1.8</td>
</tr>
<tr>
<td>8080 Gas, Oil, Lubricants</td>
<td>0.5</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>8090 Other Operating Expense</td>
<td>26.8</td>
<td>20.0</td>
<td>11.0</td>
</tr>
</tbody>
</table>

Total Current Expenses: $238.7

### CAPITAL OUTLAY

<table>
<thead>
<tr>
<th>Category</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>9530 Other Equipment</td>
<td>3.9</td>
<td>0.0</td>
<td>0.0</td>
</tr>
</tbody>
</table>

Total Capital Outlay: $3.9

Change from 2017: $(77.2) $(93.3) $(93.3)

Budget: (9.9%) (11.9%) (11.9%)

This department is for the City's general administrative functions. The reduction is due to personnel modifications, where it is down 1.75 FTEs from 2017 as a result of the Center for the Arts position being removed and the contracts coordinator shifting from this department to finance.

**CITY ADMINISTRATION NOTES:**

- xx01 Executive Director - Arts is no longer on the payroll as the Center for the Arts was reorganized in 2017.
- xx02 Admin Asst 1 was split between City Mgr's office and Public Works, moved to Exec Asst in City Mgr's office.
- 7190 Facilitation of Capital Improvement Plan ($10,000)
- 7220 City Hall phones moved to Non-Departmental - this line item is now for cell phones only
- 7310 Moved to Non-departmental in 2017
- 7320 Moved to Non-departmental in 2017
- 7330 Moved to Non-departmental in 2017
- 7410 CML, ICMA, DC, Club 20, NWCOGG meetings, CAST meetings
- 7420 Conference fees for CML, ICMA, DC, Club 20, NWCOGG meetings, CAST meetings
- 7540 Garage charges and Council Chambers
- 7610 CML, Chamber, Club 20, CAST, ICMA, CCMA, Mayor
- 7810 Coalition, NWCOGG, GCE
- 8060 Includes Council badges, plaques and glassware
- 8080 Moved to Non-departmental in 2017
- 8090 Meetings with Mayor and City Manager, food for Council meetings, room rental, sponsors
## CITY OF GLENWOOD SPRINGS - 2018 BUDGET

<table>
<thead>
<tr>
<th>FUNCTION</th>
<th>ACTIVITY</th>
<th>DEPARTMENT HEAD</th>
<th>CODE</th>
<th>FUND</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENERAL GOVERNMENT</td>
<td>NON-DEPARTMENTAL EXPENSES</td>
<td>DEBRA FIGUEROA</td>
<td>01.120</td>
<td>GENERAL</td>
</tr>
</tbody>
</table>

### SUMMARY

<table>
<thead>
<tr>
<th></th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department Request</td>
<td>Manager Recommend</td>
<td>Council Approved</td>
<td></td>
</tr>
<tr>
<td>Personal Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Expenses</td>
<td>445.3</td>
<td>546.1</td>
<td>794.5</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td></td>
<td>764.5</td>
<td>764.5</td>
</tr>
<tr>
<td>Total</td>
<td>$445.3</td>
<td>$546.1</td>
<td>$794.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>$764.5</td>
</tr>
</tbody>
</table>

### PERSONAL SERVICES

<table>
<thead>
<tr>
<th>Position Title</th>
<th>2017</th>
<th>18-J</th>
<th>18-M</th>
<th>18-C</th>
<th>Position</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time Salaries</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td></td>
</tr>
<tr>
<td>Overtime</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td></td>
</tr>
<tr>
<td>Part-Time</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td></td>
</tr>
<tr>
<td>Retirement Contribution</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td></td>
</tr>
<tr>
<td>FICA</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td></td>
</tr>
<tr>
<td>Worker's Compensation</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td></td>
</tr>
<tr>
<td>Health and Life Insurance</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td></td>
</tr>
<tr>
<td>Unemployment Insurance</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td></td>
</tr>
<tr>
<td>Total Personal Services</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td></td>
</tr>
</tbody>
</table>

### CURRENT EXPENSES

- **7142** Taxes and Fees Rebates: 1.5
- **7144** Sales & Use Tax Refunds: 2.0
- **7145** Sales Tax TIF to DDA: 175.0
- **7160** Economic Incentive Rebate: 24.0
- **7190** Grant Writer Professional Services: 0.0
- **7200** Discretionary Appropriation Pool: 200.0
- **7220** Telephone: 19.0
- **7250** 4th of July and Special Events: 50.0
- **7310** Electricity: 73.0
- **7320** Gas: 9.0
- **7330** Water: 6.0
- **7350** Trash Pickup: 3.0
- **7540** Machinery/Equipment/Vehicle Maintenance: 2.0
- **9999** Non-GAAP-Contributions to EHOP: 100.0
- **GoCo RE1 Pass-through Grant** |
- **xx01** Ruedi Aquatics Nuisance Program: 100.0
- **xx02** Youth Educational Programming: 100.0

Total Current Expenses: $445.3 $546.1 $794.5 $764.5 $764.5

### CAPITAL OUTLAY

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Capital Outlay</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Change from 2017 Budget</td>
<td>$248.4</td>
<td>$218.4</td>
<td>$218.4</td>
</tr>
</tbody>
</table>

### NON-DEPARTMENTAL BUDGET NOTES:

- **7142** Property tax rebates for Historic Landmarks
- **7190** Grant writer split between A&I, Capital, Fire, Water; Non-departmental and SWAT have been eliminated
- **7200** Manager contingency for unidentifiable approved expenditures
- **7220** City Hall telephones
- **7250** Includes Summer of Music, GAB events, community events
- **7250** 4th of July event will be covered in "Special Events"
- **xx01** Reudi Aquatics Nuisance Program is funded in A&I with other grants beginning in 2018
- **xx02** Youth programming is funded by a transfer to the General Fund from the Marijuana Tax Fund
<table>
<thead>
<tr>
<th>FUNCTION</th>
<th>ACTIVITY</th>
<th>DEPARTMENT HEAD</th>
<th>CODE</th>
<th>FUND</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENERAL GOVERNMENT</td>
<td>LEGAL</td>
<td>KARL HANLON</td>
<td>01.119</td>
<td>GENERAL</td>
</tr>
</tbody>
</table>

### SUMMARY

<table>
<thead>
<tr>
<th></th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
<th>Department Request</th>
<th>Manager Recommend</th>
<th>Council Approved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Expenses</td>
<td>305.9</td>
<td>405.0</td>
<td>405.0</td>
<td>380.0</td>
<td>380.0</td>
<td></td>
</tr>
<tr>
<td>Capital Outlay</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$305.9</td>
<td>$405.0</td>
<td>$405.0</td>
<td>$380.0</td>
<td>$380.0</td>
<td></td>
</tr>
</tbody>
</table>

### PERSONAL SERVICES

#### Personnel Schedule

<table>
<thead>
<tr>
<th>Position Title</th>
<th>2017</th>
<th>18-D</th>
<th>18-M</th>
<th>18-C</th>
<th>Position</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Attorney</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1501</td>
<td></td>
</tr>
<tr>
<td>Legal Assistant IV</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2208</td>
<td></td>
</tr>
</tbody>
</table>

Total Personnel: 0.0

6110 Full-Time Salaries
6120 Overtime
6130 Part-Time
6210 Retirement Contribution
6240 FICA
6250 Worker’s Compensation
6260 Health and Life Insurance
6270 Unemployment Insurance

Total Personal Services: $0

### CURRENT EXPENSES

| 7140 Legal Services-General | 305.9 | 210.0 | 210.0 | 210.0 | 210.0 |
| 7140 Legal Services-Prosecuting Attorney | 55.0 | 55.0 | 55.0 | 55.0 | 55.0 |
| 7150 Recording Fees | | | | | |
| 7210 Postage/Shipping | | | | | |
| 7220 Cell Phone | | | | | |
| 7230 Printing and Binding | | | | | |
| 7410 Travel and Subsistence | | | | | |
| 7430 Training | | | | | |
| 7530 Maintenance and Repair - Office Equipment | | | | | |
| 7740 Lease Payment | | | | | |
| 7810 Library | | | | | |
| 7811 Dues and Subscriptions | | | | | |
| 7840 Filing Fees | | | | | |
| 7850 Useful Public Service | | | | | |
| 8050 Office Supplies | | | | | |
| 8090 Other Operating Expense | .1 | | | | |
| XX01 Special Projects | .0 | 100.0 | 100.0 | 75.0 | 75.0 |
| XX02 Land Use Review | .0 | 40.0 | 40.0 | 40.0 | 40.0 |

Total Current Expenses: $305.9

### CAPITAL OUTLAY

| 9520 Office Equipment | | | | | |

Total Capital Outlay: $0

Change from 2017 Budget: $0 ($25.0) ($25.0) (0.0%) (6.2%) (6.2%)

### LEGAL NOTES:

- 2018 budget includes $25,000 reduction in special project legal counsel; any fees that can be passed through will be in General Fund revenues.
- Land use review fees are passed through to the applicant beginning in 2008, as shown in the General Fund Revenues.
### CITY OF GLENWOOD SPRINGS - 2018 BUDGET

#### GENERAL GOVERNMENT

<table>
<thead>
<tr>
<th>FUNCTION</th>
<th>ACTIVITY</th>
<th>DEPARTMENT HEAD</th>
<th>CODE</th>
<th>FUND</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENERAL GOVERNMENT</td>
<td>HUMAN RESOURCES</td>
<td>DEBRA FIGUEROA</td>
<td>01.115</td>
<td>GENERAL</td>
</tr>
</tbody>
</table>

#### SUMMARY

<table>
<thead>
<tr>
<th></th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Services</td>
<td>241.6</td>
<td>274.0</td>
<td>275.4</td>
</tr>
<tr>
<td>Current Expenses</td>
<td>43.4</td>
<td>108.2</td>
<td>75.0</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>0.0</td>
<td>3.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Total</td>
<td>$285.0</td>
<td>$382.2</td>
<td>$444.1</td>
</tr>
</tbody>
</table>

#### PERSONAL SERVICES

<table>
<thead>
<tr>
<th>Position Title</th>
<th>2017 18-D</th>
<th>2018 M</th>
<th>18-C Position</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR Director</td>
<td>1 0 0 0</td>
<td>1601</td>
<td></td>
<td></td>
</tr>
<tr>
<td>HR Manager</td>
<td>0 1 1 1</td>
<td>1602</td>
<td></td>
<td></td>
</tr>
<tr>
<td>HR Generalist</td>
<td>0 1 1 1</td>
<td>1605</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Admin. Assistant (HR)</td>
<td>1 1 1 1</td>
<td>2203</td>
<td></td>
<td></td>
</tr>
<tr>
<td>HR Analyst</td>
<td>0 0 0 0</td>
<td>1603</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Risk Analyst (BIW22)</td>
<td>0 1 0 0</td>
<td>-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Personnel</td>
<td>3.0 4.0</td>
<td>3.0 3.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### CURRENT EXPENSES

- **Total Current Expenses**: $434.3
- **Change from 2017 Budget**: $61.9 ($31.8) ($31.8)
- **Change from 2018 Budget**: ($16.2%) ($8.3%) ($8.3%)

#### CAPITAL OUTLAY

- **Total Capital Outlay**: $0.0

#### HUMAN RESOURCES NOTES:

**Personal Services:**

- **x01**: Director left in July 2017, replaced with HR Generalist and is no longer a department head.
- **7190**: Sherman and Howard legal fees, Newport Group 401(k), COBRA fees, debit card admin, Triad EAP, interpreter
  - Sherman and Howard
  - Newport Group 401(k)/(a)
  - Employment law attorney, document review
  - Discovery COBRA fees
  - Discovery Health Savings Fees
  - Discovery Health Flex Fees
  - Discovery Debit Card Admin Fees
  - Triad EAP
  - Interpreter (Spanish)
  - Total Professional Services: $43,000

**Other Services:**

- Envelopes, printing and binding employee handbooks, ID badges.
- Employment law posters.
- CEBT annual meeting, HCHRA legal updates, CML, FMLA/ADA updates, CIRSA, SHRM/EEOC updates.
- Conference fees for items in 7410.
- Maintenance on copier.
- iPad with Verizon.
- MSEC ($5.2k), Colo Employment Law Update, HR Hero, SHRM, HCHRA.
- Includes personnel file folders, recruiting supplies, mail room, break room.
- Shipping, longevity awards, survey fees, CPR cards, open enrollment.
- Harassment and discrimination, HIPAA, Safety Committee, violence/bullying, leadership.
- Wellness events, lunch and learn, incentives and recognition.

**Note:**

City of Glenwood Springs Budget Book 2018  Page 96 of 159
### CITY OF GLENWOOD SPRINGS - 2018 BUDGET

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>DEPARTMENT HEAD</th>
<th>CODE</th>
<th>FUND</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENERAL GOVERNMENT</td>
<td>CITY CLERK</td>
<td>CATHERINE MYTHEN FLETCHER</td>
<td>01.114</td>
</tr>
</tbody>
</table>

#### SUMMARY

<table>
<thead>
<tr>
<th></th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Department</td>
<td>Manager</td>
<td>Council</td>
</tr>
<tr>
<td></td>
<td>Request</td>
<td>Recommend</td>
<td>Approved</td>
</tr>
<tr>
<td>Personal Services</td>
<td>152.3</td>
<td>170.9</td>
<td>286.8</td>
</tr>
<tr>
<td>Current Expenses</td>
<td>243.2</td>
<td>282.4</td>
<td>291.5</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>.0</td>
<td>3.5</td>
<td>3.5</td>
</tr>
<tr>
<td>Total</td>
<td>$395.5</td>
<td>$456.8</td>
<td>$581.7</td>
</tr>
</tbody>
</table>

#### PERSONAL SERVICES

<table>
<thead>
<tr>
<th>Position Title</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2017</td>
</tr>
<tr>
<td>City Clerk</td>
<td>1</td>
</tr>
<tr>
<td>Deputy City Clerk</td>
<td>1</td>
</tr>
<tr>
<td>Risk Manager (BIW10)</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Personnel</strong></td>
<td>2</td>
</tr>
</tbody>
</table>

#### CURRENT EXPENSES

<table>
<thead>
<tr>
<th>Activity</th>
<th>2016</th>
<th>2017</th>
<th>Change from 2017 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional Services</td>
<td>9.4</td>
<td>20.0</td>
<td>15.0</td>
</tr>
<tr>
<td>Telephone</td>
<td>.0</td>
<td>.7</td>
<td>.7</td>
</tr>
<tr>
<td>Advertising, Publication</td>
<td>10.2</td>
<td>8.0</td>
<td>8.0</td>
</tr>
<tr>
<td>Travel and Subsistence</td>
<td>1.7</td>
<td>1.5</td>
<td>1.5</td>
</tr>
<tr>
<td>Business Conferences</td>
<td>1.2</td>
<td>1.7</td>
<td>1.7</td>
</tr>
<tr>
<td>Training</td>
<td>.9</td>
<td>2.0</td>
<td>2.5</td>
</tr>
<tr>
<td>Maintenance - Office Equipment</td>
<td>1.3</td>
<td>9.0</td>
<td>9.0</td>
</tr>
<tr>
<td>Liability and Casualty Insurance</td>
<td>140.6</td>
<td>150.0</td>
<td>160.0</td>
</tr>
<tr>
<td>Property Insurance</td>
<td>40.0</td>
<td>40.0</td>
<td>45.0</td>
</tr>
<tr>
<td>Other Insurance</td>
<td>10.2</td>
<td>13.0</td>
<td>13.0</td>
</tr>
<tr>
<td>Deductibles Paid</td>
<td>14.4</td>
<td>12.0</td>
<td>12.0</td>
</tr>
<tr>
<td>Subscriptions and Memberships</td>
<td>.5</td>
<td>.6</td>
<td>.6</td>
</tr>
<tr>
<td>Office Supplies</td>
<td>.7</td>
<td>2.5</td>
<td>2.5</td>
</tr>
<tr>
<td>Election Expense</td>
<td>6.5</td>
<td>10.0</td>
<td>6.5</td>
</tr>
<tr>
<td>Document Management &amp; Storage</td>
<td>4.6</td>
<td>5.9</td>
<td>5.9</td>
</tr>
<tr>
<td>Other Operating Expense</td>
<td>.8</td>
<td>5.0</td>
<td>3.5</td>
</tr>
<tr>
<td>Recording Fees</td>
<td>.1</td>
<td>.5</td>
<td>.5</td>
</tr>
<tr>
<td><strong>Total Current Expenses</strong></td>
<td>$243.2</td>
<td>$282.4</td>
<td>$291.5</td>
</tr>
</tbody>
</table>

#### CAPITAL OUTLAY

<table>
<thead>
<tr>
<th>Activity</th>
<th>2017</th>
<th>2018</th>
<th>Change from 2017 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equipment</td>
<td>3.5</td>
<td>3.5</td>
<td>3.5</td>
</tr>
<tr>
<td><strong>Total Capital Outlay</strong></td>
<td>$0</td>
<td>$3.5</td>
<td>3.5</td>
</tr>
</tbody>
</table>

#### CITY CLERK DEPARTMENT NOTES:

- 2019 Liquor licensing.
- 2202 Cell phones.
- 2380 Post Independent, agendas, ordinances, licensing, boards and commissions, special events.
- 2420 CIRSA, CMCA/HMC, CML annual and district meetings.
- 2430 Seminars, workshops, CMCA.
- 7530 Lewan audio/video, copier/fax, online packet mgmt, code codifying.
- 7610 CIRSA premium for liability insurance.
- 7620 Property insurance portion of CIRSA.
- 7640 CIRSA - boiler and machinery, volunteer firefighter, excess crim, fiduciary liability.
- 7650 Claims under 1,000.
- 7810 Background checks, liquor and marijuana licensing.
- 8060 Includes Hart Intercivic election supplies.
- 8090 Food for Council meetings, license plates, visa, postage.
- 8091 GARCO clerk, cemetery deeds, ordinances, perm docs, vehicle registrations.
- 9520 Chairs for Council Chambers.
## CITY OF GLENWOOD SPRINGS - 2018 BUDGET

<table>
<thead>
<tr>
<th>FUNCTION</th>
<th>ACTIVITY</th>
<th>DEPARTMENT HEAD</th>
<th>CODE</th>
<th>FUND</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENERAL GOVERNMENT</td>
<td>INFORMATION TECHNOLOGY</td>
<td>ERIC ARNETTE</td>
<td>01.117</td>
<td>GENERAL</td>
</tr>
<tr>
<td><strong>SUMMARY</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2016 Actual</td>
<td>2017 Budget</td>
<td>2018 Budget</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Department</td>
<td>Manager</td>
<td>Council</td>
<td>Approved</td>
</tr>
<tr>
<td>Personal Services</td>
<td>213.0</td>
<td>354.7</td>
<td>763.3</td>
<td>506.1</td>
</tr>
<tr>
<td>Current Expenses</td>
<td>150.3</td>
<td>259.7</td>
<td>217.7</td>
<td>217.7</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>(.9)</td>
<td>.0</td>
<td>1.5</td>
<td>1.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$362.4</td>
<td>$614.4</td>
<td>$982.5</td>
<td>$725.3</td>
</tr>
</tbody>
</table>

### PERSONAL SERVICES

<table>
<thead>
<tr>
<th>Position Title</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>IS Director</td>
<td>0.5 0.5 0.5 0.5 1701</td>
</tr>
<tr>
<td>System Administrator</td>
<td>0 0 0 0 1703</td>
</tr>
<tr>
<td>Assistant Computer Tech</td>
<td>1 1 1 1 1702</td>
</tr>
<tr>
<td>Assistant IT Director</td>
<td>1 1 1 1 1702</td>
</tr>
<tr>
<td>Technical Specialist/Public Sfty</td>
<td>1 1 1 1 1703</td>
</tr>
<tr>
<td>Network Security Admin (BIW23)</td>
<td>0 1 0 0</td>
</tr>
<tr>
<td>Intern (BIW23)</td>
<td>0 1 0 0</td>
</tr>
<tr>
<td>Computer Technician (BIW23)</td>
<td>0 1 0 0</td>
</tr>
<tr>
<td>Applications Specialist (BIW23)</td>
<td>0 1 1 1</td>
</tr>
<tr>
<td><strong>Total Personnel</strong></td>
<td>3.5  7.5  4.5  4.5</td>
</tr>
</tbody>
</table>

### CURRENT EXPENSES

<table>
<thead>
<tr>
<th>Activity</th>
<th>2016</th>
<th>2017</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>7120 Internet Fees</td>
<td>37.1</td>
<td>56.1 57.8</td>
<td>57.8 57.8</td>
</tr>
<tr>
<td>7190 Other Professional Services</td>
<td>17.5</td>
<td>25.2 25.2</td>
<td>25.2 25.2</td>
</tr>
<tr>
<td>7200 Software Modifications</td>
<td>66.6</td>
<td>95.5 95.5</td>
<td>95.5 95.5</td>
</tr>
<tr>
<td>7410 Travel and Subsistence</td>
<td>3.0</td>
<td>4.5 4.5</td>
<td>4.5 4.5</td>
</tr>
<tr>
<td>7430 Training</td>
<td>9.5</td>
<td>14.0 14.0</td>
<td>14.0 14.0</td>
</tr>
<tr>
<td>7530 Maintenance and Repair - Office Equipment</td>
<td>3.4</td>
<td>3.4 3.4</td>
<td>3.4 3.4</td>
</tr>
<tr>
<td>8062 Computer Supplies</td>
<td>9.1</td>
<td>8.9 8.9</td>
<td>8.9 8.9</td>
</tr>
<tr>
<td>8064 Printer Supplies</td>
<td>4.7</td>
<td>7.5 7.5</td>
<td>7.5 7.5</td>
</tr>
<tr>
<td>8090 Other Operating Expense</td>
<td>1.2</td>
<td>1.0 1.0</td>
<td>1.0 1.0</td>
</tr>
<tr>
<td><strong>Total Current Expenses</strong></td>
<td>$150.3</td>
<td>$259.7</td>
<td>$217.7</td>
</tr>
</tbody>
</table>

### CAPITAL OUTLAY

<table>
<thead>
<tr>
<th>Activity</th>
<th>2016</th>
<th>2017</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>9520 Computer Equipment</td>
<td>(.9)</td>
<td>.0</td>
<td>.0</td>
</tr>
<tr>
<td>City Hall Signage (BIW33)</td>
<td>.9</td>
<td>1.5</td>
<td>1.5</td>
</tr>
<tr>
<td><strong>Total Capital Outlay</strong></td>
<td>$(.9)</td>
<td>.0</td>
<td>$(1.5)</td>
</tr>
</tbody>
</table>

### INFORMATION TECHNOLOGY DEPARTMENT NOTES:

- **X001** Applications specialist will support the ERP project.
- **7120** Business fiber optic; guest network, kayak park, electric substations, leased fiber strands.
- **7190** Spam filter, staff training, cabling contractor, website maintenance, firewall support.
- **7200** SysLog, CivicPlus, Full Court, ADG, Zoll Data, TrackIt, Abra, Sophos, VoIP, Fire mapping, Landfill connection, server licenses, Docushare.
- **7410** Conference fees and staff travel off-site (17.5 personnel days).
- **7430** 3.5 FTE at $4,000 each, InfoLight Service renewal.
- **7530** Printer cleaning and repair, copier annual maintenance contract.
- **8062** Monitors, UPS replacement, cabling, USB devices, Ergo suppliers.
- **8064** Toner and field replaceable units.
- **8090** PC recycling, mic tech and office supplies.
### CITY OF GLENWOOD SPRINGS - 2018 BUDGET

<table>
<thead>
<tr>
<th>FUNCTION</th>
<th>ACTIVITY</th>
<th>DEPARTMENT HEAD</th>
<th>CODE</th>
<th>FUND</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENERAL GOVERNMENT</td>
<td>FINANCE</td>
<td>STEVE BOYD</td>
<td>01.116</td>
<td>GENERAL</td>
</tr>
</tbody>
</table>

#### SUMMARY

<table>
<thead>
<tr>
<th></th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Request</th>
<th>Manager Recommend</th>
<th>Council Approved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital Outlay</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### PERSONAL SERVICES

**Personnel Schedule**

<table>
<thead>
<tr>
<th>Position Title</th>
<th>2017</th>
<th>2018</th>
<th>Position</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance Director</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1201</td>
</tr>
<tr>
<td>Assistant Finance Director</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1202</td>
</tr>
<tr>
<td>Contracts Coordinator</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>1106</td>
</tr>
<tr>
<td>Senior Accounting Tech</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>1205</td>
</tr>
<tr>
<td>Staff Accountant</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1211</td>
</tr>
<tr>
<td>Purchasing Manager</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1203</td>
</tr>
<tr>
<td>Janitorial Staff</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>4128</td>
</tr>
<tr>
<td>Janitorial Staff Supervisor</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>4121</td>
</tr>
<tr>
<td><strong>Total Personnel</strong></td>
<td>10.0</td>
<td>9.0</td>
<td>9.0</td>
<td>9.0</td>
</tr>
</tbody>
</table>

#### CURRENT EXPENSES

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2018</th>
<th>2018</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bond Interest</td>
<td>26.0</td>
<td>20.9</td>
<td>20.9</td>
<td>20.9</td>
<td>20.9</td>
</tr>
<tr>
<td>Bond Principal</td>
<td>230.0</td>
<td>230.0</td>
<td>230.0</td>
<td>230.0</td>
<td>230.0</td>
</tr>
<tr>
<td>Treasurer’s Fees</td>
<td>29.4</td>
<td>36.0</td>
<td>37.8</td>
<td>37.8</td>
<td>37.8</td>
</tr>
<tr>
<td>Credit Card/ACH Check Fees</td>
<td>3.2</td>
<td>3.0</td>
<td>3.5</td>
<td>3.5</td>
<td>3.5</td>
</tr>
<tr>
<td>Auditing/Accounting</td>
<td>34.7</td>
<td>40.1</td>
<td>35.0</td>
<td>35.0</td>
<td>35.0</td>
</tr>
<tr>
<td>Other Professional Services</td>
<td>2.0</td>
<td>1.0</td>
<td>65.0</td>
<td>65.0</td>
<td>65.0</td>
</tr>
<tr>
<td>Postage</td>
<td>69.5</td>
<td>72.0</td>
<td>74.0</td>
<td>74.0</td>
<td>74.0</td>
</tr>
<tr>
<td>Printing and Binding</td>
<td>6.8</td>
<td>7.9</td>
<td>10.0</td>
<td>10.0</td>
<td>10.0</td>
</tr>
<tr>
<td>Copying</td>
<td>3.7</td>
<td>4.2</td>
<td>8.0</td>
<td>8.0</td>
<td>8.0</td>
</tr>
<tr>
<td>Travel and Subsistence</td>
<td>3.3</td>
<td>4.1</td>
<td>6.5</td>
<td>6.5</td>
<td>6.5</td>
</tr>
<tr>
<td>Training</td>
<td>0.0</td>
<td>2.9</td>
<td>4.1</td>
<td>4.1</td>
<td>4.1</td>
</tr>
<tr>
<td>Maintenance and Repair - Office Equipment</td>
<td>4.3</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
</tr>
<tr>
<td>Equipment Lease</td>
<td>6.0</td>
<td>6.4</td>
<td>7.5</td>
<td>7.5</td>
<td>7.5</td>
</tr>
<tr>
<td>Subscriptions and Memberships</td>
<td>7.1</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
</tr>
<tr>
<td>Office Supplies</td>
<td>2.4</td>
<td>3.7</td>
<td>2.8</td>
<td>2.8</td>
<td>2.8</td>
</tr>
<tr>
<td>Other Operating Expense</td>
<td>16.8</td>
<td>1.2</td>
<td>19.2</td>
<td>19.2</td>
<td>19.2</td>
</tr>
<tr>
<td>Janitorial</td>
<td>7.4</td>
<td>9.5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintenance and Repair - Building</td>
<td>95.0</td>
<td>48.2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Current Expenses</strong></td>
<td>$538.4</td>
<td>$494.5</td>
<td>$528.8</td>
<td>$528.8</td>
<td>$528.8</td>
</tr>
</tbody>
</table>

#### CAPITAL OUTLAY

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2018</th>
<th>2018</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office Equipment</td>
<td>2.3</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
</tr>
<tr>
<td>Copier</td>
<td>5.6</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Capital Outlay</strong></td>
<td>$2.3</td>
<td>$6.6</td>
<td>$1.0</td>
<td>$1.0</td>
<td>$1.0</td>
</tr>
</tbody>
</table>

**Change from 2017**

<table>
<thead>
<tr>
<th>Budget</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>(0.3%)</td>
<td>$4.2</td>
</tr>
</tbody>
</table>

**FINANCE DEPARTMENT NOTES:**

- xx01 Contracts coordinator moved to Finance from City Admin in 2018
- 7020 Series 2012 advance refunding 2001 issue; matures in 2020
- 7040 Series 2012 advance refunding 2001 issue; matures in 2020
- 7143 2% of property tax collection processing with Muni Revs
- 7151 Online sales tax collection with Muni Revs
- 7160 Annual financial audit, grants, programs, sales tax audits
- 7210 Utility bills, postage machine service, PO box rental, permits, meter
- 7190 Municipal Advisor fee for bond issue

Check stock, sales tax books, utility door
7230 hangers, utility credit applications, payroll
checks, W-2s, 1099s, sales tax envelopes
7260 Click rate for copier, budget book production
GFOA annual (1), CGFOA annual (3), CML (1),
online CPE, staff training, NIGP annual (1), p-
card users
7410 Conference fees for events in 7410
7430 Copyer and postage machine leases
7530 Copier and folder service contracts
7740 GFOA (2), CGFOA (3), CAMTA (2), GASB, NIGP
8090 Muni revs subscription

City of Glenwood Springs Budget Book 2018  Page 99 of 159
## CITY OF GLENWOOD SPRINGS - 2018 BUDGET

<table>
<thead>
<tr>
<th>FUNCTION ACTIVITY</th>
<th>DEPARTMENT HEAD</th>
<th>CODE</th>
<th>FUND</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENERAL GOVERNMENT</td>
<td>MUNICIPAL COURT</td>
<td>AMANDA MAURER</td>
<td>01.118</td>
</tr>
</tbody>
</table>

### SUMMARY

<table>
<thead>
<tr>
<th>Item</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Services</td>
<td>176.6</td>
<td>233.3</td>
<td>118.7</td>
</tr>
<tr>
<td>Current Expenses</td>
<td>35.4</td>
<td>63.7</td>
<td>108.7</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$211.9</strong></td>
<td><strong>$297.0</strong></td>
<td><strong>$227.4</strong></td>
</tr>
</tbody>
</table>

### PERSONAL SERVICES

#### Personnel Schedule

<table>
<thead>
<tr>
<th>Position Title</th>
<th>2017</th>
<th>18-D</th>
<th>18-M</th>
<th>18-C</th>
<th>Position</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Court Administrator</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2201</td>
<td></td>
</tr>
<tr>
<td>Court Clerk</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2204</td>
<td></td>
</tr>
<tr>
<td>Municipal Court Judge</td>
<td>0.3</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>304</td>
<td></td>
</tr>
<tr>
<td><strong>Total Personnel</strong></td>
<td><strong>2.3</strong></td>
<td><strong>2.0</strong></td>
<td><strong>2.0</strong></td>
<td><strong>2.0</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Code</th>
<th>Full-Time Salaries</th>
<th>Overtime</th>
<th>Part-Time</th>
<th>Retirement Contribution</th>
<th>FICA</th>
<th>Worker's Compensation</th>
<th>Health and Life Insurance</th>
<th>Total Personal Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>6110</td>
<td>90.4</td>
<td>138.8</td>
<td>94.6</td>
<td>111.2</td>
<td>111.2</td>
<td>6.1</td>
<td>6.1</td>
<td>$176.6</td>
</tr>
<tr>
<td>6120</td>
<td>46.4</td>
<td>45.0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>6.1</td>
<td>6.1</td>
<td>$233.3</td>
</tr>
<tr>
<td>6210</td>
<td>3.7</td>
<td>6.6</td>
<td>6.6</td>
<td>7.8</td>
<td>7.8</td>
<td>6.1</td>
<td>6.1</td>
<td>$118.7</td>
</tr>
<tr>
<td>6240</td>
<td>9.8</td>
<td>10.7</td>
<td>7.2</td>
<td>8.5</td>
<td>8.5</td>
<td>6.1</td>
<td>6.1</td>
<td>$138.0</td>
</tr>
<tr>
<td>6260</td>
<td>25.5</td>
<td>31.3</td>
<td>9.8</td>
<td>9.9</td>
<td>9.9</td>
<td>6.1</td>
<td>6.1</td>
<td>$138.0</td>
</tr>
</tbody>
</table>

### CURRENT EXPENSES

<table>
<thead>
<tr>
<th>Code</th>
<th>Legal Services</th>
<th>Credit Card Fees</th>
<th>Court Reporters</th>
<th>Professional Services</th>
<th>Post-Sentence Jail Fees</th>
<th>Printing and Binding</th>
<th>Travel and Subsistence</th>
<th>Total Current Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>7140</td>
<td>2.2</td>
<td>5.0</td>
<td>5.0</td>
<td>5.0</td>
<td>5.0</td>
<td>5.0</td>
<td>5.0</td>
<td>$35.4</td>
</tr>
<tr>
<td>7150</td>
<td>2.5</td>
<td>2.1</td>
<td>2.1</td>
<td>2.1</td>
<td>2.1</td>
<td>2.1</td>
<td>2.1</td>
<td>$10.7</td>
</tr>
<tr>
<td>7170</td>
<td>0.1</td>
<td>4.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>$63.7</td>
</tr>
<tr>
<td>7190</td>
<td>12.4</td>
<td>15.0</td>
<td>60.0</td>
<td>60.0</td>
<td>60.0</td>
<td>60.0</td>
<td>60.0</td>
<td>$297.0</td>
</tr>
<tr>
<td>7230</td>
<td>0.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>$108.7</td>
</tr>
<tr>
<td>7410</td>
<td>0.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>$108.7</td>
</tr>
<tr>
<td>7430</td>
<td>0.0</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
<td>$108.7</td>
</tr>
<tr>
<td>7450</td>
<td>0.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>$108.7</td>
</tr>
<tr>
<td>7530</td>
<td>0.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>$108.7</td>
</tr>
<tr>
<td>7550</td>
<td>0.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>$108.7</td>
</tr>
<tr>
<td>7570</td>
<td>0.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>$108.7</td>
</tr>
<tr>
<td>7810</td>
<td>0.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>$108.7</td>
</tr>
<tr>
<td>7850</td>
<td>0.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>$108.7</td>
</tr>
<tr>
<td>8020</td>
<td>0.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>$108.7</td>
</tr>
<tr>
<td>8060</td>
<td>0.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>$108.7</td>
</tr>
<tr>
<td>8090</td>
<td>0.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>$108.7</td>
</tr>
<tr>
<td><strong>Total Current Expenses</strong></td>
<td><strong>$35.4</strong></td>
<td><strong>$63.7</strong></td>
<td><strong>$108.7</strong></td>
<td><strong>$108.7</strong></td>
<td><strong>$108.7</strong></td>
<td><strong>$108.7</strong></td>
<td><strong>$108.7</strong></td>
<td><strong>$108.7</strong></td>
</tr>
</tbody>
</table>

### CAPITAL OUTLAY

<table>
<thead>
<tr>
<th>Code</th>
<th>Office Equipment</th>
</tr>
</thead>
<tbody>
<tr>
<td>9520</td>
<td></td>
</tr>
<tr>
<td><strong>Total Capital Outlay</strong></td>
<td><strong>$0.0</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Change from 2017 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>($69.6)</td>
</tr>
<tr>
<td>(23.4%)</td>
</tr>
</tbody>
</table>

### MUNICIPAL COURT BUDGET NOTES:

7190 Judge moved from salary to contract in 2017, paid from professional services; $45,000
### PERSONAL SERVICES

<table>
<thead>
<tr>
<th>Position Title</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>Code</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief of Police</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2101</td>
</tr>
<tr>
<td>Police Lieutenant</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2104</td>
</tr>
<tr>
<td>Patrol Sergeant</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>2106</td>
</tr>
<tr>
<td>Detective Sergeant</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2108</td>
</tr>
<tr>
<td>Police Officer II</td>
<td>3</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>2112</td>
</tr>
<tr>
<td>Police Officer I (BIW48,49)</td>
<td>8</td>
<td>8</td>
<td>7</td>
<td>7</td>
<td>2113</td>
</tr>
<tr>
<td>Code Enforcement Officer</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2116</td>
</tr>
<tr>
<td>Parking Enforcement Off.</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2118</td>
</tr>
<tr>
<td>Police Officer III</td>
<td>8</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>2115</td>
</tr>
<tr>
<td>Police Admin. Assist. II</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>5114</td>
</tr>
<tr>
<td>Sr. Police Records Tech.</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>5116</td>
</tr>
<tr>
<td>Police Records Clerk</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>5206</td>
</tr>
</tbody>
</table>

Total Personnel: 34.0

### CURRENT EXPENSES

<table>
<thead>
<tr>
<th>Category</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>Code</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time Salaries</td>
<td>2,106.1</td>
<td>2,222.3</td>
<td>2,305.8</td>
<td>2,279.8</td>
<td>2,279.8</td>
</tr>
<tr>
<td>Overtime</td>
<td>114.0</td>
<td>125.0</td>
<td>125.0</td>
<td>125.0</td>
<td>125.0</td>
</tr>
<tr>
<td>Leaf Grant - DUI OT</td>
<td>0.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Part-Time</td>
<td>5.4</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retirement Contribution</td>
<td>133.0</td>
<td>164.3</td>
<td>170.2</td>
<td>168.3</td>
<td>168.3</td>
</tr>
<tr>
<td>Police/Fire Retirement</td>
<td>168.7</td>
<td>176.0</td>
<td>182.3</td>
<td>180.4</td>
<td>180.4</td>
</tr>
<tr>
<td>FICA</td>
<td>29.6</td>
<td>32.4</td>
<td>33.5</td>
<td>32.8</td>
<td>32.8</td>
</tr>
<tr>
<td>Worker's Compensation</td>
<td>58.8</td>
<td>77.2</td>
<td>77.2</td>
<td>77.2</td>
<td>77.2</td>
</tr>
<tr>
<td>FPPA Disability</td>
<td>0.0</td>
<td>36.9</td>
<td>44.3</td>
<td>41.0</td>
<td>41.0</td>
</tr>
<tr>
<td>Health and Life Insurance</td>
<td>443.0</td>
<td>545.2</td>
<td>583.0</td>
<td>555.4</td>
<td>555.4</td>
</tr>
<tr>
<td>Unemployment Insurance</td>
<td>5.8</td>
<td>7.0</td>
<td>7.3</td>
<td>7.2</td>
<td>7.2</td>
</tr>
</tbody>
</table>

Total Personal Services: $3,064.5

Total Current Expenses: $396.5
### SUMMARY

<table>
<thead>
<tr>
<th>Department</th>
<th>Request</th>
<th>Recommend</th>
<th>Approved</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016 ACTUAL</td>
<td>2017 BUDGET</td>
<td>2018 BUDGET</td>
<td></td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>$0</td>
<td>$0</td>
<td>$1.5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Item</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>9530</td>
<td>Other Machinery &amp; Equipment</td>
<td>0</td>
<td>1.5</td>
</tr>
<tr>
<td>9460</td>
<td>Confiscated Funds Equipment</td>
<td>0</td>
<td>1.5</td>
</tr>
<tr>
<td>9470</td>
<td>HIDTA Equipment</td>
<td>0</td>
<td>1.5</td>
</tr>
<tr>
<td>9530</td>
<td>Other Machinery &amp; Equipment</td>
<td>0</td>
<td>1.5</td>
</tr>
</tbody>
</table>

**POLICE DEPARTMENT NOTES:**

- xxxx Additional PO1 added from 2017 passage of Marijuana Excise and Sales Taxes.
- 7190 Increase in Lexipol membership dues, towing cost, background checks and pre-employment testing.
- 7220 Dedicated landline for intoxilizer.
- 7410 I-70 POST Free Training has led to an increase in travel costs.
- 7430 POST-mandated training state-wide.
- 7550 Annual recertification of radar units.
- 7740 Copiers.
- 8030 Increase in cost of blood tests from more frequent DUI charges.
- 8135 Shop with a Cop, Bike Rodeo, other youth programs.
- 8145 Cell phones, computer access from mobile devices.
- 8310 CARE annual contract for strays and impounds.
- 8460 Fully reimbursed from department asset accounts.
- 8470 Drug Task Force, 100% reimbursement.
- 8480 Member agency contribution for analyst at the Drug Task Force.
- 8490 Increasing ammunition cost and cartridges for electronic control devices.
<table>
<thead>
<tr>
<th>Personnel Schedule</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Engineer</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1401</td>
</tr>
<tr>
<td>Assistant City Engineer</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>1404</td>
</tr>
<tr>
<td>Transportation Manager</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1405</td>
</tr>
<tr>
<td>Admin Asst. II - Eng.</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>5118</td>
</tr>
<tr>
<td>Asst. Dir. PW</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3104</td>
</tr>
<tr>
<td>GIS Administrator</td>
<td>0.5</td>
<td>0.5</td>
<td>0.5</td>
<td>0.5</td>
<td>1407</td>
</tr>
</tbody>
</table>

**Total Personnel**: 5.5

**Current Expenses**

<table>
<thead>
<tr>
<th>Item</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time Salaries</td>
<td>370.3</td>
<td>397.0</td>
<td>421.1</td>
<td>423.5</td>
<td>423.5</td>
</tr>
<tr>
<td>Overtime</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Part-Time</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Retirement Contribution</td>
<td>14.4</td>
<td>27.8</td>
<td>29.5</td>
<td>29.6</td>
<td>29.6</td>
</tr>
<tr>
<td>FICA</td>
<td>27.2</td>
<td>30.4</td>
<td>32.2</td>
<td>32.4</td>
<td>32.4</td>
</tr>
<tr>
<td>Worker’s Compensation</td>
<td>1.9</td>
<td>2.6</td>
<td>2.6</td>
<td>2.6</td>
<td>2.6</td>
</tr>
<tr>
<td>Health and Life Insurance</td>
<td>47.1</td>
<td>49.5</td>
<td>64.0</td>
<td>64.0</td>
<td>64.0</td>
</tr>
<tr>
<td>Unemployment Insurance</td>
<td>1.0</td>
<td>1.2</td>
<td>1.3</td>
<td>1.3</td>
<td>1.3</td>
</tr>
</tbody>
</table>

**Total Current Expenses**: $461.9

**Capital Outlay**

<table>
<thead>
<tr>
<th>Item</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>GPS street data (BIW)</td>
<td>.0</td>
<td>.0</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
</tr>
</tbody>
</table>

**Total Capital Outlay**: $5.0

**Change from 2017 budget**: $53.3 ($50.5) ($50.5) (7.8%) (7.4%) (7.4%)

**ENGINEERING DEPARTMENT NOTES**:  
- Development review outsourcing: $5,000  
- GIS Professional Services: $5,000  
- Engineering standards - completion of 2016 contract: $15,000  
- Total review outsourcing: $25,000  
- GarCo software agreement, ArcGIS license  
- Cell phones  
- Project announcement  
- Local GIS classes, Certified Floodplain Manager, special topics  
- Engineering truck maintenance  
- Fleet service and fuel  
- Professional membership fees, background checks for employment, meetings expense
### CITY OF GLENWOOD SPRINGS - 2018 BUDGET

<table>
<thead>
<tr>
<th>FUNCTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>PUBLIC WORKS</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>DEPARTMENT HEAD</th>
<th>CODE</th>
<th>FUND</th>
</tr>
</thead>
<tbody>
<tr>
<td>STREETS AND ALLEYS</td>
<td>ROBIN MILLYARD</td>
<td>01.153</td>
<td>GENERAL</td>
</tr>
</tbody>
</table>

#### SUMMARY

<table>
<thead>
<tr>
<th>Year</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Department</td>
<td>Manager</td>
<td>Recommend</td>
</tr>
<tr>
<td>Personal Services</td>
<td>650.7</td>
<td>696.4</td>
<td>665.5</td>
</tr>
<tr>
<td>Current Expenses</td>
<td>451.4</td>
<td>585.7</td>
<td>493.8</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,102.1</strong></td>
<td><strong>$1,282.1</strong></td>
<td><strong>$1,159.4</strong></td>
</tr>
</tbody>
</table>

#### PERSONAL SERVICES

<table>
<thead>
<tr>
<th>Position Title</th>
<th>2017 Employees</th>
<th>1B-D</th>
<th>1B-M</th>
<th>1B-C</th>
<th>Position Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Streets Superintendent</td>
<td>1 1 1 1</td>
<td>3401</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equip. Operator II - PW</td>
<td>3 2 2 2</td>
<td>3412</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equip. Operator I - PW</td>
<td>0 1 1 1</td>
<td>3411</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maint Worker I / St. Sweep</td>
<td>3 4 4 4</td>
<td>3409</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Street Crew Leader</td>
<td>0 1 1 1</td>
<td>3104</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maint Worker II / St. Sweep</td>
<td>2 0 0 0</td>
<td>3407</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Personnel</strong></td>
<td><strong>9.0</strong></td>
<td><strong>9.0</strong></td>
<td><strong>9.0</strong></td>
<td><strong>9.0</strong></td>
<td></td>
</tr>
</tbody>
</table>

#### CURRENT EXPENSES

- **7220 Telephone**
- **7230 Printing and Binding**
- **7280 Advertising and Publications**
- **7310 Electricity**
- **7320 Gas**
- **7330 Water**
- **7410 Travel and Subsistence**
- **7430 Training**
- **7520 Maintenance - Building**
- **7530 Maintenance - Office Equipment**
- **7540 Maintenance - Vehicles**
- **7740 Equipment Rental - Snow Removal**
- **7810 Subscriptions and Memberships**
- **7830 Landfill Expense**
- **8020 Educational Supplies**
- **8040 Uniforms**
- **8060 Office Supplies**
- **8080 Gas, Oil, Lubricants**
- **8090 Other Operating Expenses**
- **8120 Small Tools and Equipment (BIW73)**
- **8130 Material to Maintain Buildings**
- **8160 Other Materials**
- **8170 Signs**
- **8190 Flood Control/Hazardous Waste**

| Total Current Expenses | **$451.4** | **$585.7** | **$493.8** | **$469.1** | **$469.1** |

#### CAPITAL OUTLAY

| 9530 Other Machinery and Equipment |

| Total Capital Outlay | **$0.0** | **$0.0** | **$0.0** | **$0.0** |

| Change from '17 budget | **($122.7)** | **($146.9)** | **($146.9)** |
| (9.6%) | (11.5%) | (11.5%) |

#### STREETS AND ALLEYS DEPARTMENT NOTES:

- **7220 Cell phone and mobile devices**
- **7280 Advertising for contract work**
- **7410 More training events scheduled**
- **7430 More training events scheduled**
- **7520 Based on past three years actual data**
- **7540 Assumes 5% increase in service cost**
- **7740 Includes BIW of $5,000 for rental equipment, outsourced contract**
<table>
<thead>
<tr>
<th>Function Activity</th>
<th>Department Head</th>
<th>Code</th>
<th>Fund</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Development</td>
<td>Administration and Planning</td>
<td>Jennifer Doton</td>
<td>01.141</td>
</tr>
</tbody>
</table>

### Summary

<table>
<thead>
<tr>
<th></th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Services</td>
<td>455.5</td>
<td>461.1</td>
<td>460.0</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>460.1</td>
<td>460.1</td>
<td>460.1</td>
</tr>
<tr>
<td>Total</td>
<td>$813.8</td>
<td>$943.9</td>
<td>$767.3</td>
</tr>
</tbody>
</table>

#### Personal Services

<table>
<thead>
<tr>
<th>Position Title</th>
<th>2017</th>
<th>1B-D</th>
<th>1B-M</th>
<th>1B-C</th>
<th>Position</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Dev. Director</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1301</td>
<td></td>
</tr>
<tr>
<td>Admin Assistant I - CD</td>
<td>0.5</td>
<td>0.5</td>
<td>0.5</td>
<td>0.5</td>
<td>5107</td>
<td></td>
</tr>
<tr>
<td>Planner II</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1305</td>
<td></td>
</tr>
<tr>
<td>Senior Planner</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1303</td>
<td></td>
</tr>
<tr>
<td>Community/Eco Dev Dir</td>
<td>0</td>
<td>0.25</td>
<td>0.25</td>
<td>0.25</td>
<td>1109</td>
<td></td>
</tr>
<tr>
<td>Assist Community/Eco Dev Dir</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Planner I</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Personnel</td>
<td>4.5</td>
<td>4.75</td>
<td>4.75</td>
<td>4.8</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Current Expenses

<table>
<thead>
<tr>
<th>Line Item</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Services</td>
<td>$455.5</td>
<td>$461.1</td>
<td>$460.0</td>
</tr>
</tbody>
</table>

#### Capital Outlay

<table>
<thead>
<tr>
<th>Line Item</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>

#### Change from 2017 Budget

<table>
<thead>
<tr>
<th>Change</th>
<th>($176.6)</th>
<th>($219.5)</th>
<th>($219.5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>(18.7%)</td>
<td>(23.2%)</td>
<td>(23.2%)</td>
</tr>
</tbody>
</table>

### Community Development Department Notes:

- **6272** Support for ad-hoc projects
- **7150** Credit Card Fees
- **7190** This line item has decreased by $200,000 from 2017 cost of land use code and EPA re-write
- Complete redrafting of Land Use Code (2017 carryover) $20,000
- EPA area-wide plan (2017 carryover) $120,000
- Consulting for zoning implementation $30,000
- Annual payment to Garfield County Housing Authority $10,000
- $180,000
- **7280** Display and legal notices
- **7430** To include additional costs for AICP tests and eco devo training
- **7530** Copier payment
- **8090** Support for commissions, events and special meetings
- **8200** Education, training, plaques and publications
- **8310** Downtown property surveys
## COMMUNITY DEVELOPMENT DEPARTMENT NOTES:

Consultant provides building plan review and is paid 60% of residential and 66% of commercial fees that are paid to the City by the applicant.

7130  Staff training (10 days), Colorado ICC chapter training

8020  ICC code books
## Parks and Recreation Department

### Summary

<table>
<thead>
<tr>
<th>Activity</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Services</td>
<td>1,622.5</td>
<td>1,700.7</td>
<td>1,917.8</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>699.2</td>
<td>728.5</td>
<td>657.5</td>
</tr>
<tr>
<td>Current Expenses</td>
<td>701.5</td>
<td>701.5</td>
<td>700.8</td>
</tr>
</tbody>
</table>

**Total: $2,321.6 $2,429.2 $2,575.3 $2,637.0 $2,637.0**

### Personnel Schedule

<table>
<thead>
<tr>
<th>Position Title</th>
<th>2017</th>
<th>2018</th>
<th>Position Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parks and Recreation Dir.</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Community Rec Coord.</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Office Coordinator</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Athletics/Fitness Coord.</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Ice Rink/Programs Coord.</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Facility Coordinator</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Building Maint. Foreman</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Aquatics Coordinator</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Recreation Supervisor</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>CSRI</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Blög Mtn/Janitorial Staff</td>
<td>2</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Building Maint II</td>
<td>1</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Pool Manager</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Janitorial Staff</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Facility Maint Supt</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Building Maint III</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

**Total Personnel: $1,622.5 $1,700.7 $1,917.8 $1,936.2 $1,936.2**

### Operating Expenses

<table>
<thead>
<tr>
<th>Item</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>7190 Professional Services</td>
<td>32.0</td>
<td>24.0</td>
<td>36.0</td>
</tr>
<tr>
<td>7220 Telephone</td>
<td>7.4</td>
<td>7.0</td>
<td>7.4</td>
</tr>
<tr>
<td>7221 Postage</td>
<td>1.4</td>
<td>2.0</td>
<td>2.0</td>
</tr>
<tr>
<td>7230 Printing and Binding</td>
<td>5.0</td>
<td>5.1</td>
<td>5.1</td>
</tr>
<tr>
<td>7280 Advertising</td>
<td>8.2</td>
<td>9.0</td>
<td>9.0</td>
</tr>
<tr>
<td>7310 Electrical</td>
<td>130.0</td>
<td>149.0</td>
<td>120.0</td>
</tr>
<tr>
<td>7320 Natural Gas</td>
<td>77.9</td>
<td>100.0</td>
<td>80.0</td>
</tr>
<tr>
<td>7330 Water and Sewer</td>
<td>35.3</td>
<td>34.6</td>
<td>36.0</td>
</tr>
<tr>
<td>7350 Disposal Costs</td>
<td>7.2</td>
<td>8.0</td>
<td>7.0</td>
</tr>
<tr>
<td>7410 Travel and Subsistence</td>
<td>0.0</td>
<td>2.0</td>
<td>2.0</td>
</tr>
<tr>
<td>7430 Training</td>
<td>8.6</td>
<td>8.5</td>
<td>7.0</td>
</tr>
<tr>
<td>7520 Maintenance - Building</td>
<td>118.8</td>
<td>118.8</td>
<td>110.0</td>
</tr>
<tr>
<td>7530 Maintenance - Ice Rink</td>
<td>30.4</td>
<td>38.0</td>
<td>36.1</td>
</tr>
<tr>
<td>7540 Maintenance and Repair - Vehicles</td>
<td>19.0</td>
<td>14.0</td>
<td>13.3</td>
</tr>
<tr>
<td>7740 Equipment Rent/Lease</td>
<td>4.6</td>
<td>5.6</td>
<td>4.8</td>
</tr>
<tr>
<td>7750 Security</td>
<td>1.4</td>
<td>1.0</td>
<td>1.2</td>
</tr>
<tr>
<td>7810 Subscriptions and Memberships</td>
<td>4.2</td>
<td>4.2</td>
<td>3.8</td>
</tr>
<tr>
<td>7840 Bank Services</td>
<td>41.5</td>
<td>36.4</td>
<td>36.4</td>
</tr>
<tr>
<td>7960 Sale and Rental Items</td>
<td>18.2</td>
<td>17.0</td>
<td>16.2</td>
</tr>
<tr>
<td>7964 Food Items</td>
<td>1.8</td>
<td>1.1</td>
<td>1.2</td>
</tr>
<tr>
<td>8040 Uniforms</td>
<td>2.4</td>
<td>4.0</td>
<td>1.4</td>
</tr>
<tr>
<td>8060 Office Supplies</td>
<td>4.2</td>
<td>5.7</td>
<td>5.0</td>
</tr>
<tr>
<td>8081 Gas, Oil Lubricants</td>
<td>2.1</td>
<td>3.5</td>
<td>3.0</td>
</tr>
<tr>
<td>8090 Other Operating Expense</td>
<td>6.1</td>
<td>6.0</td>
<td>8.0</td>
</tr>
<tr>
<td>8152 Maintenance Supply</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>8263 Pool Maintenance Equipment &amp; Supply</td>
<td>50.2</td>
<td>35.2</td>
<td>35.2</td>
</tr>
</tbody>
</table>

**Total Operating Expenses: $668.5 $683.3 $618.8 $664.3 $664.3**

### Current Expenses

<table>
<thead>
<tr>
<th>Item</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>6110 Full-Time Salaries</td>
<td>641.9</td>
<td>685.6</td>
<td>768.5</td>
</tr>
<tr>
<td>6120 Overtime</td>
<td>1.4</td>
<td>2.9</td>
<td>2.9</td>
</tr>
<tr>
<td>6130 Part-Time (8H5S9)</td>
<td>663.0</td>
<td>651.5</td>
<td>701.5</td>
</tr>
<tr>
<td>6210 Retirement Contribution</td>
<td>39.8</td>
<td>48.2</td>
<td>54.0</td>
</tr>
<tr>
<td>6240 FICA</td>
<td>98.4</td>
<td>102.5</td>
<td>112.7</td>
</tr>
<tr>
<td>6250 Worker’s Compensation</td>
<td>38.8</td>
<td>46.6</td>
<td>42.4</td>
</tr>
<tr>
<td>6260 Health and Life Insurance</td>
<td>135.5</td>
<td>159.3</td>
<td>231.4</td>
</tr>
<tr>
<td>6270 Unemployment Insurance</td>
<td>3.6</td>
<td>4.0</td>
<td>4.4</td>
</tr>
</tbody>
</table>

**Total Current Expenses: $1,622.5 $1,700.7 $1,917.8 $1,936.2 $1,936.2**
## RECREATION PROGRAM DEPARTMENT NOTES:

- **x01** Janitorial staff and supervisor were relocated here from finance in 2018.
- 6130 Part time forecast is 2% over 2017 forecast plus $50,000 for 2 part time porters (BiW59)
- 7190 Vermont Systems $6500; Cleaning Service for Ice Rink $16000
- 7220 CenturyLink and department issued cell phones
- 7221 USPS, UPS, FedEx and other shipping
- 7230 Unilink color copy charges and brochures
- 7280 Broadband $840, Promo Materials $3000, Newspaper, Hotels, Chamber
- 7310 Decrease with system efficiencies
- 7320 Decrease with system efficiencies
- 7330 Includes ice rink and refill of pools after repairs and maintenance
- 7350 Bear resistant dumpsters and recycling collection
- 7410 Meals during training and travel beyond range of city vehicle use
- 7430 Ice Rink $1800, CPR $1000, CPRA $1500, Camp Asso. $1000, Youth Programs $1500, Fitness Certs, Supervisor Training
- 7510 Backup contractor for vacation and sick day staff shortages
- 7520 Custodial/Maintenance Supplies $65000; HVAC $35000; Plumbing $110000; Landscaping $20000; Surveillance $125000, Interior imprvmt $20000.
- 7530 HVAC $8000; Becker $6000, Custodial $5000, Plumbing $5000
- 7540 Includes 2 vans, Zamboni, p/u truck, SUV, groundskeeping mower
- 7740 R Ich color copier
- 7750 APEX monitoring system
- 7810 DirecTV $1600, Music License $1500, CPRA, NRPA, NARCE, NYSCA, ACA
- 7840 Charge Card fees $34500, Plug-n-Pay
- 7960 Ice rink $8500; Pro shop $6500; Meeting rooms $2000
- 7964 Authorized Commission or staff events/meetings
- 8040 Staff clothing, including FT/PT aquatics, fitness, rink and maintenance, shirts/guard outfits
- 8061 HR related costs associated with hiring for Parks/Recreation
- 8063 Ice rink $1000, climbing wall $1000, Pre-School $7500, Fitness $4000
- 8064 Wellness programs and fitness equipment repairs (bikes, cardio, dance, TRX, etc.)
- 8067 Replacement sound equipment, lecterns, screens, projectors, card tables/folding chairs
- 8068 Tennis, Scuba
- 8080 Petroleum products $3000, fleet service charges $500
- 8090 1st Aid supplies, AED, membership supplies, furniture repair, vandalism
- 8103 RFSD Transportation $5000, License fee $500, t-shirts $1000, trips, supplies
- 8109 Program and membership awards based on income level and need
- 8200 Sports supplies $4000; awards $3200
- 8210 Sports supplies $2400; t-shirts and awards $7200
- 8240 Replacement nets, supplies, signs
- 8263 Chemicals $18000, Plumbing $10000, HVAC $6000
- 8310 Program assistance, does not include facility charges or supplies
- 8320 Halloween Party, Daddy/Daughter Dance, City staff/volunteer recognition events
## Personal Services

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>6110 Full-Time Salaries</td>
<td>58.6</td>
<td>58.6</td>
<td>58.6</td>
<td>58.6</td>
<td>58.6</td>
<td>58.6</td>
</tr>
<tr>
<td>6120 Overtime</td>
<td>6.0</td>
<td>6.0</td>
<td>6.0</td>
<td>6.0</td>
<td>6.0</td>
<td>6.0</td>
</tr>
<tr>
<td>6130 Part-Time</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
</tr>
<tr>
<td>6210 Retirement Contribution</td>
<td>4.1</td>
<td>4.1</td>
<td>4.1</td>
<td>4.1</td>
<td>4.1</td>
<td>4.1</td>
</tr>
<tr>
<td>6240 FICA</td>
<td>4.4</td>
<td>4.4</td>
<td>4.4</td>
<td>4.4</td>
<td>4.4</td>
<td>4.4</td>
</tr>
<tr>
<td>6250 Worker's Compensation</td>
<td>4.0</td>
<td>4.0</td>
<td>4.0</td>
<td>4.0</td>
<td>4.0</td>
<td>4.0</td>
</tr>
<tr>
<td>6260 Health and Life Insurance</td>
<td>27.6</td>
<td>27.6</td>
<td>27.6</td>
<td>27.6</td>
<td>27.6</td>
<td>27.6</td>
</tr>
<tr>
<td>6270 Unemployment Insurance</td>
<td>5.0</td>
<td>5.0</td>
<td>5.0</td>
<td>5.0</td>
<td>5.0</td>
<td>5.0</td>
</tr>
<tr>
<td><strong>Total Personal Services</strong></td>
<td><strong>$0.0</strong></td>
<td><strong>$0.0</strong></td>
<td><strong>$199.0</strong></td>
<td><strong>$199.0</strong></td>
<td><strong>$199.0</strong></td>
<td><strong>$199.0</strong></td>
</tr>
</tbody>
</table>

## Current Expenses

<table>
<thead>
<tr>
<th>Activity</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>82.7</td>
<td>82.7</td>
<td>82.7</td>
</tr>
<tr>
<td>Furnishings and Equipment</td>
<td>79.2</td>
<td>79.2</td>
<td>79.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$82.7</strong></td>
<td><strong>$82.7</strong></td>
<td><strong>$82.7</strong></td>
</tr>
</tbody>
</table>

## Capital Outlay

<table>
<thead>
<tr>
<th>Activity</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Furnishings and Equipment</td>
<td>79.2</td>
<td>79.2</td>
<td>79.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$79.2</strong></td>
<td><strong>$79.2</strong></td>
<td><strong>$79.2</strong></td>
</tr>
</tbody>
</table>

### RECREATION PROGRAMS DEPARTMENT NOTES:

6130 Building maintenance $76,000, Program Instructors $20,000

Furnishings and Equipment:

- Kiln: 2,000 units, Dance Bars: 1,400 units
- Wheels: 8,000 units, Sound System: 3,500 units
- Tools: 500 units, Office Furniture: 1,500 units
- Easels: 1,000 units, Floor: 26,000 units
- Paint Supplies: 1,000 units, Facility Improvements: 20,000 units
- Tables: 1,800 units, Studio Lighting: 10,000 units
- Chairs: 1,500 units, Total Furniture and Equipment: 79,200 units
- Mirrors: 1,000 units
### CITY OF GLENWOOD SPRINGS - 2018 BUDGET

<table>
<thead>
<tr>
<th>FUNCTION</th>
<th>ACTIVITY</th>
<th>DEPARTMENT HEAD</th>
<th>CODE</th>
<th>FUND</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENERAL ADMINISTRATION</td>
<td>FACILITIES</td>
<td>BRIAN SMITH</td>
<td>01.121</td>
<td>GENERAL</td>
</tr>
</tbody>
</table>

#### SUMMARY

<table>
<thead>
<tr>
<th></th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Department</td>
<td>Manager</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Request</td>
<td>Recommend</td>
</tr>
<tr>
<td>Personal Services</td>
<td></td>
<td>135.0</td>
<td>35.6</td>
</tr>
<tr>
<td>Current Expenses</td>
<td></td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td></td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>$170.5</strong></td>
<td><strong>$170.5</strong></td>
</tr>
</tbody>
</table>

#### PERSONAL SERVICES

<table>
<thead>
<tr>
<th>Position Title</th>
<th>2017</th>
<th>18-D</th>
<th>18-M</th>
<th>18-C</th>
<th>Position</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Janitorial Staff Supervisor</td>
<td>0.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>4121</td>
<td>20</td>
</tr>
<tr>
<td>Janitorial Staff</td>
<td>0.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>4129</td>
<td>25</td>
</tr>
</tbody>
</table>

#### CURRENT EXPENSES

<table>
<thead>
<tr>
<th>Position Title</th>
<th>2017</th>
<th>18-D</th>
<th>18-M</th>
<th>18-C</th>
<th>Position</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Hall Janitorial Supplies</td>
<td>8.5</td>
<td>8.5</td>
<td>8.5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City Hall Building Maintenance</td>
<td>27.1</td>
<td>27.1</td>
<td>27.1</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total Current Expenses**

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>18-D</th>
<th>18-M</th>
<th>18-C</th>
<th>Position</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### CAPITAL OUTLAY

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>18-D</th>
<th>18-M</th>
<th>18-C</th>
<th>Position</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### FACILITIES DEPARTMENT NOTES:

Personnel: Custodial staff for City Hall was managed in the Finance Department budget prior to 2018 when the maintenance responsibility was moved to a newly created Facilities Department managed by the Recreation Department. Two full-time positions were moved here.

7520 Building Maintenance

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>18-D</th>
<th>18-M</th>
<th>18-C</th>
<th>Position</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maint/repair - building</td>
<td>7,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maint/repair - equipment</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Elevator service - monthly</td>
<td>2,620</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Elevator inspection - annually</td>
<td>170</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pest control - monthly</td>
<td>1,176</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Carpet cleaning - common area only</td>
<td>3,500</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Window cleaning - interior - annually</td>
<td>1,750</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Window cleaning - exterior - annually</td>
<td>1,750</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fire alarm inspection - annually</td>
<td>700</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Suppression test - annually</td>
<td>500</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total Building Maintenance**

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>18-D</th>
<th>18-M</th>
<th>18-C</th>
<th>Position</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Change from 2017 Budget

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>18-D</th>
<th>18-M</th>
<th>18-C</th>
<th>Position</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Not Applicable**

City of Glenwood Springs Budget Book 2018

Page 110 of 159
### PERSONAL SERVICES

<table>
<thead>
<tr>
<th>Position Title</th>
<th>2017 18-D</th>
<th>2018 18-M</th>
<th>2019 18-C</th>
<th>Position</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parks/Cemetery Superint.</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>4103</td>
</tr>
<tr>
<td>Maint. Worker I - Parks</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>4112</td>
</tr>
<tr>
<td>Crew Lead</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>4130</td>
</tr>
<tr>
<td>PT Seasonal Maint. Wrkr I</td>
<td>4.17</td>
<td>4.17</td>
<td>4.17</td>
<td>4.17</td>
<td>0098</td>
</tr>
<tr>
<td>Staff Project Manager (BIW47)</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Staff Landscaper (BIW35)</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>

**Total Personnel:** 12.17 14.17 12.17 12.17

**Full-Time Salaries:** $695.5 752.2 946.3 751.4

**Overtime:** $8.4 7.5 12.0 7.5

**Retirement Contribution:** $140.0 140.0 140.0 140.0

**FICA:** $140.0 140.0 140.0 140.0

**Employee’s Compensation:** $107.2 117.9 180.3 125.3

**Unemployment Insurance:** $1.3 1.6 1.9 1.6

**Total Personal Services:** $695.5 752.2 946.3 751.4

### CURRENT EXPENSES

**Total Current Expenses:** $436.6 378.6 361.3 387.7

<table>
<thead>
<tr>
<th>Expense Description</th>
<th>2016 Actual</th>
<th>2017 Request</th>
<th>2018 Recommend</th>
<th>Council Approved</th>
</tr>
</thead>
<tbody>
<tr>
<td>7190 Professional Services - Spraying Contract</td>
<td>98.7</td>
<td>58.0</td>
<td>35.0</td>
<td>60.0</td>
</tr>
<tr>
<td>7220 Telephone</td>
<td>2.3</td>
<td>2.7</td>
<td>5.0</td>
<td>5.0</td>
</tr>
<tr>
<td>7310 Electricity</td>
<td>14.6</td>
<td>16.6</td>
<td>15.8</td>
<td>15.5</td>
</tr>
<tr>
<td>7320 Gas</td>
<td>3.4</td>
<td>6.7</td>
<td>6.4</td>
<td>5.0</td>
</tr>
<tr>
<td>7330 Water</td>
<td>11.6</td>
<td>106.0</td>
<td>115.0</td>
<td>115.0</td>
</tr>
<tr>
<td>7350 Trash Pickup</td>
<td>1.7</td>
<td>8.4</td>
<td>7.5</td>
<td>12.0</td>
</tr>
<tr>
<td>7410 Travel and Subsistence</td>
<td>1.1</td>
<td>0.7</td>
<td>0.7</td>
<td>1.2</td>
</tr>
<tr>
<td>7430 Training</td>
<td>4.0</td>
<td>3.8</td>
<td>3.0</td>
<td>4.0</td>
</tr>
<tr>
<td>7540 Maintenance and Repair - Vehicles</td>
<td>58.1</td>
<td>50.4</td>
<td>45.0</td>
<td>50.0</td>
</tr>
<tr>
<td>7560 Maintenance - Trails</td>
<td>8.7</td>
<td>8.5</td>
<td>7.8</td>
<td>8.0</td>
</tr>
<tr>
<td>7710 Land Rent/Lease</td>
<td>0.6</td>
<td>0.7</td>
<td>0.6</td>
<td>0.7</td>
</tr>
<tr>
<td>7740 Equipment Rental</td>
<td>12.6</td>
<td>16.5</td>
<td>13.0</td>
<td>13.0</td>
</tr>
<tr>
<td>7810 Subscriptions and Memberships</td>
<td>.3</td>
<td>.3</td>
<td>.3</td>
<td>.3</td>
</tr>
<tr>
<td>7830 Landfill Expense</td>
<td>2.6</td>
<td>1.0</td>
<td>1.0</td>
<td>1.5</td>
</tr>
<tr>
<td>8010 Agricultural and Horticultural Supplies</td>
<td>30.9</td>
<td>16.5</td>
<td>29.5</td>
<td>20.0</td>
</tr>
<tr>
<td>8040 Uniforms</td>
<td>2.8</td>
<td>3.8</td>
<td>3.5</td>
<td>3.8</td>
</tr>
<tr>
<td>8060 Office Supplies</td>
<td>.0</td>
<td>.1</td>
<td>.4</td>
<td>.3</td>
</tr>
<tr>
<td>8080 Gas, Oil Lubricants</td>
<td>16.1</td>
<td>24.0</td>
<td>19.0</td>
<td>20.0</td>
</tr>
<tr>
<td>8090 Other Operating Expense</td>
<td>27.6</td>
<td>29.0</td>
<td>27.5</td>
<td>28.0</td>
</tr>
<tr>
<td>8120 Small Tools and Equipment</td>
<td>3.9</td>
<td>4.0</td>
<td>3.0</td>
<td>3.5</td>
</tr>
<tr>
<td>8130 Material to Maintain Buildings</td>
<td>19.9</td>
<td>21.0</td>
<td>20.0</td>
<td>20.0</td>
</tr>
<tr>
<td>8600 Repurchase Cemetery Lots</td>
<td>1.3</td>
<td>.3</td>
<td>1.0</td>
<td>1.0</td>
</tr>
</tbody>
</table>

**Total Current Expenses:** $436.6 378.6 361.3 387.7

**Change from ’17 budget:** $176.8 $8.4 $8.4

[City of Glenwood Springs Budget Book 2018](#)
### CITY OF GLENWOOD SPRINGS - 2018 BUDGET

**Summary of Revenues, Expenditures and Fund Balance (000’s)**

#### TOURISM PROMOTION FUND

<table>
<thead>
<tr>
<th>Revenue Description</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>1130 Accommodations Tax</td>
<td>1,033.0</td>
<td>984.8</td>
<td>1,034.1</td>
</tr>
<tr>
<td>3120 Interest Income</td>
<td>1.4</td>
<td>1.0</td>
<td>1.3</td>
</tr>
<tr>
<td>3130 Miscellaneous Income</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$1,034.4</strong></td>
<td><strong>$985.8</strong></td>
<td><strong>$1,035.4</strong></td>
</tr>
</tbody>
</table>

#### Expenditures

<table>
<thead>
<tr>
<th>Expense Description</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>7190 Salary - Marketing Director</td>
<td>77.3</td>
<td>78.8</td>
<td>81.2</td>
</tr>
<tr>
<td>7193 Marketing Project Manager</td>
<td>56.6</td>
<td>57.8</td>
<td>59.5</td>
</tr>
<tr>
<td>7194 Payroll Tax &amp; Benefits</td>
<td>29.5</td>
<td>30.0</td>
<td>30.9</td>
</tr>
<tr>
<td>7196 Visitor Services</td>
<td>100.0</td>
<td>100.0</td>
<td>115.0</td>
</tr>
<tr>
<td>7220 Public Relations</td>
<td>39.9</td>
<td>40.0</td>
<td>44.0</td>
</tr>
<tr>
<td>7230 Printing/Distribution (Brochures, etc.)</td>
<td>36.0</td>
<td>37.3</td>
<td>27.0</td>
</tr>
<tr>
<td>7280 Advertising (Print/Online/Radio/TV/Agency Fees/Creative)</td>
<td>439.4</td>
<td>460.0</td>
<td>481.0</td>
</tr>
<tr>
<td>7282 Hosting (Website/Video/Domains/Email/Booking Engine)</td>
<td>17.5</td>
<td>24.7</td>
<td>36.4</td>
</tr>
<tr>
<td>7283 Internet Management</td>
<td>2.5</td>
<td>10.0</td>
<td>10.0</td>
</tr>
<tr>
<td>7285 Direct Mail and Fulfillment</td>
<td>12.7</td>
<td>14.0</td>
<td>11.5</td>
</tr>
<tr>
<td>7286 Trade Shows</td>
<td>6.2</td>
<td>6.1</td>
<td>7.8</td>
</tr>
<tr>
<td>7287 Organizations &amp; Education</td>
<td>6.4</td>
<td>8.3</td>
<td>9.1</td>
</tr>
<tr>
<td>7289 Miscellaneous Expense</td>
<td>73.4</td>
<td>2.0</td>
<td>2.5</td>
</tr>
<tr>
<td>7291 Travel</td>
<td>16.1</td>
<td>19.2</td>
<td>18.9</td>
</tr>
<tr>
<td>7292 Group and International Marketing</td>
<td>23.2</td>
<td>14.9</td>
<td>23.1</td>
</tr>
<tr>
<td>7415 Research and Tracking</td>
<td>57.5</td>
<td>.0</td>
<td>.0</td>
</tr>
<tr>
<td>7420 Bookkeeping Services</td>
<td>9.0</td>
<td>9.0</td>
<td>10.4</td>
</tr>
<tr>
<td>7900 Interfund Cost of Service</td>
<td>12.0</td>
<td>10.5</td>
<td>10.7</td>
</tr>
<tr>
<td>8090 Other Expenses</td>
<td>2.2</td>
<td>.0</td>
<td>.0</td>
</tr>
<tr>
<td>8200 Consultants</td>
<td>9.2</td>
<td>8.0</td>
<td>5.0</td>
</tr>
<tr>
<td>8400 Community Promotion</td>
<td>50.2</td>
<td>79.8</td>
<td>29.8</td>
</tr>
<tr>
<td>9800 Contingency</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$1,076.8</strong></td>
<td><strong>$1,010.2</strong></td>
<td><strong>$1,013.7</strong></td>
</tr>
</tbody>
</table>

#### Excess Revenues Over (Under) Expenditures

<table>
<thead>
<tr>
<th>Description</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excess Revenue Over (Under) Expenditures</td>
<td><strong>($42.4)</strong></td>
<td><strong>($24.4)</strong></td>
<td><strong>$21.6</strong></td>
</tr>
</tbody>
</table>

#### Transfers

<table>
<thead>
<tr>
<th>Description</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transfers In (Out): General Fund for community events</td>
<td>(20.0)</td>
<td>.0</td>
<td>(50.0)</td>
</tr>
<tr>
<td>DDA</td>
<td>(5.5)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Excess Revenues Over (Under) Expenditures &amp; Transfers</strong></td>
<td><strong>($67.9)</strong></td>
<td><strong>($24.4)</strong></td>
<td><strong>($28.4)</strong></td>
</tr>
</tbody>
</table>

#### Fund Balance

<table>
<thead>
<tr>
<th>Description</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fund Balance - Beginning</td>
<td>$672.1</td>
<td>$604.2</td>
<td>$579.8</td>
</tr>
<tr>
<td>Fund Balance - Ending</td>
<td>$604.2</td>
<td>579.8</td>
<td>501.4</td>
</tr>
<tr>
<td>Less: Restricted - Tabor Reserve</td>
<td>(31.0)</td>
<td>(29.6)</td>
<td>(31.1)</td>
</tr>
<tr>
<td>Less: Committed 15% - Resolution #2012-24</td>
<td>(155.2)</td>
<td>(147.9)</td>
<td>(155.3)</td>
</tr>
<tr>
<td><strong>Fund Balance - Unreserved</strong></td>
<td><strong>$418.0</strong></td>
<td><strong>$402.3</strong></td>
<td><strong>$315.1</strong></td>
</tr>
</tbody>
</table>

---

Community promotion funds are a transfer to the General Fund for advertisement, promotion and development of tourism in the City. The amount budgeted is 7.5% of the Accommodations Tax received between Sept 1 and Aug 31. Previously these funds were awarded to external not-for-profit organizations via recommendation from FAB. In 2018 $50,000 was allocated to City special events and funded in the General Fund.
## CITY OF GLENWOOD SPRINGS - 2018 BUDGET

Summary of Revenues, Expenditures and Fund Balance (000's)

<table>
<thead>
<tr>
<th>Victims Assistance and Law Enforcement (V.A.L.E.) Fund</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Department Request</td>
<td>Manager Recommend</td>
<td>Council Approved</td>
</tr>
</tbody>
</table>

### REVENUES

<table>
<thead>
<tr>
<th>Item</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>V.A.L.E. Assessment</td>
<td>42.7</td>
<td>37.0</td>
<td>37.0</td>
</tr>
<tr>
<td>Interest</td>
<td>.9</td>
<td>1.0</td>
<td>1.0</td>
</tr>
<tr>
<td>Miscellaneous Income</td>
<td></td>
<td></td>
<td>1.0</td>
</tr>
</tbody>
</table>

**Total Revenues**

**$43.5** $38.0 $38.0 $38.0 $38.0

### EXPENDITURES

<table>
<thead>
<tr>
<th>Item</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional Fees</td>
<td>.5</td>
<td>.5</td>
<td>.5</td>
</tr>
<tr>
<td>Victim/Witness Assistance</td>
<td>42.8</td>
<td>45.0</td>
<td>45.0</td>
</tr>
<tr>
<td>Board Expense</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interfund Cost of Service</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office Supplies</td>
<td>.1</td>
<td>.5</td>
<td>.5</td>
</tr>
<tr>
<td>Police Equipment</td>
<td></td>
<td>5.0</td>
<td>5.0</td>
</tr>
</tbody>
</table>

**Total Expenditures**

**$42.9** $51.0 $51.0 $51.0 $51.0

### EXCESS REVENUES OVER (UNDER) EXPENDITURES

<table>
<thead>
<tr>
<th>Item</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excess Revenues Over (Under) Expenditures</td>
<td>$.7</td>
<td>($13.0)</td>
<td>($13.0)</td>
</tr>
</tbody>
</table>

### FUND BALANCE

<table>
<thead>
<tr>
<th>Item</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fund Balance - Beginning</td>
<td>$62.1</td>
<td>$62.8</td>
<td>$49.8</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$49.8</td>
<td>$49.8</td>
</tr>
<tr>
<td>Fund Balance - Ending</td>
<td>62.8</td>
<td>49.8</td>
<td>36.8</td>
</tr>
<tr>
<td>Less: Restricted - Tabor Reserve</td>
<td>(1.3)</td>
<td>(1.1)</td>
<td>(1.1)</td>
</tr>
<tr>
<td>Fund Balance - Unreserved</td>
<td>$61.5</td>
<td>$48.7</td>
<td>$35.7</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$35.7</td>
<td>$35.7</td>
</tr>
</tbody>
</table>
### CITY OF GLENWOOD SPRINGS - 2018 BUDGET

#### Summary of Revenues, Expenditures and Fund Balance (000's)

<table>
<thead>
<tr>
<th>CONSERVATION TRUST FUND</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1391 Colorado State Lottery</td>
<td>110.0</td>
<td>95.0</td>
<td>110.0</td>
</tr>
<tr>
<td>3120 Interest Income</td>
<td>.9</td>
<td>.4</td>
<td>.8</td>
</tr>
<tr>
<td>3130 Other Income</td>
<td>2.5</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$113.3</td>
<td>$95.4</td>
<td>$110.8</td>
</tr>
</tbody>
</table>

| **EXPENDITURES**         |             |             |             |
| 9400 Parks and Recreation Master Plan 48.154.9400 | 13.0 | 12.5 | 13.0 | 13.0 | 13.0 |
| 9437 WhiteWater Park - 48.154.9437 | 0 | 5.0 | 5.0 | 5.0 | 5.0 |
| 9445 Ice Rink mechanical and structural | .0 | 25.0 | 25.0 | 25.0 | 25.0 |
| 9445 Pool mechanical and structural | .0 | 30.0 | 30.0 | 30.0 | 30.0 |
| 9530 Park Improvements and Equipment - 48.154.9530 | 13.1 | 23.0 | 23.0 | 23.0 | 23.0 |
| xx01 Playground resurfacing (BIW36) | 0 | 23.5 | 23.5 | 23.5 | 23.5 |
| xx02 Roaring Fork Mtn Bike - South Canyon Trails | 30.0 | 60.0 | 60.0 | 60.0 | 60.0 |
| xx03 ADA Compliant Water Fountains (BIW44) | 13.4 | 4.5 | 4.5 | 4.5 | 4.5 |
| xx04 To City of New Castle for LoVa Trail match | 15.0 | 15.0 | 15.0 | 15.0 | 15.0 |
| Park Signage (BIW45) | 8.5 | 8.5 | 8.5 | 8.5 | 8.5 |
| Water slide restoration (BIW66) | 10.0 | 10.0 | 10.0 | 10.0 | 10.0 |
| Veltus Park Restoration | 80.0 | 80.0 | 80.0 | 80.0 | 80.0 |
| **Total Expenditures**   | $46.1 | $125.5 | $248.4 | $239.5 | $194.5 |

| **EXCESS REVENUES OVER (UNDER) EXPENDITURES** |             |             |             |
| Excess Revenues Over (Under) Expenditures | $67.2 | ($30.1) | ($137.7) | ($128.7) | ($83.7) |

| **FUND BALANCE**         |             |             |             |
| Fund Balance - Beginning | $344.8 | $412.0 | $381.9 | $381.9 | $381.9 |
| Fund Balance - Ending    | 412.0 | 381.9 | 244.3 | 253.2 | 253.2 |
| Less: Restricted - Tabor Reserve | (3.4) | (2.9) | (3.3) | (3.3) | (3.3) |
| Less: 25% Contingency Reserve | (11.5) | (31.4) | (62.1) | (59.9) | (59.9) |
| Fund Balance - Unreserved | $397.1 | $347.7 | $178.8 | $190.0 | $190.0 |

0 Funds spent in 2017 on pool mechanical and structural
9445 Ice rink mechanical and structural was pushed to 2018
xx01 Remove existing playground safety material and replace with engineered fiber at Gregory, Sayre and Veltus Parks. Existing Two Rivers Park engineered fiber material would be refreshed with 3" new material.
XX02 This item is paid for from the Parkland reserve in the Capital Projects Fund
xx03 Water fountains will be replaced over three years; $13,400 total.
xx04 These funds may be used to match a grant received by the Town of New Castle to partner with GS on completion of the LoVa Trail. Funds may be transferred to A&I or another fund prior to disbursement to New Castle.
### Summary of Revenues, Expenditures and Fund Balance (000's)

<table>
<thead>
<tr>
<th>BUS TAX FUND</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1130 Sales Tax</td>
<td>934.8</td>
<td>963.0</td>
<td>982.2</td>
</tr>
<tr>
<td>1140 Use Tax</td>
<td>24.6</td>
<td>19.0</td>
<td>19.4</td>
</tr>
<tr>
<td>1145 Audit Revenue</td>
<td>4.3</td>
<td>1.5</td>
<td>2.0</td>
</tr>
<tr>
<td>1149 Grants</td>
<td>249.6</td>
<td>1,129.8</td>
<td>711.3</td>
</tr>
<tr>
<td>1150 Bus Fares</td>
<td>104.0</td>
<td>82.8</td>
<td>100.0</td>
</tr>
<tr>
<td>1150 Advertising Fees</td>
<td>9.1</td>
<td>9.1</td>
<td>9.0</td>
</tr>
<tr>
<td>3120 Interest Income</td>
<td>1.0</td>
<td>.8</td>
<td>.8</td>
</tr>
<tr>
<td>3122 Sale of Assets</td>
<td>.7</td>
<td>10.0</td>
<td>1.0</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$1,328.2</strong></td>
<td><strong>$2,216.0</strong></td>
<td><strong>$1,825.7</strong></td>
</tr>
<tr>
<td><strong>EXPENDITURES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6310 Fixed Labor Costs</td>
<td>340.7</td>
<td>352.1</td>
<td>372.1</td>
</tr>
<tr>
<td>6410 Direct Labor Costs</td>
<td>347.6</td>
<td>375.5</td>
<td>386.9</td>
</tr>
<tr>
<td>7144 Sales &amp; Use Tax Refund</td>
<td>0.0</td>
<td>5.1</td>
<td>1.0</td>
</tr>
<tr>
<td>7145 Sales Tax TIF to DDA</td>
<td>25.9</td>
<td>26.4</td>
<td>24.6</td>
</tr>
<tr>
<td>7150 Audit Fees</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
</tr>
<tr>
<td>7151 Credit Card/ACH Fees</td>
<td>.4</td>
<td>.2</td>
<td>.4</td>
</tr>
<tr>
<td>7160 Economic Incentive Rebate</td>
<td>9.7</td>
<td>9.0</td>
<td>9.0</td>
</tr>
<tr>
<td>7190 Other Professional Services</td>
<td>4.4</td>
<td>4.5</td>
<td>11.0</td>
</tr>
<tr>
<td>7210 Employee Bus Passes</td>
<td>1.0</td>
<td>1.0</td>
<td>1.5</td>
</tr>
<tr>
<td>7270 TDM Program</td>
<td>3.2</td>
<td>5.0</td>
<td>7.5</td>
</tr>
<tr>
<td>7430 Allocated Training</td>
<td>58.0</td>
<td>47.1</td>
<td>71.4</td>
</tr>
<tr>
<td>7540 City Van Pool expense (Van Maintenance)</td>
<td>30.0</td>
<td>30.0</td>
<td>30.0</td>
</tr>
<tr>
<td>7560 Para-Transit Service</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>7620 Property Insurance</td>
<td>6.3</td>
<td>6.8</td>
<td>6.9</td>
</tr>
<tr>
<td>7870 Transit Operations Plan</td>
<td>.0</td>
<td>40.0</td>
<td>0.0</td>
</tr>
<tr>
<td>7900 Interfund Cost of Service</td>
<td>113.8</td>
<td>121.6</td>
<td>125.3</td>
</tr>
<tr>
<td>8090 Other Operating Expense</td>
<td>19.8</td>
<td>12.3</td>
<td>15.9</td>
</tr>
<tr>
<td>9430 Allocated Capital</td>
<td>49.6</td>
<td>62.2</td>
<td>56.5</td>
</tr>
<tr>
<td>9540 Bus Wraps</td>
<td>0.0</td>
<td>10.0</td>
<td>10.0</td>
</tr>
<tr>
<td>9541 Grant Costs/Ride Glenwood Buses</td>
<td>0.0</td>
<td>1,064.5</td>
<td>573.0</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$1,204.3</strong></td>
<td><strong>$2,402.1</strong></td>
<td><strong>$1,913.0</strong></td>
</tr>
<tr>
<td><strong>EXCESS REVENUES OVER (UNDER) EXPENDITURES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Excess Revenues Over (Under) Expenditures</td>
<td>$123.8</td>
<td>$186.1</td>
<td>$87.3</td>
</tr>
<tr>
<td><strong>TRANSFERS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfer to DDA Fund for Annual Settlement</td>
<td>(2.7)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Excess Revenues Over (Under) Expenditures and Transfers</td>
<td>$121.1</td>
<td>$186.1</td>
<td>$87.3</td>
</tr>
<tr>
<td><strong>FUND BALANCE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fund Balance - Beginning</td>
<td><strong>$579.6</strong></td>
<td><strong>$700.7</strong></td>
<td><strong>$514.7</strong></td>
</tr>
<tr>
<td>Fund Balance - Ending</td>
<td>700.7</td>
<td>514.7</td>
<td>427.3</td>
</tr>
<tr>
<td>Less: Non-Spendable - Prepaid RFTA passes</td>
<td>(2.1)</td>
<td>(2.1)</td>
<td>(2.1)</td>
</tr>
<tr>
<td>Less: Restricted - Tabor Reserve</td>
<td>(32.6)</td>
<td>(32.6)</td>
<td>(33.4)</td>
</tr>
<tr>
<td>Less: 25% Contingency Reserve</td>
<td>0.0</td>
<td>(600.5)</td>
<td>(478.3)</td>
</tr>
<tr>
<td>Fund Balance - Unreserved</td>
<td><strong>$666.1</strong></td>
<td>$(120.5)</td>
<td><strong>$86.4</strong></td>
</tr>
</tbody>
</table>

Excess Revenues Over (Under) Expenditures and Transfers:

- $123.8 (2016)
- $186.1 (2017)
- $87.3 (2018 Budget)

Available reserves=>

- $666.1
- $480.0
- $391.8
- $391.8
- $391.8

Grant revenue is not certain until the grant is awarded and collected; it is included here because staff believes the likelihood of award is high.

1390 Includes credit card convenience charges.

7430 This fee is paid to RFTA for training.
### CITY OF GLENWOOD SPRINGS - 2018 BUDGET

Summary of Revenues, Expenditures and Fund Balance (000's)

<table>
<thead>
<tr>
<th>MARIJUANA TAX FUND</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Department</td>
<td>Manager</td>
<td>Council</td>
</tr>
<tr>
<td></td>
<td>Request</td>
<td>Recommend</td>
<td>Approved</td>
</tr>
</tbody>
</table>

#### REVENUES

<table>
<thead>
<tr>
<th>Item</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>1130 Sales Tax</td>
<td>133.0</td>
<td>266.0</td>
<td>266.0</td>
</tr>
<tr>
<td>1140 Excise Tax</td>
<td>67.0</td>
<td>134.0</td>
<td>134.0</td>
</tr>
<tr>
<td>1145 Audit Revenue</td>
<td>67.0</td>
<td>134.0</td>
<td>134.0</td>
</tr>
<tr>
<td>3120 Interest Income</td>
<td>200.0</td>
<td>400.0</td>
<td>400.0</td>
</tr>
<tr>
<td>3130 Miscellaneous Income</td>
<td>200.0</td>
<td>400.0</td>
<td>400.0</td>
</tr>
</tbody>
</table>

**Total Revenues** $200.0 $400.0 $400.0 $400.0

#### EXPENDITURES

<table>
<thead>
<tr>
<th>Item</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>7144 Sales &amp; Use Tax Refund</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7145 Sales Tax TIF to DDA</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7150 Audit Fees</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7151 Credit Card/ACH Fees</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
</tr>
<tr>
<td>7160 Economic Incentive Rebate</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7190 Other Professional Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7900 Interfund Cost of Service</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total Expenditures** $0 $0 $1.0 $1.0 $1.0

#### EXCESS REVENUES OVER (UNDER) EXPENDITURES

<table>
<thead>
<tr>
<th>Excess Revenues Over (Under) Expenditures</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$0</td>
<td>$200.0</td>
<td>$399.0</td>
</tr>
</tbody>
</table>

#### TRANSFERS

<table>
<thead>
<tr>
<th>Transfer Type</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>xx01 Transfer to Gen Fund for Educational Programming</td>
<td>(50.0)</td>
<td>(100.0)</td>
<td>(100.0)</td>
</tr>
<tr>
<td>xx02 Transfer to Fire and EMS for public safety</td>
<td>(100.0)</td>
<td>(199.0)</td>
<td>(199.0)</td>
</tr>
<tr>
<td>xx03 Transfer to General Fund for Police for public safety</td>
<td>(50.0)</td>
<td>(100.0)</td>
<td>(100.0)</td>
</tr>
</tbody>
</table>

**Excess Revenues Over (Under) Expenditures and Transfers** $0 $0 $0 $0 $0

#### FUND BALANCE

<table>
<thead>
<tr>
<th>Fund Balance - Beginning</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>

**Fund Balance - Ending**

<table>
<thead>
<tr>
<th>Less: Unallocated 10% Contingency Reserve</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>

**Fund Balance - Unreserved** $0 $0 $0 $0 $0

Marijuana Tax Fund was created via ballot initiative and imposed on July 1, 2017

xx01 General Fund; Non-departmental expense
<table>
<thead>
<tr>
<th>FIRE AND EMS FUND</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget Department Request</th>
<th>Manager Recommend</th>
<th>Council Approved</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SERVICE CHARGES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1500 Glenwood Springs Rural Fire Protection District</td>
<td>615.4</td>
<td>616.7</td>
<td>781.3</td>
<td>781.3</td>
<td>781.3</td>
</tr>
<tr>
<td>1425 Medicare/Medicaid adjustments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OTHER INCOME</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3120 Interest</td>
<td>.2</td>
<td>.0</td>
<td>.1</td>
<td>.1</td>
<td>.1</td>
</tr>
<tr>
<td>3130 Miscellaneous Income</td>
<td>2.1</td>
<td>1.5</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
</tr>
<tr>
<td>1390 Grants</td>
<td>83.9</td>
<td>10.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1420 Ambulance Fees (Net of Insurance Adjustments)</td>
<td>397.2</td>
<td>350.0</td>
<td>400.0</td>
<td>400.0</td>
<td>400.0</td>
</tr>
<tr>
<td>3115 Reimbursement - Others</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1530 Fire Permit Fees</td>
<td>17.4</td>
<td>10.0</td>
<td>10.0</td>
<td>10.0</td>
<td>10.0</td>
</tr>
<tr>
<td>3139 Bad Debt Recovery</td>
<td>12.4</td>
<td>10.0</td>
<td>10.0</td>
<td>10.0</td>
<td>10.0</td>
</tr>
<tr>
<td>3136 Donations</td>
<td>.1</td>
<td>.1</td>
<td>.1</td>
<td>.1</td>
<td>.1</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$1,128.5</td>
<td>$998.3</td>
<td>$1,202.5</td>
<td>$1,202.5</td>
<td>$1,202.5</td>
</tr>
<tr>
<td><strong>EXPENDITURES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>xx01 Fire and EMS Operational Costs</td>
<td>3,515.9</td>
<td>3,922.3</td>
<td>4,216.6</td>
<td>3,991.6</td>
<td>3,991.6</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$3,515.9</td>
<td>$3,922.3</td>
<td>$4,216.6</td>
<td>$3,991.6</td>
<td>$3,991.6</td>
</tr>
<tr>
<td><strong>EXCESS REVENUES OVER (UNDER) EXPENDITURES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Excess Revenues Over (Under) Expenditures</td>
<td>($2,387.4)</td>
<td>($2,924.0)</td>
<td>($3,014.2)</td>
<td>($2,789.2)</td>
<td>($2,789.2)</td>
</tr>
<tr>
<td><strong>TRANSFERS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>From City of Glenwood Springs General Fund per IGA</td>
<td>426.1</td>
<td>428.5</td>
<td>458.3</td>
<td>458.3</td>
<td>458.3</td>
</tr>
<tr>
<td>Amount from five year 2 mills for Fire &amp; EMS Operations</td>
<td>2,082.6</td>
<td>2,616.0</td>
<td>2,356.9</td>
<td>2,131.9</td>
<td>2,131.9</td>
</tr>
<tr>
<td>Balance from General Fund revenues</td>
<td>199.0</td>
<td>199.0</td>
<td>199.0</td>
<td>199.0</td>
<td>199.0</td>
</tr>
<tr>
<td>From Marijuana Fund for public safety</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Excess Revenues Over (Under) Expenditures &amp; Transfers</strong></td>
<td>$121.3</td>
<td>$120.5</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td><strong>FUND BALANCE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fund Balance - Beginning</td>
<td>($71.2)</td>
<td>$50.1</td>
<td>$170.5</td>
<td>$170.5</td>
<td>$170.5</td>
</tr>
<tr>
<td>Fund Balance - Ending</td>
<td>50.1</td>
<td>170.5</td>
<td>170.5</td>
<td>170.5</td>
<td>170.5</td>
</tr>
<tr>
<td>Less: Restricted - Tabor and Grant Proceeds</td>
<td>(33.9)</td>
<td>(29.9)</td>
<td>(36.1)</td>
<td>(36.1)</td>
<td>(36.1)</td>
</tr>
<tr>
<td>Less: Unassigned - Negative Residual</td>
<td>(16.2)</td>
<td>(14.6)</td>
<td>(134.5)</td>
<td>(134.5)</td>
<td>(134.5)</td>
</tr>
<tr>
<td>Fund Balance - Unreserved</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>

xx01 Represents the total cost of personal services, operating expenses and capital expenditures in the Fire and EMS Fund on the following page.

5140 These two line items together match the amount of the subsidy from the General Fund indicated in the transfer.
### Personnel Schedule

<table>
<thead>
<tr>
<th>Position Title</th>
<th>2017</th>
<th>18-D</th>
<th>18-M</th>
<th>18-E</th>
<th>Position</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Chief</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>112</td>
<td></td>
</tr>
<tr>
<td>Fire Battalion Chief</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
<td>33</td>
<td></td>
</tr>
<tr>
<td>Fire Lieutenant</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td>Fire Marshal</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>29</td>
<td></td>
</tr>
<tr>
<td>Firefighter I/Engineer</td>
<td>6.0</td>
<td>5.0</td>
<td>5.0</td>
<td>5.0</td>
<td>26</td>
<td></td>
</tr>
<tr>
<td>Firefighter II/EMT-P</td>
<td>8.0</td>
<td>7.0</td>
<td>7.0</td>
<td>7.0</td>
<td>28</td>
<td></td>
</tr>
<tr>
<td>Firefighter II/EMT-B</td>
<td>1.0</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
<td>24</td>
<td></td>
</tr>
<tr>
<td>Firefighter III/EMT</td>
<td>3.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>Firefighter III/EMT-P</td>
<td>0.0</td>
<td>2.0</td>
<td>2.0</td>
<td>2.0</td>
<td>27</td>
<td></td>
</tr>
<tr>
<td>PT Reserve Firefighters</td>
<td>3.7</td>
<td>3.7</td>
<td>3.7</td>
<td>3.7</td>
<td>99</td>
<td></td>
</tr>
<tr>
<td>Admin Assistant I - Fire</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>37</td>
<td></td>
</tr>
<tr>
<td>Admin Assistant II - Fire</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>81</td>
<td></td>
</tr>
<tr>
<td>Fire Inspector (BIW/B3)</td>
<td>0.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assistant Fire Chief (BIW/B4)</td>
<td>0.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Total Personnel: 30.7, 32.7, 30.7, 30.7

### Current Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>2017 Actual</th>
<th>2018 Budget</th>
<th>Department</th>
<th>Manager</th>
<th>Council</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>1,613.4</td>
<td>1,736.5</td>
<td>1,951.3</td>
<td>1,877.0</td>
<td>1,877.0</td>
</tr>
<tr>
<td>Overtime</td>
<td>166.0</td>
<td>162.6</td>
<td>162.6</td>
<td>102.6</td>
<td>102.6</td>
</tr>
<tr>
<td>Part-Time</td>
<td>158.8</td>
<td>190.0</td>
<td>190.0</td>
<td>190.0</td>
<td>190.0</td>
</tr>
<tr>
<td>Retirement Contribution</td>
<td>112.4</td>
<td>132.9</td>
<td>148.0</td>
<td>138.6</td>
<td>138.6</td>
</tr>
<tr>
<td>Police/Fire Retirement</td>
<td>135.6</td>
<td>142.4</td>
<td>158.6</td>
<td>148.5</td>
<td>148.5</td>
</tr>
<tr>
<td>FICA</td>
<td>37.6</td>
<td>42.1</td>
<td>45.2</td>
<td>43.2</td>
<td>43.2</td>
</tr>
<tr>
<td>Worker's Compensation</td>
<td>78.3</td>
<td>103.0</td>
<td>114.3</td>
<td>103.0</td>
<td>103.0</td>
</tr>
<tr>
<td>EPPA Disability</td>
<td>0.0</td>
<td>42.2</td>
<td>48.3</td>
<td>45.5</td>
<td>45.5</td>
</tr>
<tr>
<td>Health and Life Insurance</td>
<td>374.2</td>
<td>421.9</td>
<td>502.2</td>
<td>447.1</td>
<td>447.1</td>
</tr>
<tr>
<td>Unemployment Insurance</td>
<td>5.1</td>
<td>6.3</td>
<td>6.9</td>
<td>6.9</td>
<td>6.9</td>
</tr>
</tbody>
</table>

Total Current Expenses: $2,681.4, $2,979.8, $3,327.5, $3,102.5, $3,102.5

### Capital Outlay

<table>
<thead>
<tr>
<th>Category</th>
<th>2017 Actual</th>
<th>2018 Budget</th>
<th>Department</th>
<th>Manager</th>
<th>Council</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equipment</td>
<td>33.1</td>
<td>30.0</td>
<td>30.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
</tbody>
</table>

Total Capital Outlay: $33.1, $30.0, $0.0, $0.0, $0.0
### CITY OF GLENWOOD SPRINGS - 2018 BUDGET

<table>
<thead>
<tr>
<th>FUNCTION</th>
<th>ACTIVITY</th>
<th>DEPARTMENT HEAD</th>
<th>FUND</th>
</tr>
</thead>
<tbody>
<tr>
<td>SPECIAL REVENUE</td>
<td>FIRE &amp; EMS</td>
<td>GARY TILLOTSON</td>
<td>43.133</td>
</tr>
</tbody>
</table>

7060 Bad debt has been declining in recent years, 2018 forecast represents that trend.

7190 This line used to have $15k in grantwriting expense; was split over 6 funds including Non-dept and Fire, now split among 4:
- Electric, Water, A&I, SWAT.
- Physician Advisor Fees 7,000
- Pre-employment testing 7,500
- Staffing for shared wildland engine 10,000
- Other consulting 6,000
- 30,500

7195 LifeQuest Billing

7220 Cell phones and service for apparatus and officers

7430 Training:
- Colo Div of Fire Safety- Tests and Certifications 2,000
- CMC classes 2,000
- IAFC Conferences 2,000
- Colo State Chiefs Conferences and Trainings 2,500
- EMSAC Training Conference 1,000
- Colorado Wildfire and Incident Management Academy 2,000
- Professional EMS Education 2,500
- Training Facility Rental 2,500
- Training Props 1,000
- Misc. Training and Instruction 1,000
- EMS Billing Conference 500
- Paramedic classes 7,500
- 26,500

7540 Includes $65k in shop charges

7900 2% increase from 2017 budget

8045 Structural and wildland protective gear
### CITY OF GLENWOOD SPRINGS - 2018 BUDGET

Summary of Revenues, Expenditures and Fund Balance (000's)

<table>
<thead>
<tr>
<th>CEMETERY TRUST FUND</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Department Request</td>
<td>Manager Recommend</td>
<td>Council Approved</td>
</tr>
<tr>
<td>REVENUES</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Perpetual Care Fees</td>
<td>2.3</td>
<td>1.0</td>
<td>1.0</td>
</tr>
<tr>
<td>Interest Income</td>
<td>0.0</td>
<td>0.1</td>
<td>0.1</td>
</tr>
<tr>
<td>Miscellaneous Income</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$2.3</td>
<td>$1.1</td>
<td>$1.1</td>
</tr>
<tr>
<td>EXPENDITURES</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Repurchase Cemetery Lots</td>
<td>0.0</td>
<td>1.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Capital Outlay - Mower</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$.0</td>
<td>$1.0</td>
<td>$.0</td>
</tr>
<tr>
<td>Excess Revenues Over (Under) Expenditures</td>
<td>$2.3</td>
<td>$.1</td>
<td>$1.1</td>
</tr>
</tbody>
</table>

| FUND BALANCE         |             |             |             |             |
| Fund Balance - Beginning | $37.2     | $39.5      | $39.5       | $39.5       | $39.5       |
| Fund Balance - Ending  | $39.5       | $39.5       | $40.6       | $40.6       | $40.6       |
### CITY OF GLENWOOD SPRINGS - 2018 BUDGET

Summary of Revenues, Expenditures and Fund Balance (000's)

<table>
<thead>
<tr>
<th>GENERAL IMPROVEMENT DISTRICT 1980 FUND</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
<th>Department</th>
<th>Manager</th>
<th>Council</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Request</td>
<td>Recommend</td>
<td>Approved</td>
</tr>
<tr>
<td><strong>REVENUES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1100 Property Taxes</td>
<td>38.0</td>
<td>38.9</td>
<td>40.3</td>
<td>40.3</td>
<td>40.3</td>
<td></td>
</tr>
<tr>
<td>1110 Specific Ownership Tax</td>
<td>1.9</td>
<td>2.0</td>
<td>2.0</td>
<td>2.0</td>
<td>2.0</td>
<td></td>
</tr>
<tr>
<td>Grants</td>
<td>0.0</td>
<td>25.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td></td>
</tr>
<tr>
<td>3120 Interest Income</td>
<td>2.2</td>
<td>2.1</td>
<td>2.2</td>
<td>2.2</td>
<td>2.2</td>
<td></td>
</tr>
<tr>
<td>3130 Miscellaneous Income</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$40.0</td>
<td>$66.0</td>
<td>$42.5</td>
<td>$42.5</td>
<td>$42.5</td>
<td></td>
</tr>
<tr>
<td><strong>EXPENDITURES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7143 Treasurer's Fees</td>
<td>0.8</td>
<td>0.8</td>
<td>0.8</td>
<td>0.8</td>
<td>0.8</td>
<td></td>
</tr>
<tr>
<td>7210 Downtown Area Plan</td>
<td>0.0</td>
<td>50.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td></td>
</tr>
<tr>
<td>8090 Other Expense/Comprehensive Parking Study</td>
<td>27.1</td>
<td>25.0</td>
<td>25.0</td>
<td>25.0</td>
<td>25.0</td>
<td></td>
</tr>
<tr>
<td>7900 Interfund Cost of Service</td>
<td>12.0</td>
<td>0</td>
<td>12.5</td>
<td>12.5</td>
<td>12.5</td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$39.8</td>
<td>$50.8</td>
<td>$38.3</td>
<td>$38.3</td>
<td>$38.3</td>
<td></td>
</tr>
<tr>
<td><strong>EXCESS REVENUES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Excess Revenues Over (Under) Expenditures</td>
<td>$2.0</td>
<td>$15.2</td>
<td>$4.1</td>
<td>$4.1</td>
<td>$4.1</td>
<td></td>
</tr>
<tr>
<td><strong>FUND BALANCE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fund Balance - Beginning</td>
<td>($2.1)</td>
<td>($2.1)</td>
<td>$13.1</td>
<td>$13.1</td>
<td>$13.1</td>
<td></td>
</tr>
<tr>
<td>Fund Balance - Ending</td>
<td>($2.1)</td>
<td>$13.1</td>
<td>$17.2</td>
<td>$17.2</td>
<td>$17.2</td>
<td></td>
</tr>
</tbody>
</table>
# Summary of Revenues, Expenditures and Retained Earnings Balance (000's)

## DOWNTOWN DEVELOPMENT AUTHORITY FUND

<table>
<thead>
<tr>
<th>Description</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
<th>Department Request</th>
<th>Manager Recommend</th>
<th>Council Approved</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TIF Property Taxes</td>
<td>53.1</td>
<td>53.8</td>
<td>55.7</td>
<td>55.7</td>
<td>55.7</td>
<td>55.7</td>
</tr>
<tr>
<td>TIF Sales Taxes</td>
<td>478.3</td>
<td>487.9</td>
<td>497.6</td>
<td>497.6</td>
<td>497.6</td>
<td>497.6</td>
</tr>
<tr>
<td>Grants</td>
<td>25.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Interest</td>
<td>5.5</td>
<td>5.1</td>
<td>2.5</td>
<td>2.5</td>
<td>2.5</td>
<td>2.5</td>
</tr>
<tr>
<td>Other Income</td>
<td>31.30</td>
<td>478.3</td>
<td>487.9</td>
<td>497.6</td>
<td>497.6</td>
<td>497.6</td>
</tr>
<tr>
<td>Financing Proceeds</td>
<td>51.60</td>
<td>51.60</td>
<td>51.60</td>
<td>51.60</td>
<td>51.60</td>
<td>51.60</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$567.4</td>
<td>$546.7</td>
<td>$555.9</td>
<td>$555.9</td>
<td>$555.9</td>
<td>$555.9</td>
</tr>
</tbody>
</table>

| **Expenses** |             |             |             |                   |                   | |
| Administration | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Operations | 203.8 | 219.5 | 199.7 | 199.7 | 199.7 | 199.7 |
| Capital Outlay | 881.9 | 380.0 | 25.0 | 25.0 | 25.0 | 25.0 |
| Total Expenditures | $1,085.7 | $599.5 | $224.7 | $224.7 | $224.7 | $224.7 |

| **Excess Revenues** |             |             |             |                   |                   | |
| Excess Revenues Over (Under) Expenditures | ($518.3) | ($52.8) | $331.1 | $331.1 | $331.1 | $331.1 |

| **Transfers** |             |             |             |                   |                   | |
| Other Additions (Deductions) |             |             |             |                   |                   | |
| Transfers In - Annual Settlement | 55.5 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Transfer Out - To General Fund for loan payment | (30.0) | (30.0) | (30.0) | (30.0) | (30.0) | (30.0) |
| Transfer Out - To Landfill Fund for 917 Cooper Loan payment - Principal | (28.5) | (29.3) | (29.3) | (29.3) | (29.3) | (29.3) |
| Transfer Out - To Landfill Fund for 5 year Loan payment - Principal | (101.0) | (102.0) | 0.0 | 0.0 | 0.0 | 0.0 |
| Transfer Out - To Landfill Fund for 10 year Loan payment - Principal | (48.5) | (49.4) | (50.4) | (50.4) | (50.4) | (50.4) |
| Transfer Out - To Fleet Serv. Fund for 15 year Loan payment - Principal | (58.7) | (60.5) | 0.0 | 0.0 | 0.0 | 0.0 |
| Transfer Out - To A&I for Downtown Improvements | 0.0 | 0.0 | (300.0) | (300.0) | (300.0) | (300.0) |
| Excess Revenues Over (Under) Expenditures and Transfers | ($729.5) | ($324.0) | ($78.6) | ($78.6) | ($78.6) | ($78.6) |

| **Fund Balance** |             |             |             |                   |                   | |
| Fund Balance - Beginning | ($457.7) | ($920.5) | ($973.3) | ($973.3) | ($973.3) | ($973.3) |
| Fund Balance - Before Non-GAAP Adjustments | ($1,187.1) | ($1,244.5) | ($1,051.9) | ($1,051.9) | ($1,051.9) | ($1,051.9) |
| Non-GAAP Adjustments: |             |             |             |                   |                   | |
| Transfer Out - To General Fund for a Loan payment - Principal | 30.0 | 30.0 | 30.0 | 30.0 | 30.0 | 30.0 |
| Transfer Out - To Landfill Fund for a Loan payments - Principal | 177.9 | 180.8 | 79.7 | 79.7 | 79.7 | 79.7 |
| Transfer Out - To Fleet Serv. Fund for a Loan payment - Principal | 58.7 | 60.5 | 0.0 | 0.0 | 0.0 | 0.0 |
| Transfer Out - To A&I Fund for Downtown Improvements | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Fund Balance After Non-GAAP Adjustments | ($920.5) | ($973.3) | ($942.1) | ($942.1) | ($942.1) | ($942.1) |
| Less: Restricted - Tabor Reserve | (17.0) | (16.4) | (16.7) | (16.7) | (16.7) | (16.7) |
| Less: Assigned - Future Years | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Add: Unassigned - Negative Residual | 937.5 | 989.7 | 958.8 | 958.8 | 958.8 | 958.8 |
| Fund Balance - Assigned | (0) | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
### CITY OF GLENWOOD SPRINGS - 2018 BUDGET

<table>
<thead>
<tr>
<th>FUNCTION ACTIVITY</th>
<th>CODE</th>
<th>FUND</th>
</tr>
</thead>
<tbody>
<tr>
<td>DDA DOWNTOWN DEVELOPMENT AUTHORITY</td>
<td>86.110</td>
<td>DDA</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DOWNTOWN DEVELOPMENT AUTHORITY FUND</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department Request</td>
<td>Manager Recommend</td>
<td>Council Approved</td>
<td></td>
</tr>
<tr>
<td>Personal Services</td>
<td>.0</td>
<td>.0</td>
<td>.0</td>
</tr>
<tr>
<td>Current Expenses</td>
<td>203.8</td>
<td>219.5</td>
<td>199.7</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>881.9</td>
<td>380.0</td>
<td>25.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,085.7</strong></td>
<td><strong>$599.5</strong></td>
<td><strong>$224.7</strong></td>
</tr>
</tbody>
</table>

#### CURRENT EXPENSES

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>7030</td>
<td>Interest</td>
<td>42.6</td>
<td>38.0</td>
<td>12.5</td>
</tr>
<tr>
<td>7143</td>
<td>Treasurer’s Fees</td>
<td>1.0</td>
<td>1.1</td>
<td>1.1</td>
</tr>
<tr>
<td>7160</td>
<td>Auditing/Accounting</td>
<td>.0</td>
<td>.0</td>
<td>.0</td>
</tr>
<tr>
<td>7190</td>
<td>Other Professional Services</td>
<td>133.6</td>
<td>160.0</td>
<td>160.0</td>
</tr>
<tr>
<td>7210</td>
<td>Postage</td>
<td>.0</td>
<td>.0</td>
<td>.0</td>
</tr>
<tr>
<td>7220</td>
<td>Telephone</td>
<td>.0</td>
<td>.0</td>
<td>.0</td>
</tr>
<tr>
<td>7260</td>
<td>Copying</td>
<td>1.6</td>
<td>1.0</td>
<td>1.0</td>
</tr>
<tr>
<td>7280</td>
<td>Advertising</td>
<td>.0</td>
<td>.0</td>
<td>.0</td>
</tr>
<tr>
<td>7290</td>
<td>Design</td>
<td>.0</td>
<td>.0</td>
<td>.0</td>
</tr>
<tr>
<td>7410</td>
<td>Travel and Subsistence</td>
<td>2.3</td>
<td>2.3</td>
<td>2.3</td>
</tr>
<tr>
<td>7430</td>
<td>Training</td>
<td>.0</td>
<td>.0</td>
<td>.0</td>
</tr>
<tr>
<td>7530</td>
<td>Maintenance - Office Equipment</td>
<td>.0</td>
<td>.0</td>
<td>.0</td>
</tr>
<tr>
<td>7540</td>
<td>Maintenance - Machinery and Equipment</td>
<td>.0</td>
<td>.0</td>
<td>.0</td>
</tr>
<tr>
<td>7430</td>
<td>Training</td>
<td>.0</td>
<td>.0</td>
<td>.0</td>
</tr>
<tr>
<td>7610</td>
<td>Liability and Casualty Insurance</td>
<td>1.3</td>
<td>1.3</td>
<td>1.3</td>
</tr>
<tr>
<td>7810</td>
<td>Subscriptions and Memberships</td>
<td>.5</td>
<td>.5</td>
<td>.5</td>
</tr>
<tr>
<td>7900</td>
<td>Interfund Cost of Service</td>
<td>20.5</td>
<td>20.5</td>
<td>21.1</td>
</tr>
<tr>
<td>8060</td>
<td>Office Supplies</td>
<td>.5</td>
<td>.5</td>
<td>.5</td>
</tr>
<tr>
<td><strong>Total Current Expenses</strong></td>
<td><strong>$203.8</strong></td>
<td><strong>$219.5</strong></td>
<td><strong>$224.7</strong></td>
<td><strong>$224.7</strong></td>
</tr>
</tbody>
</table>

#### CAPITAL OUTLAY

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>9601</td>
<td>7th Streetscape Project</td>
<td>.9</td>
<td>155.0</td>
<td>155.0</td>
</tr>
<tr>
<td>9611</td>
<td>Grand Ave. Bridge Monuments</td>
<td>50.0</td>
<td>50.0</td>
<td>50.0</td>
</tr>
<tr>
<td>9612</td>
<td>Grand Ave Bridge Restrooms</td>
<td>50.0</td>
<td>50.0</td>
<td>50.0</td>
</tr>
<tr>
<td>9613</td>
<td>Trash Compactor Sites (2)</td>
<td>50.0</td>
<td>50.0</td>
<td>50.0</td>
</tr>
<tr>
<td>9614</td>
<td>Façade Fund Grants</td>
<td>25.0</td>
<td>25.0</td>
<td>25.0</td>
</tr>
<tr>
<td>9615</td>
<td>6th and Laurel</td>
<td>50.0</td>
<td>50.0</td>
<td>50.0</td>
</tr>
<tr>
<td>9603</td>
<td>Design Choices</td>
<td>.0</td>
<td>.0</td>
<td>.0</td>
</tr>
<tr>
<td>9604</td>
<td>8th Street Connection</td>
<td>.0</td>
<td>.0</td>
<td>.0</td>
</tr>
<tr>
<td>9605</td>
<td>Cooper Streetscape</td>
<td>.0</td>
<td>.0</td>
<td>.0</td>
</tr>
<tr>
<td>9607</td>
<td>700 block alley; Grand to Colorado</td>
<td>.0</td>
<td>.0</td>
<td>.0</td>
</tr>
<tr>
<td>9608</td>
<td>Wayfinding Implementation</td>
<td>.0</td>
<td>.0</td>
<td>.0</td>
</tr>
<tr>
<td>9609</td>
<td>Banners at 9th &amp; Cooper parking structure</td>
<td>.0</td>
<td>.0</td>
<td>.0</td>
</tr>
<tr>
<td>9611</td>
<td>7th Street Promenade</td>
<td>159.6</td>
<td>159.6</td>
<td>159.6</td>
</tr>
<tr>
<td>9612</td>
<td>Cooper - 7th to 8th</td>
<td>.0</td>
<td>.0</td>
<td>.0</td>
</tr>
<tr>
<td>9613</td>
<td>GAB Wing Street</td>
<td>.0</td>
<td>.0</td>
<td>.0</td>
</tr>
<tr>
<td>9614</td>
<td>GAB 6th and Laurel</td>
<td>.2</td>
<td>.2</td>
<td>.2</td>
</tr>
<tr>
<td>9615</td>
<td>GAB Restrooms</td>
<td>.0</td>
<td>.0</td>
<td>.0</td>
</tr>
<tr>
<td>9616</td>
<td>Grand Ave. Bridge On-site Improvements</td>
<td>.9</td>
<td>.9</td>
<td>.9</td>
</tr>
<tr>
<td>9630</td>
<td>Façade Improvements</td>
<td>9.5</td>
<td>9.5</td>
<td>9.5</td>
</tr>
<tr>
<td>9631</td>
<td>Cross alley redevelopment, east of Grand to Cooper, 7th to 8th</td>
<td>.0</td>
<td>.0</td>
<td>.0</td>
</tr>
<tr>
<td>9632</td>
<td>7th Street Plaza Engineering</td>
<td>.0</td>
<td>.0</td>
<td>.0</td>
</tr>
<tr>
<td>9638</td>
<td>Grand Ave Flower Pots</td>
<td>84.3</td>
<td>84.3</td>
<td>84.3</td>
</tr>
<tr>
<td>9639</td>
<td>Grand Ave Plater Refacing</td>
<td>94.1</td>
<td>94.1</td>
<td>94.1</td>
</tr>
<tr>
<td>9639</td>
<td>Kiosks</td>
<td>16.3</td>
<td>16.3</td>
<td>16.3</td>
</tr>
<tr>
<td>9641</td>
<td>Property Acquisition</td>
<td>516.1</td>
<td>516.1</td>
<td>516.1</td>
</tr>
<tr>
<td><strong>Total Capital Outlay</strong></td>
<td><strong>$881.9</strong></td>
<td><strong>$380.0</strong></td>
<td><strong>$25.0</strong></td>
<td><strong>$25.0</strong></td>
</tr>
</tbody>
</table>

In 2007 the landfill loaned the DDA $435,767 to buy the 9th and Cooper property; currently paying 3% interest through 2025. The 7030 landfill loaned an additional $1,000,000 with half having a term of 5 years at 1% and the other having a 10 year term at 2%. The Fleet Fund loaned the DDA $1,000,000 at 3% for 15 years in 2013; this loan was forgiven in 2017. Negative residual balance resulted from the DDA’s purchase of property at 9th and Grand for a parking garage and 714 Grand. The resulting asset is reported on the City’s consolidated Statement of Net Position.
## City of Glenwood Springs - 2018 Budget

### Summary of Revenues, Expenditures and Fund Balance (000's)

<table>
<thead>
<tr>
<th>STREET TAX FUND</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Initial Request</td>
<td>Manager Recommend</td>
<td>Council Approved</td>
</tr>
</tbody>
</table>

### Revenues

<table>
<thead>
<tr>
<th>Description</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Tax</td>
<td>2,337.0</td>
<td>2,407.6</td>
<td>2,455.8</td>
</tr>
<tr>
<td>Use Tax</td>
<td>61.6</td>
<td>47.6</td>
<td>148.7</td>
</tr>
<tr>
<td>Audit Revenue</td>
<td>0</td>
<td>5.0</td>
<td>5.0</td>
</tr>
<tr>
<td>Grants</td>
<td>612.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Traffic Impact Fees</td>
<td></td>
<td>25.0</td>
<td>25.0</td>
</tr>
<tr>
<td>Cost Reimbursement</td>
<td></td>
<td>3.0</td>
<td>3.0</td>
</tr>
<tr>
<td>Interest Income</td>
<td>25.5</td>
<td>16.0</td>
<td>16.0</td>
</tr>
<tr>
<td>Miscellaneous Income</td>
<td>71.1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$3,107.1</td>
<td>$2,504.2</td>
<td>$2,653.4</td>
</tr>
</tbody>
</table>

### Expenditures

<table>
<thead>
<tr>
<th>Description</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Tax TIF to DDA</td>
<td>64.6</td>
<td>65.9</td>
<td>67.2</td>
</tr>
<tr>
<td>Audit Fees</td>
<td>2.5</td>
<td>2.5</td>
<td>2.5</td>
</tr>
<tr>
<td>Economic Incentive Rebate</td>
<td>24.1</td>
<td>16.0</td>
<td>20.0</td>
</tr>
<tr>
<td>Interfund Cost of Service</td>
<td>171.7</td>
<td>280.5</td>
<td>286.1</td>
</tr>
<tr>
<td>Pavement Mgmt Software and Data Collection</td>
<td>50.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>22nd Street</td>
<td></td>
<td>350.0</td>
<td></td>
</tr>
<tr>
<td>Grand Avenue Bridge</td>
<td>2,001.5</td>
<td>1,000.0</td>
<td></td>
</tr>
<tr>
<td>Crack seal/patching - city-wide as needed</td>
<td>60.3</td>
<td>82.0</td>
<td>50.0</td>
</tr>
<tr>
<td>Street Maintenance - city-wide as needed</td>
<td>114.1</td>
<td>164.0</td>
<td>825.0</td>
</tr>
<tr>
<td>8th Street Connection</td>
<td>251.5</td>
<td>500.0</td>
<td>500.0</td>
</tr>
<tr>
<td>Street Striping</td>
<td>56.0</td>
<td>89.0</td>
<td>75.0</td>
</tr>
<tr>
<td>Safe Routes to Schools Improvements</td>
<td></td>
<td>25.0</td>
<td>25.0</td>
</tr>
<tr>
<td>Sidewalk or ADA ramp replacement</td>
<td></td>
<td>10.0</td>
<td>10.0</td>
</tr>
<tr>
<td>GAB 7th Street Port-a-potties</td>
<td>4.5</td>
<td>5.0</td>
<td>4.0</td>
</tr>
<tr>
<td>Maintenance - Traffic Signals</td>
<td>1.9</td>
<td>7.5</td>
<td>7.5</td>
</tr>
<tr>
<td>Downtown alley reconstruction project</td>
<td>250.0</td>
<td>300.0</td>
<td></td>
</tr>
<tr>
<td>Equipment Rental/Snow Removal</td>
<td></td>
<td>130.0</td>
<td>130.0</td>
</tr>
<tr>
<td>Chip Seal Donegan and Devereaux Roads</td>
<td>200.0</td>
<td>15.0</td>
<td>12.5</td>
</tr>
<tr>
<td>Debt Service</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015 Sales &amp; Use Tax Bond - I</td>
<td>255.0</td>
<td>255.0</td>
<td>255.0</td>
</tr>
<tr>
<td>2016 Sales &amp; Use Tax Bond - P</td>
<td>65.9</td>
<td>64.3</td>
<td>64.3</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$6,961.8</td>
<td>$3,418.3</td>
<td>$2,334.1</td>
</tr>
</tbody>
</table>

### Excess Revenues Over (Under) Expenditures

<table>
<thead>
<tr>
<th>Description</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excess Revenues Over (Under) Expenditures</td>
<td>($3,854.7)</td>
<td>($914.1)</td>
<td>$319.3</td>
</tr>
</tbody>
</table>

### Transfers

<table>
<thead>
<tr>
<th>Description</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transfers In (Out)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfer from Capital Projects Fund</td>
<td>768.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfer to A&amp;I for 27th Street Bridge Right of Way</td>
<td></td>
<td>(90.0)</td>
<td></td>
</tr>
<tr>
<td>Transfer to DDA Fund for Annual Settlement</td>
<td>(6.8)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Transfers In and Out</td>
<td>$761.2</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Excess Revenues Over (Under) Expenditures and Transfers</td>
<td>($3,093.4)</td>
<td>($914.1)</td>
<td>$319.3</td>
</tr>
</tbody>
</table>

### Excess Revenues Over (Under) Expenditures and Transfers

<table>
<thead>
<tr>
<th>Description</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excess Revenues Over (Under) Expenditures and Transfers</td>
<td>($3,093.4)</td>
<td>($914.1)</td>
<td>$319.3</td>
</tr>
</tbody>
</table>

---

City of Glenwood Springs Budget Book 2018
Page 124 of 159
### STREET TAX FUND

<table>
<thead>
<tr>
<th>FUND BALANCE</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Initial Request</td>
<td>Manager Recommend</td>
</tr>
<tr>
<td>Fund Balance - Beginning</td>
<td>$5,980.5</td>
<td>$2,887.1</td>
<td>$1,973.0</td>
</tr>
<tr>
<td>Fund Balance - Ending</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>XX05 Less: Restricted - Tabor Reserve</td>
<td>(74.9)</td>
<td>(75.1)</td>
<td>(79.6)</td>
</tr>
<tr>
<td>XX06 Less: Restricted - Bond Proceeds</td>
<td>(3,003.8)</td>
<td>(2,503.8)</td>
<td>(2,003.8)</td>
</tr>
<tr>
<td>XX07 Less: Committed - Various</td>
<td>(145.4)</td>
<td>(145.4)</td>
<td>(206.8)</td>
</tr>
<tr>
<td>XX08 Less: Contingency Reserve (25%)</td>
<td>(1,734.8)</td>
<td>(854.6)</td>
<td>(703.8)</td>
</tr>
<tr>
<td>Fund Balance - Unallocated</td>
<td>($2,077.3)</td>
<td>($1,605.8)</td>
<td>($1,182.6)</td>
</tr>
<tr>
<td>XX08 Reserves Available to Council=&gt;</td>
<td>(336.9)</td>
<td>(751.2)</td>
<td>(478.8)</td>
</tr>
</tbody>
</table>

### STREET TAX FUND NOTES:

This year’s Street Tax Fund allocates $950,000 to street maintenance (3572, 3579, 3591)

- **Sales tax** is estimated to be 2% over 2017 budget.
- **Use tax** is estimated to be 2% above 2017 Budget, plus the Street Tax Fund’s portion (13.5%) of the Lofts at the Meadows ($444,000) and Oasis ($297,480).
- **Cost of service allocation** is based on a 2% increase from 2017 budget. The methodology to reimburse the General Fund for City-wide operationals costs will be updated in 2018 for the 2019 budget.
- **Ongoing maintenance expense.**
- **Routine street maintenance.** Any additional funds can contribute to a street improvement campaign.
- **Bond reserve beginning balance $2,503,750; reduced by $500,000 to cover this cost in 2018.**
- **Ongoing maintenance expense.**
- **Safe Routes to Schools may be eligible for partial grant award.**
- **2018 is the last year this cost is expected to be incurred.**
- **Ongoing maintenance expense.**
- **$90,000 is rolled into 2018 from this fund into the A&I Fund to acquire the needed Right of Way for the replacement of the 27th Street Bridge and roundabout in the 2018 A&I budget.**
- **Downtown alley reconstruction project has been rolled into the Street Maintenance line item (3579)**
- **Snow removal from City streets is moved to the Street Tax Fund beginning in 2018 from the Streets Department operating budget.**
- **Tabor Reserve is 3% of budgeted revenues.**
- **Restricted 8th Street funds result from bond issue of Dec 2015 related to 1) 8th Street Connection from Midland to Downtown, 2) relocation of Highway 82, and/or 3) constructing South Bridge project over the Roaring Fork River.**
- **Committed Reserves are for: Springridge Traffic Fees ($181,752) and Developer Contribution ($25,000).**
- **Contingency Reserve is 25% of Street Tax Fund budgeted expenses.**
- **Reserves available to Council include unallocated fund balance and the contingency reserve. The reason this fund shows a negative net addition to the 2018 Available Ending Reserves is the carryover and transfer of $90,000 from the 22nd Street line item of $350,000.**
## CITY OF GLENWOOD SPRINGS - 2018 BUDGET

**Summary of Revenues, Expenditures and Equipment (000’s)**

### CAPITAL PROJECTS FUND

<table>
<thead>
<tr>
<th>Revenues/Expenditures</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>Initial Request</th>
<th>Manager Recommend</th>
<th>Council Approved</th>
<th>Five-Year Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1130 Sales Tax</td>
<td>2,373.0</td>
<td>2,406.7</td>
<td>2,455.8</td>
<td>2,455.8</td>
<td>2,504.9</td>
<td>2,555.0</td>
</tr>
<tr>
<td>1140 Use Tax</td>
<td>61.6</td>
<td>52.5</td>
<td>153.6</td>
<td>153.6</td>
<td>156.7</td>
<td>158.3</td>
</tr>
<tr>
<td>1145 Audit Revenue</td>
<td>0.0</td>
<td>4.0</td>
<td>4.0</td>
<td>4.0</td>
<td>4.0</td>
<td>4.0</td>
</tr>
<tr>
<td>1390 Grants</td>
<td>19.5</td>
<td>125.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>2250 Park Land Fees</td>
<td>76.6</td>
<td>0.0</td>
<td>238.1</td>
<td>238.1</td>
<td>238.1</td>
<td></td>
</tr>
<tr>
<td>3120 Interest Income</td>
<td>23.9</td>
<td>15.0</td>
<td>15.0</td>
<td>15.0</td>
<td>15.0</td>
<td>15.0</td>
</tr>
<tr>
<td>3130 miscellaneous</td>
<td>11.3</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$2,530.0</td>
<td>$2,604.4</td>
<td>$2,866.7</td>
<td>$2,866.7</td>
<td>$2,866.7</td>
<td>$2,868.9</td>
</tr>
</tbody>
</table>

### EXPENDITURES

<table>
<thead>
<tr>
<th>Expenditures</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>Initial Request</th>
<th>Manager Recommend</th>
<th>Council Approved</th>
<th>Five-Year Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Expenditures</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0390 Special Work Activities Team (SWAT)</td>
<td>409.8</td>
<td>437.9</td>
<td>452.8</td>
<td>452.8</td>
<td>452.8</td>
<td>452.8</td>
</tr>
<tr>
<td>7900 Interfund Cost of Service</td>
<td>70.4</td>
<td>79.0</td>
<td>80.5</td>
<td>80.5</td>
<td>80.5</td>
<td>82.1</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$663.8</td>
<td>$2,786.3</td>
<td>$3,819.5</td>
<td>$2,730.8</td>
<td>$2,790.8</td>
<td>$1,541.7</td>
</tr>
</tbody>
</table>

### Excess Revenues Over (Under Expenditures)

- **Transfers in (Out):**
  - 7500 Water / Sewer Fund: $(1,400.0) $(480.0) $(320.0) $(160.0)
  - 7510 Fleet Service Fund: $(525.3) $(473.5) $(483.0) $(483.0) $(483.0) $(483.0) $(483.0)
  - XXXD A&I Fund: $(500.0) $(500.0) $(500.0) $(500.0) $(500.0) $(500.0) $(500.0)

- **Excess Revenues Over (Under) Expenditures and Transfers:**
  - $(73.9) $(1,135.5) $(2,255.7) $(364.1) $(424.1) $479.2 $(1,262.5) $1,689.1 $(1,841.5) $1,973.6

### Fund Balance - Beginning

- **Fund Balance - Ending:**
  - 4,880.7 $4,700.1 $3,564.7 $3,564.7 $3,564.7 $3,200.6 $3,679.8 $4,942.2 $6,631.3 $8,472.7

### Fund Balance - Unassigned

- **Expenditures:**
  - 4,258.6 $2,364.8 $(254.8) $1,909.1 $1,894.1 $2,751.0 $4,029.9 $5,810.8 $7,675.3 $9,666.6

### Capital Expenditure:

- **CP1** MOC Structural Repairs: 1,250.0 550.0 550.0 550.0
- **CP2** City Hall Windows Reseal (BIW70 '17 carryover): 75.0 75.0 75.0 75.0
- **CP3** Police Radios (BIW50): 38.0 58.0 58.0 58.0
- **CP4** Trail System Fire Mitigation: 10.0 10.0 10.0 10.0
- **CP5** Enterprise Resource Program (ERP) Upgrade: 860.0 760.0 760.0 725.0 650.0 300.0 200.0 200.0
- **CP6** Comm Center Improvements (itemized below): 268.0 268.0 52.0 52.0 52.0 52.0 52.0 52.0 52.0 52.0
- **CP7** IT Equipment: 318.7 214.7 214.7 120.0 120.0 120.0 120.0 120.0
- **CP8** Irrigation Pump - Parks and Recreation (BIW39): 7.0 7.0 7.0
- **CP9** Traffic Counters (BIW21): 5.0 5.0 5.0
- **CP10** Asset Management Software: 50.0 50.0 50.0 50.0 50.0 50.0 50.0 50.0 50.0 50.0
- **CP11** Roaring Fork Mt Bike - South Canyon Trails: 60.0
- **CP12** Ball fence at Glenwood Park field (BIW46): 10.5
- **CP13** Chambers audio equipment (BIW31): 15.0 75.0
- **CP14** GAB traffic bridge banners: 100.0
- **CP15** Design of multi-modal transit station on 8th St: 50.0
- **CP16** ADA transition plan (BIW16): 50.0
- **CP17** Project contingency (10%): 298.7 199.8 199.8 90.7 83.2 48.2 38.2 38.2

### Total Capital Expenditures

- $183.7 $2,198.5 $3,286.2 $2,197.5 $2,257.5 $997.7 $915.2 $530.2 $420.2 $420.2

---

City of Glenwood Springs Budget Book 2018  
Page 126 of 159
CAPITAL PROJECTS FUND NOTES

1130 Sales tax revenue is projected to increase by 2% from the 2017 Budget.
1140 Use tax is estimated to be 2% above 2017 Budget, plus the Capital Project Fund's portion (13.5%) of the Lofts at the Meadows ($444,000) and Oasis ($297,480).
1145 Revenue resulting from amended sales tax returns.
2250 Park Land fees are estimates arising from the Lofts Project at the Meadows.
0390 SWAT team is responsible for repairs and maintenance of City property that can be self-performed.
7900 Cost of service allocation is a 2% increase from 2017 budget. The methodology to reimburse the General Fund for City-wide operational costs will be updated in 2018 for the 2019 budget.
7500 This transfer has been made on a temporary basis to the Water Fund to defray the cost of servicing debt. Because revenue in the Water Fund appears to be sufficient without the subsidy, these funds may be left in the Capital Fund at Council's discretion.
xx01 The Capital Projects Fund may transfer funds to Fleet Services for the cost of replacing fleet assets. Fleet reserves are sufficient in 2018, Council can appropriate these funds to infrastructure projects in the A&I Fund.
xx02 Tabor Reserve is 3% of budgeted revenues.
xx03 Committed Reserves: $2,290 Water Storage Fees, $248,383 Parkland Fees, $3,375 Glenwood Park Fees, $208,840 Springridge Parkland.
xx04 Assigned Contingency Reserve are funds available to the City Manager to spend on current expenses within the fund. This is a reserve target available to the City Manager to address emergency circumstances within the fund, the funds are not expected to be spent in 2018.
cp1 Approximately $700,000 of the 2017 budget item can be spent in 2017, the remainder is pushed to 2018.
cp2 Carryover from 2017 budget item.
cp4 Cutting and chipping trees and foliage near City trails to limit a fire's ability to spread; annual maintenance item.
cp5 ERP modules implemented in 2018 include general ledger, payroll, accounts payable and utility billing (BiW24):

<table>
<thead>
<tr>
<th>Cost of licensed software</th>
<th>125,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hardware cost</td>
<td>40,000</td>
</tr>
<tr>
<td>Implementation services</td>
<td>313,000</td>
</tr>
<tr>
<td>Consulting services from Plante Moran</td>
<td>238,690</td>
</tr>
</tbody>
</table>

Project Contingency (10%): 143,338 69,095

860,028 760,045

Community Center Improvements

<table>
<thead>
<tr>
<th>Exercise Equipment (BiW54)</th>
<th>20,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rock Wall Floor (BiW55)</td>
<td>6,300</td>
</tr>
<tr>
<td>Building Audit (BiW56)</td>
<td>32,000</td>
</tr>
<tr>
<td>Boilers (BiW57)</td>
<td>238,000</td>
</tr>
<tr>
<td>Interior Finishes (BiW58)</td>
<td>20,000</td>
</tr>
<tr>
<td>Floors (BiW60)</td>
<td>80,000</td>
</tr>
<tr>
<td>CC Carpet (BiW61)</td>
<td>25,000</td>
</tr>
<tr>
<td>Ice Rink LED (BiW62)</td>
<td>67,631</td>
</tr>
<tr>
<td>Swimsuit Water Extractor (BiW63)</td>
<td>5,600</td>
</tr>
<tr>
<td>Locker Room Floors (BiW64)</td>
<td>90,000</td>
</tr>
<tr>
<td>Backup Compressor (BiW65)</td>
<td>10,000</td>
</tr>
<tr>
<td>Water slide restoration (BiW66)</td>
<td>10,000</td>
</tr>
<tr>
<td>Community Center hot tub UV (BiW68)</td>
<td>22,550</td>
</tr>
<tr>
<td>Activity Pool UV (BiW69)</td>
<td>41,100</td>
</tr>
<tr>
<td>City Hall Carpet Replacement (BiW71)</td>
<td>100,000</td>
</tr>
<tr>
<td>Total Community Center Improvements</td>
<td>768,181</td>
</tr>
</tbody>
</table>

*Ongoing Community Center expenses include fitness equipment and building audit

IT Equipment

<table>
<thead>
<tr>
<th>PC Replacement Cycle (BiW25)</th>
<th>116,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Windows 365 Upgrade (BiW26)</td>
<td>56,320</td>
</tr>
<tr>
<td>Servers (BiW28)</td>
<td>54,360</td>
</tr>
<tr>
<td>Laserfiche Upgrade (BiW29)</td>
<td>56,000</td>
</tr>
<tr>
<td>Wireless Upgrades (BiW30)</td>
<td>12,000</td>
</tr>
<tr>
<td>Network Switch/UPS Replacement (carryover)</td>
<td>14,000</td>
</tr>
<tr>
<td>Helpdesk Software Upgrade (BiW27)</td>
<td>10,000</td>
</tr>
<tr>
<td>Total IT Equipment</td>
<td>318,680</td>
</tr>
</tbody>
</table>

BWI6 Consulting service to develop a compliance plan; was in the 2017 budget but staff was unable to begin and needs budget in 2018 to move forward.

ADA Act passed in 2010, fully enforceable 3/15/2012, the City is uncertain what areas do not comply.

This item reduces the Parkland Reserve.

Netting around soccer field to prevent balls from reaching fenced homeowner properties.

BWI3 Council Chambers full A/V system replacement is $75,000; audio only is $20,000; if not budgeted may need emergency replacement if it fails in 2018.

Station to catch buses, pedestrian train, taxis, etc.

BWI17 - Help track and plan routine maintenance and personnel needs for streets, water, stormwater, sewer, electric, signs, street striping, etc. May be included or integrated with Munis.

Project contingency is available to address change orders or other cost overruns on individual projects on a pooled basis. These funds are expected to be spent in 2018.
### CITY OF GLENWOOD SPRINGS - 2018 BUDGET

<table>
<thead>
<tr>
<th>DEPARTMENT HEAD</th>
<th>CODE</th>
<th>FUND</th>
</tr>
</thead>
<tbody>
<tr>
<td>ROBIN MILLYARD</td>
<td>31.390</td>
<td>CAPITAL PROJECTS</td>
</tr>
</tbody>
</table>

#### SUMMARY

<table>
<thead>
<tr>
<th></th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2016 Request</td>
<td>Manager Recommend</td>
<td>Council Approved</td>
</tr>
<tr>
<td>Personal Services</td>
<td>242.8</td>
<td>231.6</td>
<td>223.6</td>
</tr>
<tr>
<td>Current Expenses</td>
<td>167.2</td>
<td>206.3</td>
<td>219.2</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>2.3</td>
<td>.0</td>
<td>10.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$412.3</strong></td>
<td><strong>$437.9</strong></td>
<td><strong>$452.8</strong></td>
</tr>
</tbody>
</table>

#### PERSONAL SERVICES

<table>
<thead>
<tr>
<th>Position Title</th>
<th>2017</th>
<th>18-D</th>
<th>18-M</th>
<th>18-C</th>
<th>Position Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>SWAT Superintendent</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>3601 55</td>
</tr>
<tr>
<td>SWAT Maint. Specialist</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>3604 40</td>
</tr>
<tr>
<td>SWAT Maint. Worker</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>3606 30</td>
</tr>
<tr>
<td>Asst. Dir. PW.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3104</td>
</tr>
</tbody>
</table>

| Total Personnel              | 3.0   | 3.0  | 3.0  | 3.0  |

#### CURRENT EXPENSES

<table>
<thead>
<tr>
<th>Description</th>
<th>18-D</th>
<th>18-M</th>
<th>18-C</th>
<th>Position Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time Salaries</td>
<td>168.3</td>
<td>157.5</td>
<td>146.5</td>
<td>146.5</td>
</tr>
<tr>
<td>Overtime</td>
<td>.2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Part-Time</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retirement Contribution</td>
<td>11.8</td>
<td>11.0</td>
<td>10.3</td>
<td>10.3</td>
</tr>
<tr>
<td>FICA</td>
<td>11.9</td>
<td>12.1</td>
<td>11.2</td>
<td>11.2</td>
</tr>
<tr>
<td>Worker’s Compensation</td>
<td>6.6</td>
<td>7.4</td>
<td>7.4</td>
<td>7.4</td>
</tr>
<tr>
<td>Health and Life Insurance</td>
<td>43.5</td>
<td>43.1</td>
<td>47.8</td>
<td>47.8</td>
</tr>
<tr>
<td>Unemployment Insurance</td>
<td>.4</td>
<td>.5</td>
<td>.4</td>
<td>.4</td>
</tr>
</tbody>
</table>

**Total Personal Services** $242.8 $231.6 $223.6 $223.6

#### CAPITAL OUTLAY

<table>
<thead>
<tr>
<th>Description</th>
<th>18-D</th>
<th>18-M</th>
<th>18-C</th>
<th>Position Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Machinery/Equipment</td>
<td>2.3</td>
<td>10.0</td>
<td>10.0</td>
<td>10.0</td>
</tr>
</tbody>
</table>

**Total Capital Outlay** $2.3 $0 $10.0 $10.0

### MISCELLANEOUS CAPITAL PROJECTS

#### NOTES

- 7190 Includes $22,500 in grant writing is included in 4 funds; water, electric, A,I, SWAT
### CITY OF GLENWOOD SPRINGS - 2018 BUDGET

#### Summary of Revenues, Expenditures and Equipment (000's)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales Tax</td>
<td>4,674.1</td>
<td>4,815.2</td>
<td>4,911.5</td>
<td>4,911.5</td>
<td>5,109.9</td>
<td>5,212.1</td>
<td>5,316.4</td>
<td>5,422.7</td>
<td>5,531.2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Use Tax</td>
<td>123.1</td>
<td>95.0</td>
<td>297.1</td>
<td>297.1</td>
<td>98.8</td>
<td>100.8</td>
<td>102.8</td>
<td>104.9</td>
<td>107.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Audit Revenues</td>
<td>5.0</td>
<td>5.0</td>
<td>5.0</td>
<td>5.0</td>
<td>5.0</td>
<td>5.0</td>
<td>5.0</td>
<td>5.0</td>
<td>5.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants</td>
<td>3,880.8</td>
<td></td>
<td></td>
<td>800.0</td>
<td>800.0</td>
<td>800.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest Income</td>
<td>46.4</td>
<td>40.0</td>
<td>40.0</td>
<td>40.0</td>
<td>40.0</td>
<td>20.0</td>
<td>15.0</td>
<td>7.5</td>
<td>3.8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Income - Sale of Library Bldg/9th &amp; Cooper</td>
<td>22.6</td>
<td>6</td>
<td>1,000.0</td>
<td>1,000.0</td>
<td>1,000.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$4,867.0</td>
<td>$8,836.6</td>
<td>$7,053.6</td>
<td>$7,053.6</td>
<td>$5,253.8</td>
<td>$5,338.0</td>
<td>$5,439.2</td>
<td>$5,540.1</td>
<td>$5,646.9</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### CAPITAL EXPENDITURES

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Debt Service</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Discretionary Grant Awards</td>
<td>143.8</td>
<td>163.7</td>
<td>167.0</td>
<td>167.0</td>
<td>170.3</td>
<td>173.7</td>
</tr>
<tr>
<td>Sales Tax to DDA</td>
<td>129.3</td>
<td>131.9</td>
<td>134.5</td>
<td>134.5</td>
<td>137.2</td>
<td>139.9</td>
</tr>
<tr>
<td>Audit Fees</td>
<td>5.5</td>
<td>5.5</td>
<td>5.5</td>
<td>5.5</td>
<td>5.5</td>
<td>5.5</td>
</tr>
<tr>
<td>Trail End Fund/AOH/Check Fees</td>
<td>2.2</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
<td>1.6</td>
</tr>
<tr>
<td>Economic Incentive Rebate</td>
<td>48.3</td>
<td>50.0</td>
<td>50.0</td>
<td>50.0</td>
<td>50.0</td>
<td>50.0</td>
</tr>
<tr>
<td>Arbitrage Compliance</td>
<td>9.0</td>
<td>10.0</td>
<td>1.0</td>
<td>1.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grant Writer</td>
<td>15.0</td>
<td>22.5</td>
<td>22.5</td>
<td>22.5</td>
<td>22.5</td>
<td>23.0</td>
</tr>
<tr>
<td>Property Tax</td>
<td>2.2</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
</tr>
<tr>
<td>Property Tax for Operations</td>
<td>(1,100.0)</td>
<td>(1,158.2)</td>
<td>(1,075.3)</td>
<td>(1,137.0)</td>
<td>(1,137.0)</td>
<td>(1,137.0)</td>
</tr>
<tr>
<td><strong>Total Capital Expenditures</strong></td>
<td>$2,864.9</td>
<td>$2,495.0</td>
<td>$2,495.0</td>
<td>$2,495.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### EXCESS REVENUES OVER (UNDER) EXPENDITURES

| Excess Revenues Over (Under) Expenditures | $1,326.9 | $141.7 | ($13,926.7) | ($1,606.9) | ($1,614.4) | $196.3 | ($4.3) | $59.6 | $20.5 | ($15.6) | | |

#### TRANSFERS

| Transfers In - (Out) | | | | | | | | | | | |
|----------------------|-------------|---------------|---------------|---------------|---------------|---------------|
| Transfers In - (Out) | | | | | | | | | | | |
| City of Glenwood Springs Budget Book 2018 | Page 129 of 159 |
A&I FUND NOTES:

Grant applications are received from local not-for-profit enterprises. The applications are reviewed by staff and a funding recommendation is made to Council from the Financial Advisory Board. The City is not responsible for the funds once awarded and is not involved in management or governance of any award.

Sales Tax assumed to grow at 2% from 2017 Budget.

Use tax is estimated to be 2% above 2017 Budget; plus A&I’s portion (27%) of the Lofts at the Meadows ($444,000) and Oasis ($297,480).

The A&I fund contributes a portion of its tax revenue to the DDA to help fund downtown projects.

Audit revenue is sales and use tax that was not originally reported and paid until an amendment was filed in a later fiscal year.

Staff will pursue grant funds wherever possible. Grants will be shown as revenue and a supplemental appropriation will be done at the time of award. Grants included here are $400,000 from DOLA and $400,000 from FMLD.

Other income results from the potential sale of the building that formerly held the Garfield County Public Library.

Compliance fees will be paid for the existing bond issue in 2018; once the bond matures there will be no further compliance requirements.

The City seeks grant funding from various sources to subsidize major projects. A consultant assists in searching and applying for grants. Includes $22,500 for grantwriting. $22.5k in grant writing is budgeted in four funds; Water, electric, A&I, Fire and EMS.

Allocation transferred into the General Fund for centralized services provided, in 2018 the cost will be 2% over the 2017 amount. The basis for cost of service will be reviewed by staff in the 2018 calendar year and resulting changes will be proposed in the 2019 budget request.

Funds potential legal expense related to whitewater park.

Completion of 1998 river trail master plan; connections to the north of 27th street bridge, ped bridge from 23rd to Atkinson; connection from Two Rivers Park to Whitewater Park and related maintenance.

Trees in the downtown area are maintained and periodically replaced; this line item funds the trees and supplies.

Debris flow basins above Meadows mall need to be cleaned.

Reudi Acquatics Nuisance Program was previously funded in the Non-Departmental section of the General Fund and moved here to be paid with other grants and intergovernmental awards.

Maintenance of downtown business district, increased from prior years to accommodate improvements related to the completion of the GAB.

Funded projects may include 6th Street Gateway to Glenwood, 7th Street Improvements, 8th Street Connection, South Midland improvements, Southbridge, 27th Street bridge or other projects that Council determines to be important. Some projects may be funded in whole or in part with a bond issue in 2018. Funding decisions will be made throughout the 2018 fiscal year depending on currently unknown factors including the availability of grant funding, strength of rebounding sales and use tax revenues, available bonding terms and project bid results.

The City may issue a bond in 2018. If it does the bond proceeds will be shown as revenue in this fund and a supplemental appropriation will be done at the time of award.

Funds the employee housing assistance program.

By ballot measure the A&I fund allocates capital for the support and maintenance of the Community Center.

DDA contribution to Downtown improvements.

This transfer has been made in the past to the Fleet Fund for capital purchases and fleet replacement. The 2018 amount will be allocated to the A&I Fund to subsidize needed infrastructure projects as the Fleet Fund has sufficient reserves.

Transfer from Street Tax Fund from 22nd Street line item of $350,000 to secure the acquisition of the Right of Way for the 27th Street Bridge and roundabout.

Loan from the Fleet Fund to support investment in Infrastructure and Improvements as current Fleet Fund reserves are sufficient.

Restricted Reserves are funds accrued for obligations imposed by an external entity; examples are TABOR and debt service. The debt service reserve will be released upon final payment of the existing bonds in October 2018.

Assigned Reserves are funds available to the City Manager to spend on current expenses within the fund. Transferring these reserves to another fund requires a resolution from Council.

Contingency reserve is utilized for emergency situations and not expected to be spent in 2018.
### Summary of Expenditures and Rural Fire District's Share of Costs (000's)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital Improvement Mill Levy Proceeds</td>
<td>184.2</td>
<td>184.3</td>
<td>184.4</td>
<td>184.4</td>
<td>184.4</td>
<td>184.4</td>
<td>184.4</td>
<td>184.4</td>
</tr>
<tr>
<td>Glenwood Springs Rural Fire District</td>
<td>65.4</td>
<td>65.6</td>
<td>65.5</td>
<td>65.5</td>
<td>65.5</td>
<td>65.5</td>
<td>65.5</td>
<td>65.5</td>
</tr>
<tr>
<td>Grant Revenues</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Insurance Reimbursement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Interest</strong></td>
<td>6.2</td>
<td>4.5</td>
<td>4.5</td>
<td>4.5</td>
<td>2.5</td>
<td>2.5</td>
<td>2.5</td>
<td>2.5</td>
</tr>
<tr>
<td><strong>Impact Fees</strong></td>
<td>109.4</td>
<td>15.0</td>
<td>249.8</td>
<td>249.8</td>
<td>10.0</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
</tr>
<tr>
<td>Sale of Assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$365.2</td>
<td>$269.3</td>
<td>$504.2</td>
<td>$504.2</td>
<td>$314.5</td>
<td>$255.5</td>
<td>$255.5</td>
<td>$255.5</td>
</tr>
<tr>
<td><strong>EXPENDITURES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fire Engine Refurbishment</td>
<td>211.5</td>
<td></td>
<td>262.5</td>
<td>300.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ambulance Re-chassis</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brush Engine</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Aerial Truck</td>
<td>1,200.0</td>
<td>1,200.0</td>
<td>1,200.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Command Vehicle</td>
<td>46.1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trail Rescue</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Utility/Staff Vehicle</td>
<td>45.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lighting/misc-upgrades</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SCBA Equipment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Power Load/power Cots</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Extrication Equipment replacement</td>
<td>26.9</td>
<td></td>
<td>30.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Radio Equipment Replacement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Miscellaneous Hose and Equipment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$284.5</td>
<td>$1,490.0</td>
<td>$1,410.0</td>
<td>$1,410.0</td>
<td>$319.8</td>
<td>$172.3</td>
<td>$335.3</td>
<td>$350.0</td>
</tr>
<tr>
<td><strong>EXCESS REVENUES OVER (UNDER) EXPENDITURES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Excess Revenues Over (Under) Expenditures</td>
<td>$80.7</td>
<td>($1,220.7)</td>
<td>($905.8)</td>
<td>($905.8)</td>
<td>($5.3)</td>
<td>($83.2)</td>
<td>($79.8)</td>
<td>($94.5)</td>
</tr>
<tr>
<td><strong>FUND BALANCE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fund Balance - Beginning</td>
<td>$1,634.9</td>
<td>$1,715.6</td>
<td>$494.9</td>
<td>$494.9</td>
<td>($410.9)</td>
<td>($416.1)</td>
<td>($332.9)</td>
<td>($412.8)</td>
</tr>
<tr>
<td>Fund Balance - Ending</td>
<td>$1,715.6</td>
<td>$494.9</td>
<td>($410.9)</td>
<td>($410.9)</td>
<td>($416.1)</td>
<td>($332.9)</td>
<td>($412.8)</td>
<td>($507.3)</td>
</tr>
<tr>
<td>Less: Restricted - Tabor Reserve</td>
<td>(11.0)</td>
<td>(8.1)</td>
<td>(15.1)</td>
<td>(15.1)</td>
<td>(9.4)</td>
<td>(7.7)</td>
<td>(7.7)</td>
<td>(7.7)</td>
</tr>
<tr>
<td>Fund Balance - Unreserved</td>
<td>$1,704.6</td>
<td>$486.8</td>
<td>($426.0)</td>
<td>($426.0)</td>
<td>($425.6)</td>
<td>($340.6)</td>
<td>($420.5)</td>
<td>($515.0)</td>
</tr>
</tbody>
</table>

1400 Includes $15,000 plus $234,780 from the Lofts project at The Meadows

* Aerial Truck was budgeted in 2017 and will carry over for purchase in 2018
## FLEET SERVICE FUND

### SERVICE CHARGES

<table>
<thead>
<tr>
<th>Department</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Government</td>
<td>4.2</td>
<td>4.2</td>
</tr>
<tr>
<td>Public Transportation</td>
<td>7.0</td>
<td>7.2</td>
</tr>
<tr>
<td>Public Safety</td>
<td>125.2</td>
<td>127.7</td>
</tr>
<tr>
<td>Community and Economic Development</td>
<td>1.8</td>
<td>1.8</td>
</tr>
<tr>
<td>Public Works</td>
<td>181.3</td>
<td>184.9</td>
</tr>
<tr>
<td>Culture and Recreation</td>
<td>83.1</td>
<td>84.7</td>
</tr>
<tr>
<td>Water/Sewer Enterprise Fund</td>
<td>155.0</td>
<td>158.0</td>
</tr>
<tr>
<td>Electric Enterprise Fund</td>
<td>54.1</td>
<td>55.2</td>
</tr>
<tr>
<td>Airport Enterprise Fund</td>
<td>2.6</td>
<td>2.7</td>
</tr>
<tr>
<td>Landfill Enterprise Fund</td>
<td>14.2</td>
<td>14.5</td>
</tr>
</tbody>
</table>

### EQUIPMENT REPLACEMENT CHARGES

<table>
<thead>
<tr>
<th>Department</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Government</td>
<td>7.5</td>
<td>7.6</td>
</tr>
<tr>
<td>Public Transportation</td>
<td>-</td>
<td>146.0</td>
</tr>
<tr>
<td>Public Safety</td>
<td>-</td>
<td>146.0</td>
</tr>
<tr>
<td>Community and Economic Development</td>
<td>-</td>
<td>230.1</td>
</tr>
<tr>
<td>Public Works</td>
<td>225.6</td>
<td>230.1</td>
</tr>
<tr>
<td>Culture and Recreation</td>
<td>97.3</td>
<td>99.2</td>
</tr>
<tr>
<td>Water/Sewer Enterprise Fund</td>
<td>131.3</td>
<td>133.9</td>
</tr>
<tr>
<td>Electric Enterprise Fund</td>
<td>116.5</td>
<td>118.9</td>
</tr>
<tr>
<td>Airport Enterprise Fund</td>
<td>5.9</td>
<td>6.1</td>
</tr>
<tr>
<td>Landfill Enterprise Fund</td>
<td>-</td>
<td>6.1</td>
</tr>
</tbody>
</table>

### OTHER REVENUES

<table>
<thead>
<tr>
<th>Source</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Insurance Reimbursement</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Interest</td>
<td>47.0</td>
<td>47.0</td>
</tr>
<tr>
<td>Sale of Assets</td>
<td>30.0</td>
<td>30.0</td>
</tr>
<tr>
<td>Miscellaneous Income</td>
<td>.1</td>
<td>.1</td>
</tr>
<tr>
<td>Contributed Capital</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

**Total Revenues**

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$1,432.8</td>
<td>$1,459.9</td>
</tr>
</tbody>
</table>

### EXPENDITURES

- Fleet Maintenance Operations: $1,381.9 - $1,445.6
- Equipment Needs: $1,694.8 - $967.3

**Total Expenditures**

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$3,076.7</td>
<td>$2,412.9</td>
</tr>
</tbody>
</table>

### EXCESS REVENUES OVER (UNDER) EXPENDITURES

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excess Revenues Over (Under) Expenditures</td>
<td>($1,643.9)</td>
<td>($953.0)</td>
</tr>
</tbody>
</table>

### TRANSFERS

<table>
<thead>
<tr>
<th>Transfer Description</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>From Capital Projects Fund - seed money</td>
<td>.0</td>
<td>.0</td>
</tr>
<tr>
<td>Transfer to Other funds - A&amp;I (MOC)</td>
<td>.0</td>
<td>.0</td>
</tr>
<tr>
<td>Loan to A&amp;I for Infrastructure and Improvements</td>
<td>(500.0)</td>
<td>(500.0)</td>
</tr>
<tr>
<td>From Other Funds</td>
<td>.0</td>
<td>.0</td>
</tr>
</tbody>
</table>

**Excess Revenues Over (Under) Expenditures & Transfers**

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>($1,643.9)</td>
<td>($1,453.0)</td>
</tr>
</tbody>
</table>

### Fund Balance

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fund Balance - Beginning</td>
<td>$6,195.1</td>
<td>$4,551.2</td>
</tr>
<tr>
<td>Fund Balance - Ending</td>
<td>$4,551.2</td>
<td>$3,098.3</td>
</tr>
</tbody>
</table>

Available Reserves

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4,551,224</td>
<td>3,098,266</td>
</tr>
</tbody>
</table>

2016 Transfer from other funds includes $48,499 from Water and Sewer, $184,430 from Electric, $5,935 from Landfill.
## PERSONAL SERVICES

### Position Title
- **Fleet Maint. Superintendent**
- **Tech/Welder IV**
- **Tech/Welder II**
- **Asst. Dir. PW**

### Personnel Schedule

<table>
<thead>
<tr>
<th>Position Title</th>
<th>2017</th>
<th>2018</th>
<th>Position</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fleet Maint. Superintendent</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Tech/Welder IV</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Tech/Welder II</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Asst. Dir. PW</td>
<td>0.22</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

### Full-Time Salaries

<table>
<thead>
<tr>
<th>2016 Actual</th>
<th>2017</th>
<th>2018</th>
<th>Position</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>356.0</td>
<td>360.9</td>
<td>345.7</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Current Expenses

<table>
<thead>
<tr>
<th>2016 Actual</th>
<th>2017</th>
<th>2018</th>
<th>Position</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>345.7</td>
<td>345.7</td>
<td>345.7</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Capital Outlay

<table>
<thead>
<tr>
<th>2016 Actual</th>
<th>2017</th>
<th>2018</th>
<th>Position</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>345.7</td>
<td>345.7</td>
<td>345.7</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Total Personnel Services

<table>
<thead>
<tr>
<th>2016 Actual</th>
<th>2017</th>
<th>2018</th>
<th>Position</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,195.3</td>
<td>1,381.9</td>
<td>1,445.6</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Total Current Expenses

<table>
<thead>
<tr>
<th>2016 Actual</th>
<th>2017</th>
<th>2018</th>
<th>Position</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,445.6</td>
<td>1,445.6</td>
<td>1,445.6</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Total Capital Outlay

<table>
<thead>
<tr>
<th>2016 Actual</th>
<th>2017</th>
<th>2018</th>
<th>Position</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,445.6</td>
<td>1,445.6</td>
<td>1,445.6</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## CITY OF GLENWOOD SPRINGS - 2018 BUDGET

### FLEET SERVICE EQUIPMENT ACQUISITION NEEDS

<table>
<thead>
<tr>
<th>Unit</th>
<th>2017 Budget</th>
<th>Request 2018</th>
<th>Approved 2018</th>
<th>Five-Year Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td>128</td>
<td></td>
<td></td>
<td>1,233.3</td>
<td>$994.0</td>
</tr>
<tr>
<td>25</td>
<td></td>
<td></td>
<td>335.0</td>
<td>180.0</td>
</tr>
<tr>
<td>81</td>
<td></td>
<td></td>
<td>59.0</td>
<td>59.0</td>
</tr>
<tr>
<td>808</td>
<td></td>
<td></td>
<td>59.5</td>
<td>59.5</td>
</tr>
<tr>
<td>819</td>
<td></td>
<td></td>
<td>60.0</td>
<td>60.0</td>
</tr>
<tr>
<td>748</td>
<td></td>
<td></td>
<td>65.0</td>
<td>65.0</td>
</tr>
<tr>
<td>751</td>
<td></td>
<td></td>
<td>65.0</td>
<td>65.0</td>
</tr>
<tr>
<td>703</td>
<td></td>
<td></td>
<td>62.0</td>
<td>62.0</td>
</tr>
<tr>
<td>739</td>
<td></td>
<td></td>
<td>75.0</td>
<td>75.0</td>
</tr>
<tr>
<td>603</td>
<td></td>
<td></td>
<td>35.0</td>
<td>35.0</td>
</tr>
<tr>
<td>85</td>
<td></td>
<td></td>
<td>30.0</td>
<td>30.0</td>
</tr>
<tr>
<td>36</td>
<td></td>
<td></td>
<td>36.0</td>
<td>36.0</td>
</tr>
<tr>
<td>49</td>
<td></td>
<td></td>
<td>180.0</td>
<td>180.0</td>
</tr>
<tr>
<td>55</td>
<td></td>
<td></td>
<td>30.0</td>
<td>30.0</td>
</tr>
<tr>
<td>56</td>
<td></td>
<td></td>
<td>44.0</td>
<td>44.0</td>
</tr>
<tr>
<td>64</td>
<td></td>
<td></td>
<td>62.0</td>
<td>62.0</td>
</tr>
<tr>
<td>181</td>
<td></td>
<td></td>
<td>15.0</td>
<td>15.0</td>
</tr>
<tr>
<td>183</td>
<td></td>
<td></td>
<td>60.0</td>
<td>60.0</td>
</tr>
<tr>
<td>19</td>
<td></td>
<td></td>
<td>62.0</td>
<td>62.0</td>
</tr>
<tr>
<td>75</td>
<td></td>
<td></td>
<td>59.0</td>
<td>59.0</td>
</tr>
<tr>
<td>126</td>
<td></td>
<td></td>
<td>135.0</td>
<td>135.0</td>
</tr>
<tr>
<td>816</td>
<td></td>
<td></td>
<td>44.8</td>
<td>44.8</td>
</tr>
<tr>
<td>8</td>
<td></td>
<td></td>
<td>46.0</td>
<td>46.0</td>
</tr>
<tr>
<td>128</td>
<td></td>
<td></td>
<td>35.0</td>
<td>35.0</td>
</tr>
</tbody>
</table>

**EQUIPMENT NEEDS**

- Engineering down valley van - CH
- Parks small 4x4 tractor w/blade
- Water Admin. 3/4 T 4x4 X-cab w/plow
- 1997 Ford F-350 Dually 4x4 Utility
- 2009 Chevy Colorado (Police)
- 2011 John Deere 4400 Tractor w/Plow (Parks)
- 2004 Ford F-350SD 4x4 Dually Utility (Water)
- 2006 GMC ¾ ton ext. cab P/U (Electric)
- 1996 Ford Cargo 7000 Elgin (Streets)
- 2002 Ford F-350 SD Crew Cab 4x4 Pickup (Fire)
- 1996 Chev. Kodiak Tandem Crane Truck (Electric)
- 2009 Chevy Impala (Police)
- 4x4 SUV K9 Unit
- 2010 Chevrolet Tahoe (Police)
- 2002 Zamboni Ice Resurfacer (Recreation)
- Backhoe with concreter breaker
- Streets 35 CZTS mini-excavator
- 2008 Ford F550 Bucket Truck
- 2011 Chevrolet Tahoe
- 2013 Ford Explorer
- 2012 Ford Taurus SEL
- 2001 Ford F-350 Super Duty Ambulance
- 1998 Haulin 4700 Message Display Trailer
- 2009 Ford E250 Van
- 2008 Ford F-250 w/utility body & plow
- 2008 Ford F-250 w/utility body & plow
- 2005 Bobcat Toolcat 5600 Work Machine
- Loftness 72” Flail Mower attachment
- 2007 Ford Econoline Van E-350
- 1996 Grimmer Schmidt 185 DRDA Comp.
- 2008 Ford F-350 SD truck w/utility body
- 2010 Dodge Ram 2500 3/4 Ton 4x4 w/utility
- 2009 Dodge 2500 Util.
- 2007 JD 35D Mini-Excavator
- 2012 Ford Taurus SEL
- 2004 Chev. ¾ Ton 4x4 Ext. Cab Pickup
- 1997 Ford LT9513 Vactor Jet/Vac Truck
- 1977 John Deere F-932 Mower with 72" deck
- 2014 Ford Explorer
- 2014 Ford Explorer
- 2014 Ford Interceptor
- 2014 Ford Interceptor
- 2006 Chev 1ton Dually 4x4 utility PU
- 2002 Elgin Geo-Vac Sweeper
- 2008 JD Loader 544J
- 2008 Ford F-250 4X4
- 2009 Chevy Colorado
- 2008 Ford F-250 4X4
- 2008 Ford F-250 4X4
- 2006 John Deere 777 Z-Trak Mower
- 1600 Turbo mower
- 2005 Dodge ¾ ton 4x4 Quad Cab Pickup
- 2008 Ford F-250
- 2002 Chev. ¾ ton 4x4 Utility w/Plow
- 2009 Ford Escape Hybrid
- 2009 Dodge Ram 2500 PU w/plow (Streets)
- 2009 Bobcat S160 Skidsteer (Streets)

Continued on next page:
<table>
<thead>
<tr>
<th>Unit</th>
<th>Model and Description</th>
<th>2017 Budget</th>
<th>2018</th>
<th>2019 Estimate</th>
<th>2020 Estimate</th>
<th>2021 Estimate</th>
<th>2022 Estimate</th>
<th>2023 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>28</td>
<td>2009 Dodge Dakota (Parks)</td>
<td>24.0</td>
<td>24.0</td>
<td>24.0</td>
<td>24.0</td>
<td>24.0</td>
<td>24.0</td>
<td>24.0</td>
</tr>
<tr>
<td>91</td>
<td>2009 Dodge 2500 w/util&amp;plow</td>
<td>62.0</td>
<td>62.0</td>
<td>62.0</td>
<td>62.0</td>
<td>62.0</td>
<td>62.0</td>
<td>62.0</td>
</tr>
<tr>
<td>45</td>
<td>2009 Chevy Colorado 4x4 PU</td>
<td>30.0</td>
<td>30.0</td>
<td>30.0</td>
<td>30.0</td>
<td>30.0</td>
<td>30.0</td>
<td>30.0</td>
</tr>
<tr>
<td>10</td>
<td>2009 Dodge 2500 quad cab/plow</td>
<td>44.0</td>
<td>44.0</td>
<td>44.0</td>
<td>44.0</td>
<td>44.0</td>
<td>44.0</td>
<td>44.0</td>
</tr>
<tr>
<td>35</td>
<td>2009 Chevy Express Cargo Van</td>
<td>40.0</td>
<td>40.0</td>
<td>40.0</td>
<td>40.0</td>
<td>40.0</td>
<td>40.0</td>
<td>40.0</td>
</tr>
<tr>
<td>118</td>
<td>2009 Bobcat Skidsteer</td>
<td>35.0</td>
<td>35.0</td>
<td>35.0</td>
<td>35.0</td>
<td>35.0</td>
<td>35.0</td>
<td>35.0</td>
</tr>
<tr>
<td>93</td>
<td>2005 International 7500 Manure Spreader (W/W)</td>
<td>158.0</td>
<td>158.0</td>
<td>158.0</td>
<td>158.0</td>
<td>158.0</td>
<td>158.0</td>
<td>158.0</td>
</tr>
<tr>
<td>803</td>
<td>2009 Chevy Colorado (Electric)</td>
<td>30.0</td>
<td>30.0</td>
<td>30.0</td>
<td>30.0</td>
<td>30.0</td>
<td>30.0</td>
<td>30.0</td>
</tr>
<tr>
<td>809</td>
<td>2004 Ford F-250SD 4x4 Utility (Electric)</td>
<td>50.0</td>
<td>50.0</td>
<td>50.0</td>
<td>50.0</td>
<td>50.0</td>
<td>50.0</td>
<td>50.0</td>
</tr>
<tr>
<td>821</td>
<td>2009 Bobcat Skidsteer</td>
<td>35.0</td>
<td>35.0</td>
<td>35.0</td>
<td>35.0</td>
<td>35.0</td>
<td>35.0</td>
<td>35.0</td>
</tr>
<tr>
<td>813</td>
<td>1999 Chev. C-7500 Dump Truck</td>
<td>92.0</td>
<td>92.0</td>
<td>92.0</td>
<td>92.0</td>
<td>92.0</td>
<td>92.0</td>
<td>92.0</td>
</tr>
<tr>
<td>21</td>
<td>2004 Chev. ¾ ton 4x4 Ext. Cab Pickup</td>
<td>46.0</td>
<td>46.0</td>
<td>46.0</td>
<td>46.0</td>
<td>46.0</td>
<td>46.0</td>
<td>46.0</td>
</tr>
<tr>
<td>70</td>
<td>1995 Chev. Kodiak Dump Truck</td>
<td>92.0</td>
<td>92.0</td>
<td>92.0</td>
<td>92.0</td>
<td>92.0</td>
<td>92.0</td>
<td>92.0</td>
</tr>
<tr>
<td>749</td>
<td>2012 Ford Expedition</td>
<td>59.0</td>
<td>59.0</td>
<td>59.0</td>
<td>59.0</td>
<td>59.0</td>
<td>59.0</td>
<td>59.0</td>
</tr>
<tr>
<td>163</td>
<td>2004 John Deere 717A Mower with 48&quot; deck</td>
<td>15.0</td>
<td>15.0</td>
<td>15.0</td>
<td>15.0</td>
<td>15.0</td>
<td>15.0</td>
<td>15.0</td>
</tr>
<tr>
<td>806</td>
<td>2010 Bobcat Mini Excavator E35-M</td>
<td>63.0</td>
<td>63.0</td>
<td>63.0</td>
<td>63.0</td>
<td>63.0</td>
<td>63.0</td>
<td>63.0</td>
</tr>
<tr>
<td>406</td>
<td>2011 Ford F250 4x4 supercab PU</td>
<td>48.0</td>
<td>48.0</td>
<td>48.0</td>
<td>48.0</td>
<td>48.0</td>
<td>48.0</td>
<td>48.0</td>
</tr>
<tr>
<td>99</td>
<td>2005 Chev. Colorado 4x4 Ext. Cab Pickup</td>
<td>42.0</td>
<td>42.0</td>
<td>42.0</td>
<td>42.0</td>
<td>42.0</td>
<td>42.0</td>
<td>42.0</td>
</tr>
<tr>
<td>22</td>
<td>2001 Freightliner FLD112SD Dump Truck</td>
<td>155.0</td>
<td>155.0</td>
<td>155.0</td>
<td>155.0</td>
<td>155.0</td>
<td>155.0</td>
<td>155.0</td>
</tr>
<tr>
<td>24</td>
<td>2001 Freightliner FLD112SD Dump Truck</td>
<td>155.0</td>
<td>155.0</td>
<td>155.0</td>
<td>155.0</td>
<td>155.0</td>
<td>155.0</td>
<td>155.0</td>
</tr>
<tr>
<td>122</td>
<td>2000 Case 621C Loader</td>
<td>139.0</td>
<td>139.0</td>
<td>139.0</td>
<td>139.0</td>
<td>139.0</td>
<td>139.0</td>
<td>139.0</td>
</tr>
<tr>
<td>31</td>
<td>2000 Chev 1T 4X4 utility</td>
<td>75.0</td>
<td>75.0</td>
<td>75.0</td>
<td>75.0</td>
<td>75.0</td>
<td>75.0</td>
<td>75.0</td>
</tr>
<tr>
<td>124</td>
<td>2000 Case 580SL Backhoe Series 2</td>
<td>112.0</td>
<td>112.0</td>
<td>112.0</td>
<td>112.0</td>
<td>112.0</td>
<td>112.0</td>
<td>112.0</td>
</tr>
<tr>
<td>123</td>
<td>2011 JD 544K Wheel Loader</td>
<td>240.0</td>
<td>240.0</td>
<td>240.0</td>
<td>240.0</td>
<td>240.0</td>
<td>240.0</td>
<td>240.0</td>
</tr>
<tr>
<td>47</td>
<td>2012 Ford F250 w/plow</td>
<td>65.0</td>
<td>65.0</td>
<td>65.0</td>
<td>65.0</td>
<td>65.0</td>
<td>65.0</td>
<td>65.0</td>
</tr>
<tr>
<td>51</td>
<td>2012 Ford F250 w/plow</td>
<td>65.0</td>
<td>65.0</td>
<td>65.0</td>
<td>65.0</td>
<td>65.0</td>
<td>65.0</td>
<td>65.0</td>
</tr>
<tr>
<td>117</td>
<td>2001 John Deere 310 5G Backhoe</td>
<td>140.0</td>
<td>140.0</td>
<td>140.0</td>
<td>140.0</td>
<td>140.0</td>
<td>140.0</td>
<td>140.0</td>
</tr>
<tr>
<td>26</td>
<td>2010 Ford Escape Hybrid 4x4 SUV</td>
<td>49.0</td>
<td>49.0</td>
<td>49.0</td>
<td>49.0</td>
<td>49.0</td>
<td>49.0</td>
<td>49.0</td>
</tr>
<tr>
<td>49</td>
<td>2010 Ford E350 XLT Econoline 15 psg Van</td>
<td>44.0</td>
<td>44.0</td>
<td>44.0</td>
<td>44.0</td>
<td>44.0</td>
<td>44.0</td>
<td>44.0</td>
</tr>
<tr>
<td>150</td>
<td>1996 Cat CB-214-C Asphalt Roller</td>
<td>75.0</td>
<td>75.0</td>
<td>75.0</td>
<td>75.0</td>
<td>75.0</td>
<td>75.0</td>
<td>75.0</td>
</tr>
<tr>
<td>59</td>
<td>2001 Freightliner FLD112SD Dump Truck</td>
<td>181.0</td>
<td>181.0</td>
<td>181.0</td>
<td>181.0</td>
<td>181.0</td>
<td>181.0</td>
<td>181.0</td>
</tr>
<tr>
<td></td>
<td>Mower Trailer - Parks and Rec (BIW38)</td>
<td>7.0</td>
<td>7.0</td>
<td>7.0</td>
<td>7.0</td>
<td>7.0</td>
<td>7.0</td>
<td>7.0</td>
</tr>
<tr>
<td></td>
<td>Service truck w/ plow Parks and Rec (BIW40)</td>
<td>52.0</td>
<td>52.0</td>
<td>52.0</td>
<td>52.0</td>
<td>52.0</td>
<td>52.0</td>
<td>52.0</td>
</tr>
<tr>
<td></td>
<td>Utility vehicle - Parks and Rec (BIW42)</td>
<td>12.3</td>
<td>12.3</td>
<td>12.3</td>
<td>12.3</td>
<td>12.3</td>
<td>12.3</td>
<td>12.3</td>
</tr>
</tbody>
</table>

Total $1,694.8 $967.3 $967.3 $1,233.3 $1,313.0 $994.0 $180.0 $63.0
### Summary of Revenues, Expenditures and Retained Earnings Balance - Utility Enterprise Fund (000's)

#### WATER AND SEWER SYSTEM

<table>
<thead>
<tr>
<th></th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Department Request</td>
<td>Manager Recommend</td>
</tr>
</tbody>
</table>

#### REVENUES

**OPERATING REVENUE**
- Grants: 4.6
- Water User Fees: 2,739.2, 2,726.5, 2,794.6, 2,794.6, 2,794.6
- Sewer User Fees: 3,296.8, 3,300.0, 3,382.5, 3,382.5, 3,382.5
- Water Tap Fees: .5, .5, .5, .5, .5
- Sewer Tap Fees: .5, .5, .5, .5
- Meter Sales: 13.7, 10.0, 10.0, 10.0, 10.0
- Interest Income: 40.0, 40.0, 40.0, 40.0, 40.0
- Other Income: 1.7, 5.0, 5.0, 5.0, 5.0
- Service Connect Fees: 3.3, 3.4, 3.4, 3.4, 3.4
- Water System Improvement Fees: 128.3, 60.0, 458.7, 458.7, 458.7
- Sewer System Improvement Fees: 441.0, 70.0, 498.6, 498.6, 498.6

**Total Operating Revenues** $6,668.4, $6,215.9, $7,193.8, $7,193.8, $7,193.8

#### EXPENSES

**OPERATING EXPENSES**
- Administration: 750.9, 769.8, 882.4, 905.0, 905.0
- Water Treatment - Operation: 633.7, 605.9, 724.8, 736.1, 736.1
- Water Transmission and Distribution: 391.8, 477.4, 573.5, 573.5, 573.5
- Wastewater Treatment - Operation: 790.3, 768.4, 853.1, 853.1, 853.1
- Wastewater Collection and Transmission: 315.9, 398.5, 454.0, 454.0, 454.0
- Customer Accounts: 166.3, 178.3, 181.9, 181.9, 181.9
- Depreciation: 1,722.6, 1,771.3, 1,755.2, 1,755.2, 1,755.2
- Interfund Franchise Fees: 164.1, 180.8, 185.3, 185.3, 185.3
- Nonreciprocal Interfund Activity: 164.1, 180.8, 185.3, 185.3, 185.3
- Bond Interest: 780.3, 749.7, 714.3, 714.3, 714.3

**Total Operating Expenses** $5,879.8, $6,081.3, $6,509.7, $6,543.7, $6,543.7

#### OPERATING INCOME (LOSS)

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Income (Loss)</td>
<td>$788.6</td>
<td>$134.6</td>
<td>$650.1</td>
</tr>
</tbody>
</table>

#### OTHER ADDITIONS (DEDUCTIONS)

- Other Additions (Deductions)
  - 5160 Transfer In - From Capital Projects Fund: 640.0, 640.0
  - 7020 Transfer Out - to Fleet Service Fund: (48.5), (131.3)
  - 7071 Transfer Out - to Capital Projects Fund for debt service
  - Increase (Decrease) in Retained Earnings: $1,380.1, $643.3, $684.1, $650.1, $650.1

#### RETAINED EARNINGS

- Retained Earnings (Deficit) - Beginning: $33,867.8, $35,247.9, $35,891.2, $35,891.2, $35,891.2
- Retained Earnings (Deficit) - Ending: $35,247.9, $35,891.2, $36,575.3, $36,541.3, $36,541.3
- Less 25% Contingency Reserve: .0, (1,520.3), (1,627.4), (1,635.9), (1,635.9)
- Retained Earnings (Deficit) - Ending Unreserved: $35,247.9, $34,370.9, $34,947.9, $34,905.4, $34,905.4

---

4758 Includes $60,000 plus $398,702 from The Lofts project at the Meadows
4759 Includes $70,000 plus $428,583 from The Lofts project at the Meadows
### Water and Sewer System - Administration

**Function** | **Activity** | **Department Head** | **Code** | **Fund**  
--- | --- | --- | --- | ---
WATER AND SEWER SYSTEM | ADMINISTRATION | ROBIN MILLYARD | 21.211 | UTILITY ENTERPRISE FUND

#### Personnel Schedule

<table>
<thead>
<tr>
<th>Position Title</th>
<th>2017 Full-Time Salaries</th>
<th>2017 Overtime</th>
<th>2018 Full-Time Salaries</th>
<th>2018 Overtime</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Works Director</td>
<td>0.50 0.50 0.50 0.50</td>
<td>3101</td>
<td>0.50 0.50 0.50 0.50</td>
<td>3101</td>
</tr>
<tr>
<td>Water/Wastewater Super.</td>
<td>1.00 1.00 1.00 1.00</td>
<td>3301</td>
<td>1.00 1.00 1.00 1.00</td>
<td>3301</td>
</tr>
<tr>
<td>GIS Administrator</td>
<td>0.25 0.25 0.25 0.25</td>
<td>1407</td>
<td>0.25 0.25 0.25 0.25</td>
<td>1407</td>
</tr>
<tr>
<td>Admin Assist I</td>
<td>0.25 0.25</td>
<td>TBD</td>
<td>0.25 0.25</td>
<td>TBD</td>
</tr>
<tr>
<td>Water Trtm Op (Reclass,75)</td>
<td>0.00 1.00 1.00 1.00</td>
<td>T80</td>
<td>0.00 1.00 1.00 1.00</td>
<td>T80</td>
</tr>
</tbody>
</table>

#### Personnel Summary

**Total Personnel:** 2.00 2.75 2.75 2.75

**Total Personnel Services:** $750.9 $769.8 $882.4 $905.0 $905.0

#### Current Expenses

<table>
<thead>
<tr>
<th>Function</th>
<th>Activity</th>
<th>2016 Budget</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>WATER AND SEWER SYSTEM</td>
<td>ADMINISTRATION</td>
<td>237.2</td>
<td>228.4</td>
<td>319.7</td>
</tr>
<tr>
<td>Current Expenses</td>
<td></td>
<td>513.6</td>
<td>541.5</td>
<td>562.6</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>562.6</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>562.6</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>$750.9</td>
<td>$769.8</td>
<td>$882.4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$905.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$905.0</td>
</tr>
</tbody>
</table>

#### Current Expenses Summary

<table>
<thead>
<tr>
<th>Function</th>
<th>Activity</th>
<th>2016 Budget</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water and Sewer System</td>
<td>Administration</td>
<td>237.2</td>
<td>228.4</td>
<td>319.7</td>
</tr>
<tr>
<td>Current Expenses</td>
<td></td>
<td>513.6</td>
<td>541.5</td>
<td>562.6</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>562.6</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>562.6</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>$750.9</td>
<td>$769.8</td>
<td>$882.4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$905.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$905.0</td>
</tr>
</tbody>
</table>

#### Current Expenses Detail

<table>
<thead>
<tr>
<th>Function</th>
<th>Activity</th>
<th>2016 Budget</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Services</td>
<td>Credit Card Fees</td>
<td>13.7</td>
<td>14.0</td>
<td>14.0</td>
</tr>
<tr>
<td></td>
<td>Other Professional Services</td>
<td>21.4</td>
<td>30.0</td>
<td>31.2</td>
</tr>
<tr>
<td></td>
<td>Telephone</td>
<td>.6</td>
<td>.7</td>
<td>.7</td>
</tr>
<tr>
<td></td>
<td>Printing and Binding</td>
<td>.0</td>
<td>.1</td>
<td>.1</td>
</tr>
<tr>
<td></td>
<td>Advertising and Publications</td>
<td>.1</td>
<td>1.2</td>
<td>1.2</td>
</tr>
<tr>
<td></td>
<td>Travel and Subsistence</td>
<td>.0</td>
<td>.5</td>
<td>.5</td>
</tr>
<tr>
<td></td>
<td>Training</td>
<td>.4</td>
<td>3.0</td>
<td>5.0</td>
</tr>
<tr>
<td></td>
<td>Maintenance and Repair - vehicles</td>
<td>11.1</td>
<td>5.0</td>
<td>15.0</td>
</tr>
<tr>
<td></td>
<td>Loss on Asset Disposal</td>
<td>.0</td>
<td>.0</td>
<td>.0</td>
</tr>
<tr>
<td></td>
<td>Liability Insurance</td>
<td>15.3</td>
<td>16.0</td>
<td>16.0</td>
</tr>
<tr>
<td></td>
<td>Property Insurance</td>
<td>44.2</td>
<td>53.6</td>
<td>53.6</td>
</tr>
<tr>
<td></td>
<td>Deductibles Paid</td>
<td>.0</td>
<td>.0</td>
<td>.0</td>
</tr>
<tr>
<td></td>
<td>Safety Program</td>
<td>.1</td>
<td>.6</td>
<td>.1</td>
</tr>
<tr>
<td></td>
<td>Subscriptions and Memberships</td>
<td>2.1</td>
<td>.9</td>
<td>2.9</td>
</tr>
<tr>
<td></td>
<td>Water Assessments</td>
<td>29.2</td>
<td>31.2</td>
<td>31.2</td>
</tr>
<tr>
<td></td>
<td>Interfund Cost of Service</td>
<td>344.4</td>
<td>371.3</td>
<td>378.7</td>
</tr>
<tr>
<td></td>
<td>Educational Supplies</td>
<td>.0</td>
<td>.1</td>
<td>.1</td>
</tr>
<tr>
<td></td>
<td>Uniforms</td>
<td>.4</td>
<td>.4</td>
<td>.4</td>
</tr>
<tr>
<td></td>
<td>Office Supplies</td>
<td>.4</td>
<td>.5</td>
<td>.5</td>
</tr>
<tr>
<td></td>
<td>Gas, Oil, Lubricants</td>
<td>2.2</td>
<td>2.5</td>
<td>3.2</td>
</tr>
<tr>
<td></td>
<td>Other Operating Expense</td>
<td>28.1</td>
<td>10.0</td>
<td>8.0</td>
</tr>
</tbody>
</table>

#### Total Current Expenses

<table>
<thead>
<tr>
<th>Function</th>
<th>Activity</th>
<th>2016 Budget</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td></td>
<td>$513.6</td>
<td>$541.5</td>
<td>$562.6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$562.6</td>
<td>$562.6</td>
<td>$562.6</td>
</tr>
</tbody>
</table>
## PERSONAL SERVICES

### Personnel Schedule

<table>
<thead>
<tr>
<th>Position Title</th>
<th>Employees</th>
<th>2017 Full-Time Salaries</th>
<th>2017 Overtime</th>
<th>2017 Other Professional Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>W/WW Asst. Superint.</td>
<td>1.0</td>
<td>257.3</td>
<td>5.0</td>
<td>17.7</td>
</tr>
<tr>
<td>W/WW Treatment Op. II (A)</td>
<td>2.0</td>
<td>238.6</td>
<td>19.4</td>
<td>20.1</td>
</tr>
<tr>
<td>W/WW Treatment Op. II (C)</td>
<td>0.0</td>
<td>235.2</td>
<td>4.0</td>
<td>20.8</td>
</tr>
<tr>
<td>W/WW Treatment Op. (D)</td>
<td>1.0</td>
<td>246.5</td>
<td>1.0</td>
<td>20.8</td>
</tr>
<tr>
<td>W/WW Treatment Op. (B)</td>
<td>0.0</td>
<td>246.5</td>
<td>1.0</td>
<td>20.8</td>
</tr>
<tr>
<td>Chief Operator - Water Treatment</td>
<td>0.0</td>
<td>246.5</td>
<td>1.0</td>
<td>20.8</td>
</tr>
</tbody>
</table>

### Total Personnel

| 4.0 | 4.0 | 4.0 | 4.0 |

### CURRENT EXPENSES

<table>
<thead>
<tr>
<th>Activity</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Services</td>
<td>$343.5</td>
<td>$331.2</td>
</tr>
<tr>
<td>Current Expenses</td>
<td>$290.2</td>
<td>$274.8</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>$0.0</td>
<td>$17.0</td>
</tr>
</tbody>
</table>

### TOTAL CURRENT EXPENSES

| $633.7 | $605.9 | $724.8 | $736.1 | $736.1 |

### CAPITAL OUTLAY

<table>
<thead>
<tr>
<th>Activity</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Outlay</td>
<td>$0.0</td>
<td>$17.0</td>
</tr>
</tbody>
</table>

### TOTAL CAPITAL OUTLAY

| $0.0 | $17.0 | $17.0 | $17.0 | $17.0 |

Capital outlay includes flocculation chains ($3,500), raw water valve actuator ($4,500), valve actuator installation ($4,500) and filter pressure transducer installation.
### PERSONAL SERVICES

#### Personnel Schedule

<table>
<thead>
<tr>
<th>Position Title</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>Position Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>W/WW Utility Maint Coor II</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>3310</td>
</tr>
<tr>
<td>W/WW Utility Maint Coor I</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>3313</td>
</tr>
<tr>
<td>W/WW Utility Worker</td>
<td>2.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>3331</td>
</tr>
<tr>
<td>W/WW Utility Worker I</td>
<td>1.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>3332</td>
</tr>
<tr>
<td>W/WW Utility Worker II</td>
<td>0.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>3324</td>
</tr>
<tr>
<td>W/WW Utility Worker III (IW77)</td>
<td>0.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>3320</td>
</tr>
<tr>
<td>Total Personnel</td>
<td>4.0</td>
<td>4.0</td>
<td>4.0</td>
<td>4.0</td>
<td></td>
</tr>
</tbody>
</table>

#### CURRENT EXPENSES

<table>
<thead>
<tr>
<th>Activity</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Services</td>
<td>224.3</td>
<td>248.0</td>
<td>300.1</td>
</tr>
<tr>
<td>Current Expenses</td>
<td>167.5</td>
<td>229.4</td>
<td>259.2</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>14.2</td>
<td>14.2</td>
<td>14.2</td>
</tr>
<tr>
<td>Total</td>
<td>$391.8</td>
<td>$477.4</td>
<td>$573.5</td>
</tr>
</tbody>
</table>

#### CAPITAL OUTLAY

<table>
<thead>
<tr>
<th>Activity</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Outlay</td>
<td>$0.0</td>
<td>$0.0</td>
<td>$14.2</td>
</tr>
<tr>
<td>Total Capital Outlay</td>
<td>$0.0</td>
<td>$0.0</td>
<td>$14.2</td>
</tr>
</tbody>
</table>

Capital Outlay includes replacement demolition saw ($2,000), Sampling Station upgrade ($2,500), Impact wrenches and sockets ($650), replacement jumping jack and jackhammer ($4,000), pneumatic chipper/hammer ($500) and replacement of a leak detection listening device ($4,500).
## CITY OF GLENWOOD SPRINGS - 2018 BUDGET

### WATER AND SEWER SYSTEM

#### WASTEWATER TREATMENT

<table>
<thead>
<tr>
<th>CODE</th>
<th>DEPARTMENT HEAD</th>
<th>ACTIVITY</th>
<th>FUNCTION</th>
<th>CODE</th>
<th>FUND</th>
</tr>
</thead>
<tbody>
<tr>
<td>21.430</td>
<td>ROBIN MILLYARD</td>
<td>WASTEWATER TREATMENT</td>
<td>WATER AND SEWER SYSTEM</td>
<td>UTILITY ENTERPRISE FUND</td>
<td></td>
</tr>
</tbody>
</table>

#### SUMMARY

<table>
<thead>
<tr>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
<th>Department Request</th>
<th>Manager Recommend</th>
<th>Council Approved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Services</td>
<td>312.0</td>
<td>307.2</td>
<td>376.2</td>
<td>376.2</td>
<td>376.2</td>
</tr>
<tr>
<td>Current Expenses</td>
<td>478.2</td>
<td>461.2</td>
<td>464.3</td>
<td>464.3</td>
<td>464.3</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>12.7</td>
<td>12.7</td>
<td>12.7</td>
<td>12.7</td>
<td>12.7</td>
</tr>
</tbody>
</table>

**Total**

- 2017: $790.3
- 2018: $768.4
- 2018 Budget: $853.1

### PERSONAL SERVICES

#### Personnel Schedule

<table>
<thead>
<tr>
<th>Position Title</th>
<th>2017</th>
<th>18-D</th>
<th>18-M</th>
<th>18-C</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>W/WW Treat Op II (A)/Chief</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>3308</td>
</tr>
<tr>
<td>W/WW Treatment Op I (C)</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>3322</td>
</tr>
<tr>
<td>W/WW Treatment Op I (D)</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>3326</td>
</tr>
<tr>
<td>W/WW Treatment Op II (B)</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>3316</td>
</tr>
<tr>
<td>W/WW Lab Tech</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>3323</td>
</tr>
</tbody>
</table>

**Total Personnel**: 4.0

### CURRENT EXPENSES

<table>
<thead>
<tr>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
<th>Department Request</th>
<th>Manager Recommend</th>
<th>Council Approved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time Salaries</td>
<td>223.4</td>
<td>211.8</td>
<td>224.8</td>
<td>224.8</td>
<td>224.8</td>
</tr>
<tr>
<td>Overtime</td>
<td>8.7</td>
<td>8.5</td>
<td>9.0</td>
<td>9.0</td>
<td>9.0</td>
</tr>
<tr>
<td>Standby</td>
<td>0.0</td>
<td>19.4</td>
<td>19.4</td>
<td>19.4</td>
<td>19.4</td>
</tr>
<tr>
<td>Part-Time</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Retirement Contribution</td>
<td>15.6</td>
<td>15.4</td>
<td>17.7</td>
<td>17.7</td>
<td>17.7</td>
</tr>
<tr>
<td>FICA</td>
<td>17.5</td>
<td>16.9</td>
<td>19.4</td>
<td>19.4</td>
<td>19.4</td>
</tr>
</tbody>
</table>

**Total Personal Services**

- 2016: $312.0
- 2017: $307.2
- 2018: $376.2

### CAPITAL OUTLAY

<table>
<thead>
<tr>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
<th>Department Request</th>
<th>Manager Recommend</th>
<th>Council Approved</th>
</tr>
</thead>
</table>
| Capital Outlay includes valve exerciser ($4,000), clarifier neoprene waders ($2,000), gravimetric balance ($4,900), anaerobic selector mixer ($750), spare motor ($1,000). Back up gear box originally included in this line item has moved to the Water Equipment Fund.

- 2017: $0
- 2018: $12.7

**Total Capital Outlay**: $12.7
<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>EMPLOYEES</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>W/WW Util. Maint. Coor III</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3306</td>
</tr>
<tr>
<td>W/WW Utility Worker IV</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>3311</td>
</tr>
<tr>
<td>W/WW Utility Worker II</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3324</td>
</tr>
<tr>
<td>W/WW Ut Maint Cord I</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>3318</td>
</tr>
<tr>
<td>New Position Request</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td><strong>Total Personnel</strong></td>
<td></td>
<td>3</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
</tbody>
</table>

**PERSONAL SERVICES**

**CURRENT EXPENSES**

<table>
<thead>
<tr>
<th>Item</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>W/WW Util. Maint. Coor III</td>
<td>3.2</td>
<td>4.4</td>
<td>6.9</td>
<td>6.9</td>
</tr>
<tr>
<td>W/WW Utility Worker IV</td>
<td>5.8</td>
<td>9.5</td>
<td>9.5</td>
<td>9.5</td>
</tr>
<tr>
<td>W/WW Utility Worker II</td>
<td>.7</td>
<td>1.0</td>
<td>1.9</td>
<td>1.9</td>
</tr>
<tr>
<td>W/WW Ut Maint Cord I</td>
<td>39.7</td>
<td>54.0</td>
<td>36.0</td>
<td>36.0</td>
</tr>
<tr>
<td>New Position Request</td>
<td>.1</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
</tr>
<tr>
<td><strong>Total Current Expenses</strong></td>
<td></td>
<td>328.9</td>
<td>328.9</td>
<td>328.9</td>
</tr>
</tbody>
</table>

**CAPITAL OUTLAY**

Capital Outlay includes $3,000 for a replacement tamper and $4,500 for a camera truck computer upgrade.
## CITY OF GLENWOOD SPRINGS - 2018 BUDGET

### Summary of Revenues, Expenditures and Improvement Fee Balances (000's)

#### WATER AND SEWER EQUIPMENT ACQUISITION NEEDS

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Equipment</td>
<td>87.0</td>
<td>87.0</td>
<td>190.0</td>
<td>113.0</td>
<td>45.0</td>
<td>7.5</td>
</tr>
<tr>
<td>Capital Improv. - Sewer Restricted Cash</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital Improv. - Water Restricted Cash</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water Improvement Projects</td>
<td>1,478.0</td>
<td>1,478.0</td>
<td>3,580.0</td>
<td>2,670.0</td>
<td>4,150.0</td>
<td>995.0</td>
</tr>
<tr>
<td>Sewer Improvement Projects</td>
<td>1,118.0</td>
<td>1,118.0</td>
<td>374.0</td>
<td>841.0</td>
<td>120.0</td>
<td>2,470.0</td>
</tr>
<tr>
<td><strong>TOTAL EXPENDITURES</strong></td>
<td><strong>$2,683.0</strong></td>
<td><strong>$2,683.0</strong></td>
<td><strong>$4,144.0</strong></td>
<td><strong>$3,624.0</strong></td>
<td><strong>$4,375.0</strong></td>
<td><strong>$6,820.0</strong></td>
</tr>
</tbody>
</table>

### EQUIPMENT NEEDS

- Bulk Water Dispenser Upgrades (WMaint.)
- SCADA Computer Replacement (WWTTP)
- Chemical Feed Pump (Alum) (WTP)
- Flood Gate Valve (No Name Intake)
- Benchtop Turbidimeter (WTP)
- Confined Space Gas Meter (WTP)
- Leak Detect. Equip. (Acoustic) (WMaint.)
- Muffle Furnace (WWTTP)
- Trash Pump (WWTTP)
- Low Voltage Ohm Meter (WWTTP)
- Gearbox for oxidation mixer (WWTTP)
- Level Indicators (Lift Stations)
- WWTF SCADA Computer Replacement (430)
- Muffle Furnace (430)
- Replace Service Water Pumps (410)
- UPS (Filter Bldg) (410)
- Turbidimeter Replacement WTP (410)
- Sewer Video Camera (for pipe <6") (440)
- Motor for Ox. Ditch Drum Mixers (430)  
- Backup Gear Box (430)
- Garage Door Openers (Biosolids Bldg) (430)
- Bulk Water Dispenser Upgrades (410)
- Blower Rebuild (430)
- PLCs for Level Control at Lift Stations (430)
- Spare pump for LS 14,000 (430)
- Shoring Equip. (420 & 440)
- Replace Line Locator (410)
- Sampling Station Upgrades (420)
- Sodium Hydroxide Feed Pumps (410)
- UPS (Pre-treatment Bldg) (410)
- Rebuild Drum Mixer Gearboxes (430)
- Enclosure for LS 15,000 (430)
- GPS unit (420 & 440)
- Flow monitoring equip. (No Name) (410)
- Pump Station #1 - Replace Pumps (410)
- Vector Truck Video Display (440)
- Pump Station #2 - Replace Pumps (410)
- Flow monitoring equip. (Grizzly) (410)
- Sewer Camera Truck Computer Upgrade (440)

**TOTAL EQUIPMENT NEEDS** $87.0 $87.0 $190.0 $113.0 $45.0 $7.5 $10.0 

---

City of Glenwood Springs Budget Book 2018  
Page 142 of 159
## CITY OF GLENWOOD SPRINGS - 2018 BUDGET

### WATER AND SEWER EQUIPMENT ACQUISITION NEEDS (CONTINUED)

<table>
<thead>
<tr>
<th>WATER IMPROVEMENT PROJECTS</th>
<th>Request</th>
<th>Approved</th>
<th>5 Year Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water Improvement Projects</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Admin</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subsequent Year Project Designs</td>
<td>20.0</td>
<td>20.0</td>
<td>20.0</td>
</tr>
<tr>
<td>Water System Modeling</td>
<td>20.0</td>
<td>20.0</td>
<td>20.0</td>
</tr>
<tr>
<td>SCADA Master Plan (split w/ Sewer)</td>
<td>15.0</td>
<td>15.0</td>
<td>70.0</td>
</tr>
<tr>
<td>SCADA Improvements (WTP and Distribution)</td>
<td></td>
<td></td>
<td>50.0</td>
</tr>
<tr>
<td>Water System Master Plan</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Old WWTF Demo. (incl. in Sewer Improvements)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Permanent W/WW Maint. Equip. Storage Bldg. (split with sewer)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water Treatment Facility</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chlorine Scrubber Repairs</td>
<td>80.0</td>
<td>80.0</td>
<td></td>
</tr>
<tr>
<td>Disinfection/Filtration engineering eval</td>
<td>50.0</td>
<td></td>
<td>200.0</td>
</tr>
<tr>
<td>Disinfection/Filtration System Improvements</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Red Mountain Service Road Resurface</td>
<td>120.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Raw Water System</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Colorado River crossing pipe stabilization</td>
<td>15.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Install Redundant Colorado River Crossing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water Tanks</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Highlands Tank Rockfall Mitigation</td>
<td>250.0</td>
<td>250.0</td>
<td></td>
</tr>
<tr>
<td>Telemetry Upgrades - 12th Street Tanks; Highlands Tank</td>
<td>20.0</td>
<td>20.0</td>
<td></td>
</tr>
<tr>
<td>Canyon Tanks Cleaning and Re-coating</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water Tank Inspection and Cleaning</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cardif Glen Tank (new)</td>
<td>35.0</td>
<td>300.0</td>
<td></td>
</tr>
<tr>
<td>Glenwood Highlands Tank (new)</td>
<td>30.0</td>
<td>300.0</td>
<td></td>
</tr>
<tr>
<td>Telemetry Upgrades - Red Mountain Tank</td>
<td></td>
<td></td>
<td>10.0</td>
</tr>
<tr>
<td>Oasis Tank Re-coating</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>West Glenwood Tank Altitude Valve</td>
<td></td>
<td></td>
<td>40.0</td>
</tr>
<tr>
<td>Red Mountain Tank Altitude Valve</td>
<td></td>
<td></td>
<td>15.0</td>
</tr>
<tr>
<td>Glenwood Highlands Tank re-coating</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water Main Repair/Replacement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>River Crossing Bleeder Valve Mitigation</td>
<td>50.0</td>
<td>50.0</td>
<td>200.0</td>
</tr>
<tr>
<td>22nd Street (Grand Ave. east to end-of-road)</td>
<td>250.0</td>
<td>250.0</td>
<td></td>
</tr>
<tr>
<td>Cedar Crest Area</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Ptarmigan Dr. (Cedar Crest to Tanager)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Cedar Crest (Donegan to Tanager)</td>
<td>92.0</td>
<td>92.0</td>
<td>1,300.0</td>
</tr>
<tr>
<td>* Tanager Dr. (Cedar Crest to Ptarmigan)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Cardinal Ln. (Cedar Crest to Tanager)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Red Mtn./Riverview Area (Phase 1)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Red Mtn Drive (Yampah School to 10th)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* W. 9th Pl.</td>
<td>450.0</td>
<td>450.0</td>
<td></td>
</tr>
<tr>
<td>* W. 9th St.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* W. 10th Ave. (Midland to Red Mtn.)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Red Mtn./Riverview Area (Phase 2)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* W. 11th Place</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* W. 12th St.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* W. 13th St.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Walz Ave (W. 11th to W. 13th)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Riverview Dr. (W. 11th to W. 13th)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Red Mtn Drive (Riverview to W. 11th St.)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Red Mtn./Riverview Area (Phase 3)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Riverview Ave.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Oak Way</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Walz Ave. (S. of 13th St.)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9th Street Loop (Pitkin to Colorado)</td>
<td>70.0</td>
<td>70.0</td>
<td></td>
</tr>
<tr>
<td>South Highland Park Drive (Grand Av to Blake)</td>
<td>20.0</td>
<td>20.0</td>
<td>250.0</td>
</tr>
<tr>
<td>12” Transmission Line (Ramada to Devereux)</td>
<td></td>
<td></td>
<td>55.0</td>
</tr>
<tr>
<td>8th Street Waterline Relocation</td>
<td></td>
<td></td>
<td>400.0</td>
</tr>
<tr>
<td>Juniper</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bennett Ave (23rd to 24th)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Midland water main replacement (Phase 1)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Midland water main replacement (Phase 2)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meadowlark/Oriole Area</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pump Stations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rebuild Pumps Roaring Fork Station</td>
<td>50,000</td>
<td>50,000</td>
<td></td>
</tr>
<tr>
<td>Total Water Improvements</td>
<td>$1,478.0</td>
<td>$1,478.0</td>
<td>$3,580.0</td>
</tr>
<tr>
<td>----------------------------------------------------------------</td>
<td>---------</td>
<td>----------</td>
<td>------</td>
</tr>
<tr>
<td>Admin</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subsequent Year Project Designs</td>
<td>20.0</td>
<td>20.0</td>
<td>20.0</td>
</tr>
<tr>
<td>SCADA Master Plan (split w/ Water)</td>
<td>15.0</td>
<td>15.0</td>
<td></td>
</tr>
<tr>
<td>Old WWTF Demolition</td>
<td>500.0</td>
<td>500.0</td>
<td></td>
</tr>
<tr>
<td>SCADA Improvements (WWTF &amp; Collections)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sewer System Master Plan</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Permanent W/WW Maint. Bldg. (split with Water)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wastewater Treatment Facility</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hydrogen Sulfide Mitigation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gravity Collection Main Repair/Replacement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>22nd St</td>
<td>250.0</td>
<td>250.0</td>
<td></td>
</tr>
<tr>
<td>Red Mtn./Riverview Area (Phase 1)</td>
<td>260.0</td>
<td>260.0</td>
<td></td>
</tr>
<tr>
<td>Red Mtn./Riverview Area (Phase 2)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Red Mtn./Riverview Area (Phase 3)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Safeway Line (H-4 to H-1)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Glenwood High School Line (E6 to E5)</td>
<td>48.0</td>
<td>48.0</td>
<td></td>
</tr>
<tr>
<td>Mountain Market (I-26-E to I-26)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>19th St (Grand to Blake) (E-11 to E-11-1)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>23rd St, (E-19 to E-19-3-1)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>33rd St, Blake Ct., Cooper Ct.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>S. Grand Ave</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Davis/Overlin Area</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hyland park (L-2 to L-4-2)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Williams St (D-5-4-2 to Olive)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Glenwood Park Interceptor</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8th Street Improvements</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manhole Replacement/Rehabilitation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11th St &amp; Blake Alley (MH B-B-8 &amp; B-8-7)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9th and School St (A-6 &amp; A-7)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hotel Denver Alley (B-5 &amp; B-6)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>W. 10th St (C-11)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Davis/Overlin Area</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lift Stations and Force Mains</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lift Station 14,000 - Install Access Road</td>
<td>25.0</td>
<td>25.0</td>
<td></td>
</tr>
<tr>
<td>Lift Station 14,000 - Install Security Fencing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lift Station 18,000 - Install Security Fencing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lift Station 11,000 - Additional Wetwell</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14,000 Redundant Force Main Under River</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Biosolids</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land Acquisition</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Sewer Improvements</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Sewer Improvements</td>
<td>$1,118.0</td>
<td>$1,118.0</td>
<td>$374.0</td>
<td>$841.0</td>
<td>$120.0</td>
<td>$2,470.0</td>
</tr>
</tbody>
</table>
## CITY OF GLENWOOD SPRINGS - 2018 BUDGET

<table>
<thead>
<tr>
<th>FUNCTION ACTIVITY</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
<th>Department Request</th>
<th>Manager Recommend</th>
<th>Council Approved</th>
</tr>
</thead>
<tbody>
<tr>
<td>WATER AND SEWER SYSTEM</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CUSTOMER ACCOUNTS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Department Head</td>
<td>ROBIN MILLYARD</td>
<td>21.240/241/243</td>
<td>UTILITY ENTERPRISE FUND</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### SUMMARY

<table>
<thead>
<tr>
<th>CURRENT EXPENSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Expenses:</td>
</tr>
<tr>
<td>Meter Reading</td>
</tr>
<tr>
<td>7197 Contract Meter Reading</td>
</tr>
<tr>
<td>8090 Other Operating Expense</td>
</tr>
<tr>
<td>Customer Records and Collections</td>
</tr>
<tr>
<td>7901 Interfund Billing Expense</td>
</tr>
<tr>
<td>7195 Collection Expense</td>
</tr>
<tr>
<td>7060 Uncollectible Accounts</td>
</tr>
<tr>
<td>8090 Other Operating Expense (Park East Stipend)</td>
</tr>
<tr>
<td>Total Current Expenses</td>
</tr>
</tbody>
</table>

### CURRENT EXPENSES

<table>
<thead>
<tr>
<th>FUNCTION ACTIVITY</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
<th>Department Request</th>
<th>Manager Recommend</th>
<th>Council Approved</th>
</tr>
</thead>
<tbody>
<tr>
<td>WATER AND SEWER SYSTEM</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OTHER DEDUCTIONS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Department Head</td>
<td>ROBIN MILLYARD</td>
<td>21.250/260/270</td>
<td>UTILITY ENTERPRISE FUND</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### SUMMARY

<table>
<thead>
<tr>
<th>CURRENT EXPENSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Expenses:</td>
</tr>
<tr>
<td>7570 Depreciation - Water System:</td>
</tr>
<tr>
<td>Depreciation - Water System-Vehicles</td>
</tr>
<tr>
<td>Depreciation - Water System - Plant</td>
</tr>
<tr>
<td>Depreciation - Water System - Distribution</td>
</tr>
<tr>
<td>Depreciation - Water System - Equipment</td>
</tr>
<tr>
<td>7570 Depreciation - Wastewater System</td>
</tr>
<tr>
<td>Depreciation - Wastewater System-Vehicles</td>
</tr>
<tr>
<td>Depreciation - Wastewater System - Plant</td>
</tr>
<tr>
<td>Depreciation - Wastewater System - Distribution</td>
</tr>
<tr>
<td>Depreciation - Wastewater System - Equipment</td>
</tr>
<tr>
<td>Total Depreciation</td>
</tr>
<tr>
<td>7500 Interfund Franchise Fee - Water System</td>
</tr>
<tr>
<td>7500 Interfund Franchise Fee - Wastewater System</td>
</tr>
<tr>
<td>Total Interfund Franchise Fees</td>
</tr>
<tr>
<td>7502 Allocated Organizational Costs - Water System</td>
</tr>
<tr>
<td>7502 Allocated Organizational Costs - Wastewater System</td>
</tr>
<tr>
<td>Total Allocated Organizational Costs</td>
</tr>
<tr>
<td>7020 Interest on Long Term Debt-Sewer</td>
</tr>
<tr>
<td>Total Interest</td>
</tr>
<tr>
<td>7580 Amortization - Bond Issuance Costs</td>
</tr>
<tr>
<td>Total Amortization</td>
</tr>
</tbody>
</table>
### Summary of Revenues, Expenditures and Retained Earnings Balance - Utility Enterprise Fund (000's)

<table>
<thead>
<tr>
<th>ELECTRIC SYSTEM</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>Department Request</th>
<th>Manager Recommend</th>
<th>Council Approved</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electric Revenues:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commercial</td>
<td>9,205.8</td>
<td>9,755.6</td>
<td>10,694.4</td>
<td>10,694.4</td>
<td>10,694.4</td>
</tr>
<tr>
<td>Residential</td>
<td>3,943.6</td>
<td>3,932.0</td>
<td>4,310.4</td>
<td>4,310.4</td>
<td>4,310.4</td>
</tr>
<tr>
<td>Municipal</td>
<td>121.2</td>
<td>135.3</td>
<td>138.6</td>
<td>138.6</td>
<td>138.6</td>
</tr>
<tr>
<td>Security Lighting</td>
<td>13.0</td>
<td>13.6</td>
<td>14.0</td>
<td>14.0</td>
<td>14.0</td>
</tr>
<tr>
<td>Broadband Revenue</td>
<td>539.7</td>
<td>479.1</td>
<td>491.1</td>
<td>491.1</td>
<td>491.1</td>
</tr>
<tr>
<td>Total Electric Revenues</td>
<td>$13,823.3</td>
<td>$14,315.6</td>
<td>$15,648.4</td>
<td>$15,648.4</td>
<td>$15,648.4</td>
</tr>
<tr>
<td>Other Revenues</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vendors Fee</td>
<td>7.2</td>
<td>8.0</td>
<td>8.0</td>
<td>8.0</td>
<td>8.0</td>
</tr>
<tr>
<td>Joint Pole Use</td>
<td>2.8</td>
<td>2.8</td>
<td>2.8</td>
<td>2.8</td>
<td>2.8</td>
</tr>
<tr>
<td>Interest Income</td>
<td>26.9</td>
<td>20.0</td>
<td>20.0</td>
<td>20.0</td>
<td>20.0</td>
</tr>
<tr>
<td>Sale of Assets</td>
<td>1.4</td>
<td>2.0</td>
<td>2.0</td>
<td>2.0</td>
<td>2.0</td>
</tr>
<tr>
<td>Other Income</td>
<td>207.6</td>
<td>25.0</td>
<td>25.0</td>
<td>25.0</td>
<td>25.0</td>
</tr>
<tr>
<td>Service Connect Fees</td>
<td>12.9</td>
<td>13.7</td>
<td>13.7</td>
<td>13.7</td>
<td>13.7</td>
</tr>
<tr>
<td>Other Lease Revenue</td>
<td>.2</td>
<td>.2</td>
<td>.2</td>
<td>.2</td>
<td>.2</td>
</tr>
<tr>
<td>Bad Debt Recovery</td>
<td>1.9</td>
<td>2.0</td>
<td>2.0</td>
<td>2.0</td>
<td>2.0</td>
</tr>
<tr>
<td>Bond Proceeds</td>
<td>42.6</td>
<td>200.0</td>
<td>200.0</td>
<td>200.0</td>
<td>200.0</td>
</tr>
<tr>
<td>Total Other Revenues</td>
<td>$14,126.8</td>
<td>$14,589.3</td>
<td>$15,922.2</td>
<td>$15,922.2</td>
<td>$15,922.2</td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General and Administrative</td>
<td>858.0</td>
<td>1,019.6</td>
<td>1,022.4</td>
<td>1,032.5</td>
<td>1,032.5</td>
</tr>
<tr>
<td>Maintenance - Distribution</td>
<td>877.8</td>
<td>922.5</td>
<td>963.0</td>
<td>1,039.4</td>
<td>1,039.4</td>
</tr>
<tr>
<td>Community Broadband Network</td>
<td>466.6</td>
<td>753.0</td>
<td>1,122.7</td>
<td>1,122.7</td>
<td>1,122.7</td>
</tr>
<tr>
<td>Customer Accounts</td>
<td>385.1</td>
<td>502.2</td>
<td>538.7</td>
<td>545.9</td>
<td>545.9</td>
</tr>
<tr>
<td>Interest</td>
<td>.1</td>
<td>.2</td>
<td>.2</td>
<td>.2</td>
<td>.2</td>
</tr>
<tr>
<td>Nonreciprocal Interfund Activity</td>
<td>408.1</td>
<td>429.5</td>
<td>469.5</td>
<td>469.5</td>
<td>469.5</td>
</tr>
<tr>
<td>Interfund Franchise Fee</td>
<td>408.1</td>
<td>429.5</td>
<td>469.5</td>
<td>469.5</td>
<td>469.5</td>
</tr>
<tr>
<td>Depreciation</td>
<td>947.0</td>
<td>1,082.8</td>
<td>970.8</td>
<td>970.8</td>
<td>970.8</td>
</tr>
<tr>
<td>Amortization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchases Power</td>
<td>9,475.1</td>
<td>10,020.0</td>
<td>10,020.0</td>
<td>10,020.0</td>
<td>10,020.0</td>
</tr>
<tr>
<td>Total Operating Expenses</td>
<td>$13,826.0</td>
<td>$15,159.1</td>
<td>$15,576.8</td>
<td>$15,670.3</td>
<td>$15,670.3</td>
</tr>
<tr>
<td>Operating Income (Loss)</td>
<td>$300.8</td>
<td>($569.9)</td>
<td>$345.4</td>
<td>$251.8</td>
<td>$251.8</td>
</tr>
<tr>
<td><strong>OTHER ADDITIONS (DEDUCTIONS)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfers (Out) to Fleet Service Fund</td>
<td>(184.4)</td>
<td>(116.5)</td>
<td>.0</td>
<td>.0</td>
<td>.0</td>
</tr>
<tr>
<td>Increase (Decrease) in Retained Earnings</td>
<td>$116.4</td>
<td>($686.4)</td>
<td>$345.4</td>
<td>$251.8</td>
<td>$251.8</td>
</tr>
<tr>
<td><strong>RETAIENED EARNINGS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retained Earnings (Deficit) - Beginning</td>
<td>$28,777.1</td>
<td>$28,709.0</td>
<td>$27,906.1</td>
<td>$27,906.1</td>
<td>$27,906.1</td>
</tr>
<tr>
<td>Retained Earnings (Deficit) - Ending</td>
<td>$28,709.0</td>
<td>$27,906.1</td>
<td>$28,251.5</td>
<td>$28,251.5</td>
<td>$28,251.5</td>
</tr>
<tr>
<td>Less 25% Contingency Reserve</td>
<td>(3,456.5)</td>
<td>(3,789.8)</td>
<td>(3,894.2)</td>
<td>(3,917.6)</td>
<td>(3,917.6)</td>
</tr>
<tr>
<td>Retained Earnings (Deficit) - Ending</td>
<td>$25,252.5</td>
<td>$24,116.3</td>
<td>$24,357.3</td>
<td>$24,333.9</td>
<td>$24,333.9</td>
</tr>
</tbody>
</table>
## PERSONAL SERVICES

### Personnel Schedule

<table>
<thead>
<tr>
<th>Position Title</th>
<th>2017</th>
<th>2018‐D</th>
<th>2018‐M</th>
<th>2018‐C</th>
<th>Position</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Works Director</td>
<td>0.5</td>
<td>0.5</td>
<td>0.5</td>
<td>0.5</td>
<td>3101</td>
<td></td>
</tr>
<tr>
<td>Elec Dept. Admin Asst. II</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>5106</td>
<td></td>
</tr>
<tr>
<td>Admin Asst II (PW)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>5119</td>
<td></td>
</tr>
<tr>
<td>GIS Administrator</td>
<td>0.25</td>
<td>0.25</td>
<td>0.25</td>
<td>0.25</td>
<td>1407</td>
<td></td>
</tr>
<tr>
<td>Admin Asst I</td>
<td>0.25</td>
<td>0.25</td>
<td>0</td>
<td>0</td>
<td>TDB</td>
<td></td>
</tr>
<tr>
<td><strong>Total Personnel</strong></td>
<td>2.00</td>
<td>2.00</td>
<td>1.75</td>
<td>1.75</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### CURRENT EXPENSES

<table>
<thead>
<tr>
<th>Category</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2018</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Services</td>
<td>172.3</td>
<td>184.5</td>
<td>170.6</td>
<td>180.7</td>
<td>180.7</td>
</tr>
<tr>
<td>Current Expenses</td>
<td>685.7</td>
<td>835.0</td>
<td>851.7</td>
<td>851.7</td>
<td>851.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$858.0</strong></td>
<td><strong>$1,019.6</strong></td>
<td><strong>$1,022.4</strong></td>
<td><strong>$1,032.5</strong></td>
<td><strong>$1,032.5</strong></td>
</tr>
</tbody>
</table>

### CAPITAL OUTLAY

<table>
<thead>
<tr>
<th>Category</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2018</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Capital Outlay</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
</tbody>
</table>

---

**City of Glenwood Springs Budget Book 2018**

Page 147 of 159
### CITY OF GLENWOOD SPRINGS - 2018 BUDGET

<table>
<thead>
<tr>
<th>FUNCTION</th>
<th>ACTIVITY</th>
<th>DEPARTMENT HEAD</th>
<th>CODE</th>
<th>FUND</th>
</tr>
</thead>
<tbody>
<tr>
<td>ELECTRIC SYSTEM</td>
<td>MAINTENANCE DISTRIBUTION</td>
<td>ROBIN MILLYARD</td>
<td>24,380</td>
<td>UTILITY ENTERPRISE FUND</td>
</tr>
</tbody>
</table>

#### SUMMARY

<table>
<thead>
<tr>
<th></th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department Request</td>
<td>652.0</td>
<td>606.7</td>
<td>647.3</td>
</tr>
<tr>
<td>Manager Recommend</td>
<td>723.6</td>
<td>723.6</td>
<td></td>
</tr>
<tr>
<td>Council Approved</td>
<td>723.6</td>
<td>315.7</td>
<td>315.7</td>
</tr>
</tbody>
</table>

**Total**

- **$877.8**
- **$922.5**
- **$963.0**
- **$1,039.4**
- **$1,039.4**

#### PERSONAL SERVICES

**Position Schedule**

<table>
<thead>
<tr>
<th>Position Title</th>
<th>2017</th>
<th>18-D</th>
<th>18-M</th>
<th>18-C</th>
<th>Position Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electric Line Superintendent</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>3201</td>
</tr>
<tr>
<td>Electric Crew Leader</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
<td>3204</td>
</tr>
<tr>
<td>Electric Journeyman Lineman (BIW74)</td>
<td>0.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>3206</td>
</tr>
<tr>
<td>Electric Apprentice Lineman</td>
<td>4.0</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
<td>3207</td>
</tr>
</tbody>
</table>

**Total Personnel**

- 8.0
- 8.0
- 8.0
- 8.0

<table>
<thead>
<tr>
<th></th>
<th>2017 Actual</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time Salaries</td>
<td>494.9</td>
<td>561.5</td>
</tr>
<tr>
<td>Overtime Standby</td>
<td>7.4</td>
<td>7.5</td>
</tr>
<tr>
<td>Less: Capitalized Labor</td>
<td>(115.0)</td>
<td>(115.0)</td>
</tr>
<tr>
<td>Total Salaries and Labor</td>
<td>502.3</td>
<td>482.0</td>
</tr>
<tr>
<td>Retirement Contribution</td>
<td>37.6</td>
<td>41.8</td>
</tr>
<tr>
<td>FICA</td>
<td>44.8</td>
<td>45.7</td>
</tr>
<tr>
<td>Worker’s Compensation</td>
<td>8.5</td>
<td>10.2</td>
</tr>
<tr>
<td>Health and Life Insurance</td>
<td>85.0</td>
<td>100.4</td>
</tr>
<tr>
<td>Unemployment Insurance</td>
<td>1.6</td>
<td>1.8</td>
</tr>
<tr>
<td>Less: Allocated to Capital Improvements</td>
<td>(27.8)</td>
<td>(34.5)</td>
</tr>
<tr>
<td>Total Personal Services</td>
<td>$652.0</td>
<td>$606.7</td>
</tr>
</tbody>
</table>

#### CURRENT EXPENSES

<table>
<thead>
<tr>
<th>Item</th>
<th>2017 Actual</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety and Training</td>
<td>10.4</td>
<td>30.7</td>
</tr>
<tr>
<td>Other Professional Services</td>
<td>2.2</td>
<td>3.5</td>
</tr>
<tr>
<td>Travel and Subsistence</td>
<td>4.6</td>
<td>5.6</td>
</tr>
<tr>
<td>Training and Conferences</td>
<td>2.6</td>
<td>2.9</td>
</tr>
<tr>
<td>Building Maintenance</td>
<td>3.2</td>
<td>2.6</td>
</tr>
<tr>
<td>Maintenance and Repair of Vehicles</td>
<td>44.8</td>
<td>31.6</td>
</tr>
<tr>
<td>Miscellaneous Maintenance and Repair</td>
<td>8.5</td>
<td>10.2</td>
</tr>
<tr>
<td>Damage Claims</td>
<td>1.6</td>
<td>1.7</td>
</tr>
<tr>
<td>Community Affairs</td>
<td>15.0</td>
<td>15.5</td>
</tr>
<tr>
<td>Landfill Fees</td>
<td>0.0</td>
<td>0.8</td>
</tr>
<tr>
<td>Uniforms</td>
<td>6.6</td>
<td>9.5</td>
</tr>
<tr>
<td>Gas, Oil, Lubricants</td>
<td>15.0</td>
<td>40.0</td>
</tr>
<tr>
<td>Miscellaneous Maintenance Expense</td>
<td>4.9</td>
<td>4.1</td>
</tr>
<tr>
<td>Small Tools and Equipment</td>
<td>5.2</td>
<td>11.0</td>
</tr>
<tr>
<td>Other Maintenance Material</td>
<td>0.0</td>
<td>0.5</td>
</tr>
<tr>
<td>Supervision and Engineering</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>SCADA System</td>
<td>0.0</td>
<td>10.0</td>
</tr>
<tr>
<td>Transformer Testing</td>
<td>0.0</td>
<td>5.0</td>
</tr>
<tr>
<td>Substation Maintenance</td>
<td>18.8</td>
<td>20.5</td>
</tr>
<tr>
<td>Fiber System Maintenance</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Overhead Line Maintenance</td>
<td>46.8</td>
<td>60.0</td>
</tr>
<tr>
<td>Underground Maintenance</td>
<td>23.0</td>
<td>25.0</td>
</tr>
<tr>
<td>Street Light Maintenance</td>
<td>11.9</td>
<td>25.0</td>
</tr>
<tr>
<td>Service Maintenance</td>
<td>6.3</td>
<td>5.0</td>
</tr>
<tr>
<td>Meter Maintenance</td>
<td>3.6</td>
<td>5.0</td>
</tr>
</tbody>
</table>

**Total Current Expenses**

- **$225.9**
- **$315.7**
- **$315.7**
- **$315.7**
- **$315.7**
### Personal Services

<table>
<thead>
<tr>
<th>Position Title</th>
<th>Employees</th>
<th>2017</th>
<th>18-D</th>
<th>18-M</th>
<th>18-C</th>
<th>Position</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electric Meter Technician</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>3208</td>
<td>46</td>
<td></td>
</tr>
<tr>
<td>Asst. Meter Technician</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>3210</td>
<td>35</td>
<td></td>
</tr>
</tbody>
</table>

**Total Personnel:** 2

### CURRENT EXPENSES

<table>
<thead>
<tr>
<th>Category</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bad Debts</td>
<td>11.9</td>
<td>15.0</td>
<td>15.0</td>
</tr>
<tr>
<td>Elster</td>
<td>29.5</td>
<td>29.5</td>
<td>29.5</td>
</tr>
<tr>
<td>Contract Meter Reading</td>
<td>6.8</td>
<td>7.2</td>
<td>7.3</td>
</tr>
<tr>
<td>Interfund - Billing</td>
<td>257.1</td>
<td>312.7</td>
<td>319.0</td>
</tr>
<tr>
<td>Uniforms</td>
<td>.2</td>
<td>.0</td>
<td>2.0</td>
</tr>
<tr>
<td>Other Operating Expense</td>
<td>.0</td>
<td>.5</td>
<td>.5</td>
</tr>
</tbody>
</table>

**Total Current Expenses:** $275.9

### CAPITAL OUTLAY

<table>
<thead>
<tr>
<th>Category</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office Equipment</td>
<td>.0</td>
<td>.0</td>
<td>.0</td>
</tr>
</tbody>
</table>

**Total Capital Outlay:** $0
<table>
<thead>
<tr>
<th>Function</th>
<th>Activity</th>
<th>Department Head</th>
<th>Code</th>
<th>Fund</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electric System</td>
<td>Other Expenses</td>
<td>Robin Milyard</td>
<td>24.270</td>
<td>Utility Enterprise Fund</td>
</tr>
</tbody>
</table>

### SUMMARY

<table>
<thead>
<tr>
<th></th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Other Expenses</td>
<td>$11,238.3</td>
<td>$11,961.7</td>
<td>$11,929.9</td>
</tr>
</tbody>
</table>

### OTHER EXPENSES

**Current Expenses:**

<table>
<thead>
<tr>
<th>Code</th>
<th>Item</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>7020</td>
<td>Bond Interest</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7022</td>
<td>Customer Deposit Interest</td>
<td>.1</td>
<td>.2</td>
<td>.2</td>
</tr>
<tr>
<td>7023</td>
<td>Other Interest Expense</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total Interest</td>
<td>$.1</td>
<td>$.0</td>
<td>$.2</td>
</tr>
<tr>
<td>7502</td>
<td>Nonreciprocal Interfund Activity</td>
<td>408.1</td>
<td>429.5</td>
<td>469.5</td>
</tr>
<tr>
<td>7510</td>
<td>Interfund Franchise Fee</td>
<td>408.1</td>
<td>429.5</td>
<td>469.5</td>
</tr>
<tr>
<td>7570</td>
<td>Depreciation</td>
<td>947.0</td>
<td>1,082.8</td>
<td>970.8</td>
</tr>
<tr>
<td>7580</td>
<td>Amortization</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8050</td>
<td>Purchased Power</td>
<td>9,475.1</td>
<td>10,020.0</td>
<td>10,020.0</td>
</tr>
</tbody>
</table>
### REVENUES AND EXPENDITURES SUMMARY

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUES (Cash Basis)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>From Operations (Net of Bond Proceeds/Dev. Contrib.) excludes Depreciation Expense</td>
<td>512.7</td>
<td>512.7</td>
<td>523.0</td>
<td>523.0</td>
<td>920.0</td>
<td>705.0</td>
<td>590.0</td>
<td>590.0</td>
</tr>
<tr>
<td>Bond Proceeds</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Developer Contributions</td>
<td>200.0</td>
<td>200.0</td>
<td>200.0</td>
<td>200.0</td>
<td>200.0</td>
<td>200.0</td>
<td>200.0</td>
<td>200.0</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$712.7</strong></td>
<td><strong>$712.7</strong></td>
<td><strong>$723.0</strong></td>
<td><strong>$1,120.0</strong></td>
<td><strong>$905.0</strong></td>
<td><strong>$790.0</strong></td>
<td><strong>$790.0</strong></td>
<td><strong>$790.0</strong></td>
</tr>
</tbody>
</table>

| **EXPENDITURES** |             |             |             |               |               |               |               |               |
| Equipment          | 415.0       | 415.0       | 415.0       | 415.0         | 415.0         | 415.0         | 415.0         | 415.0         |
| Buildings and Improvements | 0           | 0           | 0           | 0             | 0             | 0             | 0             | 0             |
| Capital Improvements | 1,432.0    | 1,432.0     | 1,795.5     | 1,795.5       | 705.0         | 490.0         | 375.0         | 375.0         |
| **Total Expenditures** | **$1,847.0** | **$1,847.0** | **$2,210.5** | **$2,210.5**  | **$1,120.0**  | **$905.0**    | **$790.0**    | **$790.0**    |
| **Excess Revenues Over (Under) Expenditures** | **($1,134.3)** | **($1,134.3)** | **($1,487.5)** | **($1,487.5)** | **$0** | **$0** | **$0** | **$0** |

| **EQUIPMENT NEEDS** |             |             |             |               |               |               |               |               |
| Office Equipment    | 3.0         | 3.0         | 3.0         | 3.0           | 3.0           | 3.0           | 3.0           | 3.0           |
| Tools and Work Equipment | 12.0     | 12.0        | 12.0        | 12.0          | 12.0          | 12.0          | 12.0          | 12.0          |
| Advanced Meter Infrastructure | 400.0 | 400.0       | 400.0       | 400.0         | 400.0         | 400.0         | 400.0         | 400.0         |
| **TOTAL EQUIPMENT NEEDS** | **$415.0** | **$415.0** | **$415.0** | **$415.0**    | **$415.0**    | **$415.0**    | **$415.0**    | **$415.0**    |
## CITY OF GLENWOOD SPRINGS - 2018 BUDGET

### Summary of Revenues, Expenditures and Improvement Fee Balances (000's)

#### ELECTRIC SYSTEM EQUIPMENT AND EQUIPMENT NEEDS

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SYSTEM IMPROVEMENTS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Upgrade &amp; Replacement</td>
<td>75.0</td>
<td>75.0</td>
<td>75.0</td>
<td>75.0</td>
<td>75.0</td>
<td>75.0</td>
<td>75.0</td>
<td>75.0</td>
</tr>
<tr>
<td>New Aerial Spun</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mountain Shadows Dr - Rebuild O/H</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mel Ray Rd - Mtn Shadows Dr to Ponderosa Circle</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Red Mtn Dr - 7th to 10th St (Includes Water Plant)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hospital to 23rd Street</td>
<td>125.0</td>
<td>125.0</td>
<td>125.0</td>
<td>125.0</td>
<td>125.0</td>
<td>125.0</td>
<td>125.0</td>
<td>125.0</td>
</tr>
<tr>
<td>19th St-New Spun Aerial Cable &amp; Dead End Towers</td>
<td>150.0</td>
<td>150.0</td>
<td>150.0</td>
<td>150.0</td>
<td>150.0</td>
<td>150.0</td>
<td>150.0</td>
<td>150.0</td>
</tr>
<tr>
<td>10th St-New Spun Aerial Cable &amp; dead End Towers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Downtown Conversion</td>
<td>75.0</td>
<td>75.0</td>
<td>75.0</td>
<td>75.0</td>
<td>75.0</td>
<td>75.0</td>
<td>75.0</td>
<td>75.0</td>
</tr>
<tr>
<td>Sunlight View New UG</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Downtown Cable Replacement</td>
<td>30.0</td>
<td>30.0</td>
<td>30.0</td>
<td>30.0</td>
<td>30.0</td>
<td>30.0</td>
<td>30.0</td>
<td>30.0</td>
</tr>
<tr>
<td>Recloser upgrade</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
<tr>
<td>GAB Ped Bridge to Blake</td>
<td>50.0</td>
<td>50.0</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Midland/Rock wall to 156 Rd</td>
<td>50.0</td>
<td>50.0</td>
<td>50.0</td>
<td>50.0</td>
<td>50.0</td>
<td>50.0</td>
<td>50.0</td>
<td>50.0</td>
</tr>
<tr>
<td>GAB Ped Bridge to N.G. Substation</td>
<td>150.0</td>
<td>150.0</td>
<td>150.0</td>
<td>150.0</td>
<td>150.0</td>
<td>150.0</td>
<td>150.0</td>
<td>150.0</td>
</tr>
<tr>
<td>130 Road West End</td>
<td>50.0</td>
<td>50.0</td>
<td>50.0</td>
<td>50.0</td>
<td>50.0</td>
<td>50.0</td>
<td>50.0</td>
<td>50.0</td>
</tr>
<tr>
<td>Advanced Meter Infrastructure</td>
<td>400.0</td>
<td>400.0</td>
<td>400.0</td>
<td>400.0</td>
<td>400.0</td>
<td>400.0</td>
<td>400.0</td>
<td>400.0</td>
</tr>
<tr>
<td>GPS/GIS Equipment</td>
<td>10.0</td>
<td>10.0</td>
<td>10.0</td>
<td>10.0</td>
<td>10.0</td>
<td>10.0</td>
<td>10.0</td>
<td>10.0</td>
</tr>
<tr>
<td><strong>Total System Improvements Electric</strong></td>
<td><strong>$1,115.0</strong></td>
<td><strong>$1,115.0</strong></td>
<td><strong>$1,500.0</strong></td>
<td><strong>$1,500.0</strong></td>
<td><strong>$455.0</strong></td>
<td><strong>$255.0</strong></td>
<td><strong>$150.0</strong></td>
<td><strong>$150.0</strong></td>
</tr>
</tbody>
</table>

#### BROADBAND SYSTEM IMPROVEMENTS

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Network Switches</td>
<td>50.0</td>
<td>50.0</td>
<td>5.0</td>
<td>15.0</td>
<td>5.0</td>
<td>5.0</td>
<td>5.0</td>
<td>5.0</td>
</tr>
<tr>
<td>VoIP Servers and Telephone Equipment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Network Routers</td>
<td>15.0</td>
<td>15.0</td>
<td>15.0</td>
<td>15.0</td>
<td>15.0</td>
<td>15.0</td>
<td>15.0</td>
<td>15.0</td>
</tr>
<tr>
<td>Servers</td>
<td>10.5</td>
<td>10.5</td>
<td>10.5</td>
<td>10.5</td>
<td>10.5</td>
<td>10.5</td>
<td>10.5</td>
<td>10.5</td>
</tr>
<tr>
<td>Upgrade and Replacement</td>
<td>20.0</td>
<td>20.0</td>
<td>20.0</td>
<td>20.0</td>
<td>20.0</td>
<td>20.0</td>
<td>20.0</td>
<td>20.0</td>
</tr>
<tr>
<td>CH Data Center UPS</td>
<td>25.0</td>
<td>25.0</td>
<td>25.0</td>
<td>25.0</td>
<td>25.0</td>
<td>25.0</td>
<td>25.0</td>
<td>25.0</td>
</tr>
<tr>
<td>Fiber Optic Splicing Trailer w/Tent</td>
<td>30.0</td>
<td>30.0</td>
<td>30.0</td>
<td>30.0</td>
<td>30.0</td>
<td>30.0</td>
<td>30.0</td>
<td>30.0</td>
</tr>
<tr>
<td>VoIP Router</td>
<td>12.0</td>
<td>12.0</td>
<td>12.0</td>
<td>12.0</td>
<td>12.0</td>
<td>12.0</td>
<td>12.0</td>
<td>12.0</td>
</tr>
<tr>
<td>Generator</td>
<td>60.0</td>
<td>60.0</td>
<td>60.0</td>
<td>60.0</td>
<td>60.0</td>
<td>60.0</td>
<td>60.0</td>
<td>60.0</td>
</tr>
<tr>
<td>Security and Camera System Upgrade</td>
<td>15.0</td>
<td>15.0</td>
<td>15.0</td>
<td>15.0</td>
<td>15.0</td>
<td>15.0</td>
<td>15.0</td>
<td>15.0</td>
</tr>
<tr>
<td><strong>Total System Improvements Broadband</strong></td>
<td><strong>$117.0</strong></td>
<td><strong>$117.0</strong></td>
<td><strong>$95.5</strong></td>
<td><strong>$95.5</strong></td>
<td><strong>$50.0</strong></td>
<td><strong>$35.0</strong></td>
<td><strong>$25.0</strong></td>
<td><strong>$25.0</strong></td>
</tr>
</tbody>
</table>

#### TOTAL SYSTEM IMPROVEMENTS

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL SYSTEM IMPROVEMENTS</strong></td>
<td><strong>$1,232.0</strong></td>
<td><strong>$1,232.0</strong></td>
<td><strong>$1,595.5</strong></td>
<td><strong>$1,595.5</strong></td>
<td><strong>$505.0</strong></td>
<td><strong>$290.0</strong></td>
<td><strong>$175.0</strong></td>
<td><strong>$175.0</strong></td>
</tr>
</tbody>
</table>

#### CUSTOMER PROJECTS

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Projects</td>
<td>200.0</td>
<td>200.0</td>
<td>200.0</td>
<td>200.0</td>
<td>200.0</td>
<td>200.0</td>
<td>200.0</td>
<td>200.0</td>
</tr>
<tr>
<td><strong>TOTAL CUSTOMER PROJECTS</strong></td>
<td><strong>$200.0</strong></td>
<td><strong>$200.0</strong></td>
<td><strong>$200.0</strong></td>
<td><strong>$200.0</strong></td>
<td><strong>$200.0</strong></td>
<td><strong>$200.0</strong></td>
<td><strong>$200.0</strong></td>
<td><strong>$200.0</strong></td>
</tr>
</tbody>
</table>

#### TOTAL PROJECTS

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL PROJECTS</strong></td>
<td><strong>$1,432.0</strong></td>
<td><strong>$1,432.0</strong></td>
<td><strong>$1,795.5</strong></td>
<td><strong>$1,795.5</strong></td>
<td><strong>$705.0</strong></td>
<td><strong>$490.0</strong></td>
<td><strong>$375.0</strong></td>
<td><strong>$375.0</strong></td>
</tr>
</tbody>
</table>
## PERSONAL SERVICES

### Personnel Schedule

<table>
<thead>
<tr>
<th>Position Title</th>
<th>Employees</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>Position</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Broadband Service Tech</td>
<td>0.0</td>
<td>1.0</td>
<td>1.0</td>
<td>TBD</td>
<td>1.0</td>
<td>94</td>
</tr>
<tr>
<td>Broadband Systems Tech</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>3904</td>
<td>1.0</td>
<td>100</td>
</tr>
<tr>
<td>Asst Director Broadband</td>
<td>0.0</td>
<td>1.0</td>
<td>1.0</td>
<td>3905</td>
<td>1.0</td>
<td>103</td>
</tr>
<tr>
<td>IT Director</td>
<td>0.5</td>
<td>0.5</td>
<td>0.5</td>
<td>1701</td>
<td>0.5</td>
<td>108</td>
</tr>
</tbody>
</table>

**Total Personnel**: 1.5 3.5 3.5 3.5

### CURRENT EXPENSES

<table>
<thead>
<tr>
<th>Activity</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engineering and Consulting</td>
<td>36.6</td>
<td>40.5</td>
<td>40.7</td>
</tr>
<tr>
<td>Other Professional Services</td>
<td>3.1</td>
<td>1.8</td>
<td>1.8</td>
</tr>
<tr>
<td>Postage, Printing and Reproduction</td>
<td>0.0</td>
<td>0.2</td>
<td>0.2</td>
</tr>
<tr>
<td>Telephone</td>
<td>3.1</td>
<td>5.6</td>
<td>5.6</td>
</tr>
<tr>
<td>Interconnection Fees</td>
<td>106.2</td>
<td>115.1</td>
<td>139.1</td>
</tr>
<tr>
<td>Advertising and Publications</td>
<td>4.0</td>
<td>11.5</td>
<td>12.4</td>
</tr>
<tr>
<td>Electricity</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Travel and Subsistence</td>
<td>1.5</td>
<td>2.5</td>
<td>3.5</td>
</tr>
<tr>
<td>Training and Conferences</td>
<td>2.2</td>
<td>11.5</td>
<td>11.5</td>
</tr>
<tr>
<td>Maintenance- Building</td>
<td>0.8</td>
<td>1.5</td>
<td>1.5</td>
</tr>
<tr>
<td>Maintenance, and Repair - Vehicle</td>
<td>1.3</td>
<td>1.5</td>
<td>1.5</td>
</tr>
<tr>
<td>Maintenance and Repair - Equipment</td>
<td>0.0</td>
<td>21.0</td>
<td>22.0</td>
</tr>
<tr>
<td>Canopy Equipment</td>
<td>0.2</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Fiber &amp; Fiber Equipment</td>
<td>47.9</td>
<td>84.0</td>
<td>84.0</td>
</tr>
<tr>
<td>Subscriptions and Membership</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Interfund Cost of Service</td>
<td>11.6</td>
<td>11.5</td>
<td>15.0</td>
</tr>
<tr>
<td>Office Supplies and Expenses</td>
<td>0.0</td>
<td>0.3</td>
<td>0.3</td>
</tr>
<tr>
<td>Gas, Oil &amp; Lube</td>
<td>9.2</td>
<td>2.1</td>
<td>2.1</td>
</tr>
<tr>
<td>Other Operating Expense</td>
<td>5.0</td>
<td>5.5</td>
<td>5.5</td>
</tr>
<tr>
<td>Small Tools &amp; Equipment</td>
<td>5.3</td>
<td>5.0</td>
<td>6.0</td>
</tr>
<tr>
<td>Maintenance Contracts</td>
<td>37.4</td>
<td>38.0</td>
<td>39.9</td>
</tr>
<tr>
<td>City Hall A/C</td>
<td>15.0</td>
<td>15.0</td>
<td>15.0</td>
</tr>
<tr>
<td>Fireworks Replacement</td>
<td>11.5</td>
<td>11.5</td>
<td>11.5</td>
</tr>
<tr>
<td>Broadband Strategic Plan</td>
<td>320.0</td>
<td>320.0</td>
<td>320.0</td>
</tr>
</tbody>
</table>

**Total Current Expenses**: $267.1 $355.3 $721.0 $721.0 $721.0
### Summary of Revenues, Expenditures and Retained Earnings Balance (000's)

<table>
<thead>
<tr>
<th>AIRMPORT ENTERPRISE FUND</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Department Request</td>
<td>Manager Recommend</td>
<td>Council Approved</td>
</tr>
<tr>
<td><strong>REVENUES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Revenue</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State Fuel Tax Refund</td>
<td>.6</td>
<td>.5</td>
<td>.5</td>
</tr>
<tr>
<td>Grants</td>
<td>.0</td>
<td>.0</td>
<td>.0</td>
</tr>
<tr>
<td>Annual User Fees</td>
<td>1.9</td>
<td>3.0</td>
<td>3.0</td>
</tr>
<tr>
<td>Long Term Tie Downs</td>
<td>8.7</td>
<td>7.2</td>
<td>7.2</td>
</tr>
<tr>
<td>Transient Tie Down Fees</td>
<td>.7</td>
<td>.8</td>
<td>.8</td>
</tr>
<tr>
<td>Fuel Sales</td>
<td>108.5</td>
<td>102.0</td>
<td>102.0</td>
</tr>
<tr>
<td>Interest Income</td>
<td>.1</td>
<td>.1</td>
<td>.1</td>
</tr>
<tr>
<td>Other Income</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Airport Lease (CAP)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building Leases</td>
<td>12.1</td>
<td>13.0</td>
<td>13.0</td>
</tr>
<tr>
<td>Land Leases</td>
<td>15.6</td>
<td>15.0</td>
<td>15.0</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$148.2</td>
<td>$141.6</td>
<td>$141.6</td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration</td>
<td>98.1</td>
<td>13.6</td>
<td>17.7</td>
</tr>
<tr>
<td>Operations</td>
<td>24.4</td>
<td>122.7</td>
<td>140.4</td>
</tr>
<tr>
<td>Depreciation</td>
<td>16.1</td>
<td>20.0</td>
<td>17.5</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$138.7</td>
<td>$156.3</td>
<td>$175.6</td>
</tr>
<tr>
<td><strong>OPERATING INCOME (LOSS)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Income (Loss)</td>
<td>$9.5</td>
<td>($14.7)</td>
<td>($34.0)</td>
</tr>
<tr>
<td><strong>RETAINED EARNINGS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Additions (Deductions)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital Contributions</td>
<td>.0</td>
<td>.0</td>
<td>.0</td>
</tr>
<tr>
<td>Transfer Out - to Fleet Service Fund</td>
<td>.0</td>
<td>.0</td>
<td>.0</td>
</tr>
<tr>
<td>Increase (Decrease) in Retained Earnings</td>
<td>$9.5</td>
<td>($14.7)</td>
<td>($34.0)</td>
</tr>
<tr>
<td>Retained Earnings (Deficit) - Beginning</td>
<td>$436.9</td>
<td>$446.4</td>
<td>$431.7</td>
</tr>
<tr>
<td>Retained Earnings (Deficit) - Ending</td>
<td>$446.4</td>
<td>$431.7</td>
<td>$397.7</td>
</tr>
<tr>
<td>Less: 25% Contingency Reserve</td>
<td>.0</td>
<td>(39.1)</td>
<td>(43.9)</td>
</tr>
<tr>
<td>Retained Earnings (Deficit) - Ending</td>
<td>$446.4</td>
<td>$392.6</td>
<td>$353.7</td>
</tr>
</tbody>
</table>
## Personal Services

<table>
<thead>
<tr>
<th>Position</th>
<th>Title</th>
<th>Employees</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airport Manager (PT)</td>
<td>Asst. Dir. PW Ops</td>
<td>0.15</td>
<td>0.15</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>400</td>
</tr>
</tbody>
</table>

### Total Personnel

<table>
<thead>
<tr>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.15</td>
<td>0.15</td>
<td>0.15</td>
<td>0.15</td>
<td></td>
</tr>
</tbody>
</table>

### Total Personal Services

<table>
<thead>
<tr>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>$18.3</td>
<td>$13.5</td>
<td>$17.7</td>
<td>$17.7</td>
<td>$17.7</td>
</tr>
</tbody>
</table>

## Current Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time Salaries</td>
<td>120.4</td>
<td>142.7</td>
<td>140.4</td>
<td>140.4</td>
<td>140.4</td>
</tr>
<tr>
<td>6210 Overtime</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6220 Telephone</td>
<td>1.4</td>
<td>1.6</td>
<td>2.2</td>
<td>2.2</td>
<td>2.2</td>
</tr>
<tr>
<td>6230 Advertising &amp; Publication</td>
<td>0.6</td>
<td>0.6</td>
<td>0.6</td>
<td>0.6</td>
<td>0.6</td>
</tr>
<tr>
<td>6240 FICA</td>
<td>1.3</td>
<td>1.4</td>
<td>1.3</td>
<td>1.3</td>
<td>1.3</td>
</tr>
<tr>
<td>6250 Worker’s Compensation</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6260 Health and Life Insurance</td>
<td>.7</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6270 Unemployment Insurance</td>
<td>.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Current Expenses</td>
<td>$120.4</td>
<td>$142.7</td>
<td>$140.4</td>
<td>$140.4</td>
<td>$140.4</td>
</tr>
</tbody>
</table>

## Capital Outlay

<table>
<thead>
<tr>
<th>Budget Category</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fuel Depot Renovation - Grant</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Runway - Resurface - Grant</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Super UNICOM Replacement Grant</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Capital Outlay</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>
## CITY OF GLENWOOD SPRINGS - 2018 BUDGET

### Summary of Revenues, Expenditures and Retained Earnings (000's)

<table>
<thead>
<tr>
<th>LANDFILL ENTERPRISE FUND</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Department Request</td>
<td>Manager Recommend</td>
<td>Council Approved</td>
</tr>
</tbody>
</table>

### REVENUES

#### OPERATING REVENUE

<table>
<thead>
<tr>
<th>Item</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concrete</td>
<td>89.7</td>
<td>100.0</td>
<td>102.0</td>
</tr>
<tr>
<td>Recyclebles</td>
<td>2.2</td>
<td>1.5</td>
<td>1.5</td>
</tr>
<tr>
<td>Animals</td>
<td>1.0</td>
<td>1.3</td>
<td>1.3</td>
</tr>
<tr>
<td>Non-friable Asbestos</td>
<td>.4</td>
<td>.9</td>
<td>.9</td>
</tr>
<tr>
<td>Appliances</td>
<td>9.7</td>
<td>8.0</td>
<td>8.2</td>
</tr>
<tr>
<td>Brush &amp; Wood</td>
<td>42.0</td>
<td>42.0</td>
<td>42.8</td>
</tr>
<tr>
<td>City of Glenwood Springs</td>
<td>30.4</td>
<td>45.2</td>
<td>46.1</td>
</tr>
<tr>
<td>Construction Waste Mixed</td>
<td>516.5</td>
<td>525.0</td>
<td>535.5</td>
</tr>
<tr>
<td>Contaminated Soil</td>
<td>11.9</td>
<td>20.0</td>
<td>20.4</td>
</tr>
<tr>
<td>Municipal Waste</td>
<td>917.2</td>
<td>1,200.0</td>
<td>1,224.0</td>
</tr>
<tr>
<td>Residential Waste</td>
<td>79.6</td>
<td>65.7</td>
<td>67.0</td>
</tr>
<tr>
<td>Sludge</td>
<td>19.8</td>
<td>25.0</td>
<td>25.5</td>
</tr>
<tr>
<td>Car Wash Sludge</td>
<td>56.4</td>
<td>63.0</td>
<td>64.3</td>
</tr>
<tr>
<td>Septic Sludge</td>
<td>431.5</td>
<td>325.0</td>
<td>331.5</td>
</tr>
<tr>
<td>Tires Cut and Uncut</td>
<td>16.6</td>
<td>14.7</td>
<td>15.0</td>
</tr>
<tr>
<td>Compost Fee</td>
<td>54.9</td>
<td>54.0</td>
<td>55.1</td>
</tr>
<tr>
<td>Scrap Metal/Recycle fee</td>
<td>.1</td>
<td>1.0</td>
<td>1.0</td>
</tr>
<tr>
<td>Clean Out Fee</td>
<td>.3</td>
<td>.0</td>
<td>.0</td>
</tr>
<tr>
<td>Electronics</td>
<td>46.6</td>
<td>44.2</td>
<td>45.1</td>
</tr>
<tr>
<td>Interest</td>
<td>58.3</td>
<td>52.6</td>
<td>53.6</td>
</tr>
<tr>
<td>Sale of Assets</td>
<td>.0</td>
<td>.0</td>
<td>.0</td>
</tr>
<tr>
<td>Other Income</td>
<td>5.3</td>
<td>6.6</td>
<td>6.7</td>
</tr>
<tr>
<td>Bad Debt Recovery</td>
<td>.0</td>
<td>.0</td>
<td>.0</td>
</tr>
<tr>
<td>Finance Charge</td>
<td>2.5</td>
<td>20.0</td>
<td>58.3</td>
</tr>
<tr>
<td>Vender Fee</td>
<td>1.4</td>
<td>1.2</td>
<td>1.2</td>
</tr>
</tbody>
</table>

**Total Operating Revenues**  
$2,394.2 $2,616.8 $2,707.1 $2,707.1 $2,707.1

### EXPENDITURES

#### OPERATING EXPENSES

<table>
<thead>
<tr>
<th>Item</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>3,500.6</td>
<td>3,532.2</td>
<td>3,438.4</td>
</tr>
<tr>
<td>Interest</td>
<td>40.4</td>
<td>45.0</td>
<td>45.0</td>
</tr>
<tr>
<td>Landfill Closure Costs</td>
<td>54.7</td>
<td>69.0</td>
<td>69.0</td>
</tr>
</tbody>
</table>

**Total Expenses**  
$3,595.8 $3,617.2 $3,552.4 $3,553.0 $3,553.0

### OPERATING INCOME (LOSS)

<table>
<thead>
<tr>
<th>Item</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Income (Loss)</td>
<td>(1,201.6)</td>
<td>(1,004.4)</td>
<td>(845.3)</td>
</tr>
<tr>
<td></td>
<td>(845.9)</td>
<td>(845.9)</td>
<td></td>
</tr>
</tbody>
</table>

### TRANSFERS

<table>
<thead>
<tr>
<th>Item</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transfers In</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DDA</td>
<td>79.7</td>
<td>79.7</td>
<td>79.7</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>(5.9)</td>
<td>(5.9)</td>
<td></td>
</tr>
</tbody>
</table>

**Increase (Decrease) in Retained Earnings**  
($1,207.5) ($1,066.3) ($765.5) ($766.1) ($766.1)

### RETAINED EARNINGS

<table>
<thead>
<tr>
<th>Item</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retained Earnings (Deficit) - Beginning</td>
<td>$5,304.9</td>
<td>$4,097.4</td>
<td>$3,091.1</td>
</tr>
<tr>
<td>Retained Earnings (Deficit) - Ending</td>
<td>$4,097.4</td>
<td>$3,091.1</td>
<td>$2,324.9</td>
</tr>
<tr>
<td>Less 25% Contingency Reserve</td>
<td>(898.9)</td>
<td>(904.3)</td>
<td>(888.2)</td>
</tr>
<tr>
<td>Retained Earnings (Deficit) - Ending</td>
<td>$3,198.5</td>
<td>$2,186.8</td>
<td>$1,436.7</td>
</tr>
</tbody>
</table>

City of Glenwood Springs Budget Book 2018  
Page 156 of 159
## CITY OF GLENWOOD SPRINGS - 2018 BUDGET

### Personnel Schedule

<table>
<thead>
<tr>
<th>Position Title</th>
<th>2017</th>
<th>18-D</th>
<th>18-M</th>
<th>18-C</th>
<th>Position</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Landfill Superintendent</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>3701</td>
<td>96</td>
</tr>
<tr>
<td>Equip Op I - Landfill</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>3802</td>
<td>76</td>
</tr>
<tr>
<td>Acct. Tech/Cashier - Landfill</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>3704</td>
<td>74</td>
</tr>
<tr>
<td>Equip. Op II/Mech-Landfill</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3801</td>
<td>79</td>
</tr>
<tr>
<td>Recycling Tech</td>
<td>0.56</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>600</td>
<td>72</td>
</tr>
<tr>
<td><strong>Total Personnel</strong></td>
<td>5.56</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Current Expenses

<table>
<thead>
<tr>
<th>FUNCTION</th>
<th>2016 Actuals</th>
<th>2017 Budget</th>
<th>2018 Budget Request</th>
<th>Manager Recommend</th>
<th>Council Approved</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERSONAL SERVICES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Landfill</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ROBIN MILLIARD</td>
<td>274.6</td>
<td>284.6</td>
<td>292.5</td>
<td>293.0</td>
<td>293.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$3,595.8</td>
<td>$3,617.2</td>
<td>$3,552.4</td>
<td>$3,553.0</td>
<td>$3,553.0</td>
</tr>
</tbody>
</table>

### LANDFILL ENTERPRISE FUND

<table>
<thead>
<tr>
<th>LANDFILL ENTERPRISE FUND</th>
<th>2016 Actuals</th>
<th>2017 Budget</th>
<th>2018 Budget Request</th>
<th>Manager Recommend</th>
<th>Council Approved</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td>$3,226.1</td>
<td>$3,218.6</td>
<td>$3,145.9</td>
<td>$3,145.9</td>
<td>$3,145.9</td>
</tr>
</tbody>
</table>

### Schedule of Employees

<table>
<thead>
<tr>
<th>Position Title</th>
<th>2017</th>
<th>18-D</th>
<th>18-M</th>
<th>18-C</th>
<th>Position</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Landfill Superintendent</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>3701</td>
<td>96</td>
</tr>
<tr>
<td>Equip Op I - Landfill</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>3802</td>
<td>76</td>
</tr>
<tr>
<td>Acct. Tech/Cashier - Landfill</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>3704</td>
<td>74</td>
</tr>
<tr>
<td>Equip. Op II/Mech-Landfill</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3801</td>
<td>79</td>
</tr>
<tr>
<td>Recycling Tech</td>
<td>0.56</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>600</td>
<td>72</td>
</tr>
<tr>
<td><strong>Total Personnel</strong></td>
<td>5.56</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### City of Glenwood Springs Budget Book 2018

Page 157 of 159
## CITY OF GLENWOOD SPRINGS - 2018 BUDGET

### OTHER DEDUCTIONS

<table>
<thead>
<tr>
<th>CODE</th>
<th>Activity</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
<th>2018 Budget</th>
<th>Department Request</th>
<th>Manager Recommend</th>
<th>Council Approved</th>
</tr>
</thead>
<tbody>
<tr>
<td>7520</td>
<td>Interest</td>
<td>$0.0</td>
<td>$0.0</td>
<td>$0.0</td>
<td>$0.0</td>
<td>$0.0</td>
<td>$0.0</td>
</tr>
<tr>
<td>7570</td>
<td>Depreciation</td>
<td>40.4</td>
<td>45.0</td>
<td>48.5</td>
<td>48.5</td>
<td>48.5</td>
<td>48.5</td>
</tr>
<tr>
<td></td>
<td>Total Depreciation</td>
<td>$40.4</td>
<td>$45.0</td>
<td>$48.5</td>
<td>$48.5</td>
<td>$48.5</td>
<td>$48.5</td>
</tr>
<tr>
<td>7580</td>
<td>Amortization - Financing Costs</td>
<td>$0.0</td>
<td>$0.0</td>
<td>$0.0</td>
<td>$0.0</td>
<td>$0.0</td>
<td>$0.0</td>
</tr>
<tr>
<td>7590</td>
<td>Landfill Closure Costs</td>
<td>30.9</td>
<td>39.0</td>
<td>39.0</td>
<td>39.0</td>
<td>39.0</td>
<td>39.0</td>
</tr>
<tr>
<td>7592</td>
<td>Landfill Post closure Costs</td>
<td>23.8</td>
<td>30.0</td>
<td>30.0</td>
<td>30.0</td>
<td>30.0</td>
<td>30.0</td>
</tr>
<tr>
<td></td>
<td>Total Compliance and Closure Costs</td>
<td>$54.7</td>
<td>$69.0</td>
<td>$69.0</td>
<td>$69.0</td>
<td>$69.0</td>
<td>$69.0</td>
</tr>
</tbody>
</table>

### Activities & Expenses

7110  CD permits, compost lagoon, quarterly groundwater reports.
7130  Operations contract with Heartland.
7135  Cost of Heartland for compost operations and maintaining septage ponds.
7190  Process and analyze groundwater samples.
7210  Cost of Heartland to blend compost and soil for resale.
7220  Landline.
7280  Newspaper legal ads to sell compost and blended soils.
7310  Service.
7320  Tank fee.
7410  CDPHE meetings and seminars for certification maintenance.
7430  Maintain operator's certification.
7440  Truck, hoe and utility vehicle.
7810  Annual fees to certifying agency SWANA.
8000  Potable water for office, toilet, plumbing, satellite internet service.
8092  Regional organization for recycling.
8170  Annual drop off day service
## City of Glenwood Springs - 2018 Budget

### Summary of Revenues, Expenditures and Equipment (000's)

<table>
<thead>
<tr>
<th>LANDFILL</th>
<th>2017 Budget</th>
<th>Request</th>
<th>Approved</th>
<th>Five-Year Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td>REVENUES</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>From Operations</td>
<td>2,616.8</td>
<td>2,616.8</td>
<td>2,616.8</td>
<td>2,643.0</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$2,616.8</td>
<td>$2,616.8</td>
<td>$2,616.8</td>
<td>$2,643.0</td>
</tr>
<tr>
<td>CAPITAL EXPENSES</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipment</td>
<td>.0</td>
<td>.0</td>
<td>.0</td>
<td>.0</td>
</tr>
<tr>
<td>Buildings and Improvements</td>
<td>536.0</td>
<td>1,164.0</td>
<td>1,164.0</td>
<td>769.0</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$536.0</td>
<td>$1,164.0</td>
<td>$1,164.0</td>
<td>$769.0</td>
</tr>
<tr>
<td>Excess Revenues Over (Under) Expenses</td>
<td>$2,080.8</td>
<td>$1,452.8</td>
<td>$1,452.8</td>
<td>$1,874.0</td>
</tr>
<tr>
<td>EQUIPMENT NEEDS</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Equipment</td>
<td>$.0</td>
<td>$.0</td>
<td>$.0</td>
<td>$.0</td>
</tr>
<tr>
<td>BUILDINGS AND IMPROVEMENTS</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Paved Road</td>
<td>146.0</td>
<td>146.0</td>
<td>146.0</td>
<td></td>
</tr>
<tr>
<td>Concrete Compost Lagoon</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recycle Center Relocation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electric Stormwater Pump</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cell Expansion</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Replace Septic Pond liners</td>
<td>390.0</td>
<td>390.0</td>
<td>390.0</td>
<td>390.0</td>
</tr>
<tr>
<td>Phase 4C Cell Construction</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Compost Facility Construction</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phase 5 Berm for Slope Correction</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Buildings and Improvements</td>
<td>$536.0</td>
<td>$1,164.0</td>
<td>$1,164.0</td>
<td>$769.0</td>
</tr>
</tbody>
</table>